Description of document: Federal Emergency Management Agency (FEMA) Environmental and Historic Preservation (EHP) Emergency Management Guide, 2020

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Department of Homeland Security Freedom of Information Act Public Access Portal

U.S. Department of Homeland Security
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Washington, DC 20472-3172

FEMA

December 11, 2020

SENT VIA E-MAIL TO:

Re: **FEMA FOIA Case Number 2021-FEFO-00042**

This is the final response to your Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), dated October 1, 2020 and received in this office on October 15, 2020. You are seeking a copy of the EHP Incident Management Guide.

A search was conducted of FEMA's Federal Insurance and Mitigation Administration (FIMA) office for documents responsive to your request. The search produced a total of 53 pages, which are enclosed in full. The cut-off date for the search is November 20, 2020.

As part of the 2007 amendments, the Office of Government Information Services (OGIS) was created to offer mediation services to resolve disputes between FOIA requesters and Federal agencies. You may contact OGIS in any of the following ways:

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You have the right to appeal if you disagree with FEMA's response. The procedure for administrative appeals is outlined in the DHS regulations at 6 C.F.R. § 5.8. In the event you wish to submit an appeal, we encourage you to both state the reason(s) you believe FEMA's initial determination on your FOIA request was erroneous in your correspondence, and include a copy of this letter with your appeal. Should you wish to do so, you must send your appeal within 90 working days from the date of this letter to fema-foia@fema.dhs.gov, or alternatively, via mail at the following address:

FEMA
Office of the Chief Administrative Officer
Information Management Division (FOIA Appeals)
500 C Street, SW, Seventh Floor, Mail Stop 3172
Washington, D.C. 20472-3172

There is no charge for this FOIA request. As this concludes the processing of your request, it will be closed.

If you need any further assistance or would like to discuss any aspect of your request, please contact the assigned FOIA Specialist at alexander.yacoubian@associates.fema.dhs.gov and refer to FOIA case number 2021-FEFO-00042. You may also contact someone at fema-foia@fema.dhs.gov, or (202) 646-3323, and you may contact our FOIA Public Liaison in the same manner. For a faster response please email the assigned FOIA specialist directly.

Sincerely,

Holly C. Walter
Government Information Specialist
Disclosure Branch
Information Management Division
Office of the Chief Administrative Officer
Federal Emergency Management Agency
U.S. Department of Homeland Security

Enclosures: Responsive Records (53 Pages)

Briefings and Reports

EHP Field Operations Standard Operating Procedure





FEMA

Contents

During an incident, EHP personnel generate timely and accurate information to enable decision-making and maintain operational safety. This information is developed and communicated through a variety of formats both within and external to the EHP organization. EHP information exchange with non-EHP audiences (e.g., Joint Field Office (JFO) Leadership) occurs through the Incident Command System (ICS) framework, and internal EHP reporting requirements are established by EHP Management. This chapter discusses the procedures and tools required to conduct both aspects of EHP information exchange.

A high-level summary of EHP-related written reports discussed in this chapter is provided in the table below. Each report is explained more throughout the chapter:

Report	Author	Audience	Purpose
RRCC-EHP Brief (or SitRep)	RRCC EHPA	▪ E-mailed directly to the REO and the NRCC EHPA ▪ Regional and National EHP leadership	▪ Provides an incident level operating picture ▪ Contains a series of key environmental compliance risk factors with potential to impact EHP disaster response, in line with EHP Critical Information Requirements (CIRs)
EHP-NRCC Brief (or SitRep)	NRCC EHPA	▪ Regional and National EHP leadership	▪ Provides an incident level operating picture ▪ Contains a series of key environmental compliance risk factors with potential to impact EHP disaster response ▪ Often includes multi-regional, multi-disaster information to be shared with all EHP components
NRCC SitRep	NRCC Planning Section or Situational Awareness Section with contribution from NRCC EHPA	▪ FEMA Regional and National leadership	▪ Provides an Agency-wide incident level operating picture
Senior Leaders' Brief	EHP contribution provided by NRCC EHPA	▪ FEMA Regional and National leadership	▪ Provides high-level critical information; is prepared every 12 hours or at the end of each Operational Period
JFO SitRep	Operations and Planning Sections compile; EHAD or EHMG contribute	▪ JFO Operations Section Chief (Ops Chief) ▪ Chief of Staff (CoS)	▪ Informs Command Staff at the disaster of work completed and the status of disaster activities ▪ Is prepared at the end of each Operational Period
SpotRep	All JFO entities; EHAD or EHMG for EHP	▪ Ops Chief ▪ CoS	▪ Provides information important to incident objectives and tactics (e.g., severe weather or hazmat spills) ▪ Adds value to incident action planning efforts by providing timely information on significant aspects of the incident

Report	Author	Audience	Purpose
Summary Briefing to Regional Administrator (RA)	REO with EHADs	▪ RA	▪ Provides a snapshot of EHP region-wide activities within a given operational period ▪ Delivered to the RA through the Regional chain of command
Ops Chief Briefing / Chief of Staff Briefing	If Ops Chief or Chief of Staff request written updates, Specialists compile for EHAD	▪ JFO senior staff	▪ Discusses issues related to finance, travel, staffing, administration and other support activities
EHP Specialist Staff Report to EHAD/EHMG	EHP Specialist (may be in verbal, e-mail, or written form depending on supervisor preference)	▪ EHAD/EHMG	▪ Provides EHP JFO supervisors with regular EHP project review status updates for the incident
Recovery Scoping Meeting (RSM) Report	EHP Specialist	▪ EHMG ▪ Uploaded in Grants Manager	▪ Documents concerns, information shared and heard at RSM
EHP-FEMA Program Status Reports	EHP Staff	▪ FEMA Program staff	▪ Provide Program-related EHP status to coordinate response and recovery efforts in a disaster ▪ Modified to suit the needs of each Program audience

Procedure for Completing Situational Awareness Reports

Purpose

JFOs, Regional Response Coordination Centers (RRCCs), and the National Response Coordination Center (NRCC) all create Situational Awareness Reports, or SitReps, that are used to provide Federal decision-makers with a regular overview of significant operations, plans, and issues related to a disaster or emergency. Information in SitReps must be comprehensive and accurate, as they are often used in reports to the White House, Congress, and government agencies. The Planning Section, or Situational Awareness Section, is responsible for collecting information from each entity involved in the disaster response (Emergency Support Functions [ESFs], Operations Section, etc.) and disseminating the SitRep reports.

In many disasters, SitReps are posted to WebEOC, a web-enabled incident management and database system that contains incident records and serves as the primary communication tool used in most JFOs, RRCCs, and the NRCC. States, territories, and associated JFOs may or may not use a WebEOC platform, depending on availability and usability. If utilizing WebEOC, SitReps are posted under the incident name and coordination center location. If WebEOC is not being utilized, reports are sent via the command center or field office's Situational Awareness Section's email distribution list.

In addition to providing information to the regional and national level situation reports, the EHP point of contact in the RRCC (usually titled the EHPA) and the EHAD in the JFO provide detailed EHP specific situational awareness information to the EHP component (EHPA) in the NRCC. This exchange provides all parties with timely and reliable information to use in various report types.

Situational Awareness Reports created in each type of command center or field office are outlined in the sections below.

Roles and Responsibilities

Role	Responsibility
RRCC EHPA	▪ Create the RRCC-EHP Brief using field reports including Incident Management Assistance Team (IMAT), Emergency Operations Center (EOC)/JFO ▪ Summarize the RRCC-EHP Brief to provide relevant (high-level) information for the RRCC SitReps ▪ Maintain situational awareness of EHP issues that may be relevant for a SpotRep (brief and deadline-driven reports of essential information on the event or conditions that have an immediate and significant effect on current operations)
NRCC EHPA	▪ Analyze regional reports (including RRCC and JFO SitReps, and RRCC-EHP Brief) to provide information for the NRCC SitRep and potentially the Senior Leaders Brief (SLB) ▪ Create the EHP-NRCC Brief using information from various reports ▪ Maintain situational awareness of EHP issues that may be relevant for a SpotRep
EHAD in the JFO	▪ Prepare and submit required EHP information to the Operations Section to be compiled into JFO SitRep by Planning Section ▪ Maintain situational awareness of EHP issues that may be relevant for a SpotRep ▪ Submit SpotReps to the Operations Section Chief in the JFO, and potentially the Chief of Staff, prior to distribution
REO	▪ Initiate EHP Coordination Calls and determine frequency/schedule

Procedures at the Regional Response Coordination Center (RRCC)

The RRCC is a standing facility in each FEMA Region and is responsible for coordinating regional response efforts in anticipation of, during, and immediately following a disaster. Typically activated for larger disasters, a RRCC is staffed by FEMA personnel and other federal agency staff under the ESFs. The RRCC is activated before the JFO is established. In larger disasters, the RRCC may continue to be activated for a time after the JFO is established.

<u>EHP's Contribution to the RRCC Situation Report</u>

- The regional EHPA supporting the RRCC provides information to the RRCC SitRep via the RRCC Operations Section Chief. This information should be higher level and readable to non-EHP audiences.
- The Information Collection Plan, distributed by the Planning Section, lists Critical Information Requirements (CIRs) for the specific disaster and the operational period *(Refer to Job Aid EHP Critical Information Requirements as a guide only, as CIRs vary by disaster and operational period).*
- The RRCC EHPA should read their regional RRCC Guide for information regarding their Region's RRCC operations including how to submit information to the RRCC SitRep *(Refer to the Links to RRCC Guides Job Aids; keep an eye out for updates to these guides within each region, as the RRCCs have transitioned to the ICS organization).*

Refer to the two Sample EHP Inputs for SitReps Job Aids for examples of information provided in agency wide situational awareness reports, and the RRCC EHP Brief Template (see below) for a format to summarize potential EHP impacts and activities for EHP and agency leadership.

<u>RRCC EHP Situational Awareness Report (RRCC-EHP Brief)</u>

- The RRCC EHP Situational Awareness Report, or RRCC-EHP Brief, establishes an incident level operating picture for regional and national EHP leadership. It consists of a series of key environmental compliance risk factors which have the potential to impact EHP disaster response considerations, in line with EHP Critical Information Requirements. This report is separate from the RRCC SitRep that is the broader, agency wide document prepared by either the Planning or Situational Awareness Section.

- The RRCC-EHP Brief is produced at the discretion of the acting EHP component within the regional EOC, e.g. the RRCC, and in coordination with the Regional Environmental Officer (REO). EHP staff in the field (IOF or JFO) provide valuable information for the report.
- The RRCC-EHP Brief should be produced within the operational tempo as established at the EOCor RRCC and e-mailed directly to the REO and the NRCC EHPA.
- The RRCC and NRCC EHPAs may analyze the RRCC-EHP Brief for high-level information appropriatefor EHP's contribution to the RRCC and NRCC SitReps, and potentially the Senior Leaders Brief (SLB) that is prepared and distributed from the NRCC.

Refer to the RRCC EHP Brief Template for a sample format that organizes EHP information for leadership.

Procedures at the National Response Coordination Center (NRCC)

The NRCC is a multiagency center at FEMA Headquarters that provides overall Federal coordination support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation. Upon activation, the NRCC provides national-level emergency management by coordinating and integrating resources, policy guidance, situational awareness, and planning to support affected region(s).

The NRCC is activated to coordinate with affected region(s) and to provide needed resources and policy guidance in support of incident-level operations. The NRCC collects and disseminates information on potential threats, events, or incidents, building and maintaining situational awareness at the national-level.

<u>EHP's Contribution to the NRCC Situation Report</u>

- The EHP support at the NRCC is the EHPA, who has a seat with the Command Staff and Liaison Officers in the NRCC. The EHPA provides information to the NRCC SitRep via the NRCC Chief of Staff (COS).
- The EHPA uses regional reports, including RRCC and JFO SitReps, and the RRCC-EHP Brief to analyze information for potential inclusion into the NRCC SitRep. The EHPA's communication with EHP staff in the field is key to obtaining and validating information for NRCC reports.

<u>NRCC EHP Situational Awareness Report (NRCC-EHP Brief)</u>

- The NRCC EHP Situational Awareness Report, or NRCC-EHP Brief, consists of a series of key environmental compliance risk factors which have the potential to impact EHP disaster response considerations. The report establishes an incident-level operational picture for regional and national leadership, and often includes multi-regional, multi-disaster information to be shared with all EHP components. This report is separate from the NRCC SitRep that is the broader, agency wide document prepared by either the NRCC Planning Section or Situational Awareness Section.
- The NRCC-EHP Brief is produced at the discretion of the NRCC EHPA and in coordination with the Director of OEHP.
- The NRCC-EHP Brief should be produced within the operational tempo as established at the NRCC and e-mailed directly to the REO and EHP leaders in the field.
- The EHPA in the NRCC may summarize the NRCC-EHP Brief for high-level information appropriate for EHP's contribution to the NRCC SitReps, and potentially the Senior Leaders Brief (SLB) that is prepared and distributed from the NRCC.
- Communication between EHP field staff, including staff in the JFO (if open), and the EHPA in the NRCC helps validate information for situational awareness purposes and helps identify issues that need attention. It is OEHP policy to collect as many reporting documents as possible and review for relevant information that pertains to potential EHP considerations. Relevant documents should be openly shared between EOCs to facilitate a unified operating picture.

Senior Leaders Brief (SLB). The EHPA in the NRCC analyzes regional reports for potential high-level information that should be included in the SLB. The SLB is published daily in the NRCC as established in the Operational Tempo (Ops Tempo). Timely coordination between the EHPAs in the NRCC and the RRCC or the EHAD in the EOC or JFO will ensure critical information is analyzed, validated, approved and included in the SLB when appropriate.

EHP Coordination Calls. The HQ/Regional coordination call is an essential component of OEHP's overall disaster response strategy. The regional EHP call is intended to give both HQ and regional leadership a consistent and regularly scheduled forum to discuss immediate needs and overall disaster operations. The call also serves as a method of providing HQ and regional leadership a common operating picture of actions and strategic plans undertaken by OEHP in response to a critical event.

Regional Coordination Call timing and frequency are held at the discretion of the REO with concurrence of the OEHP Director or designee. Typically, the call is triggered as part of the OEHP NRCC activation procedures; however, the REO may initiate a request for a coordination call at any time regardless of NRCC activation. If Other Federal Agencies (OFAs) are on the call, for example the Department of Interior, it may be referred to as an EHP All Hands Coordination Call.

Formalized Requests for Information (RFI). RFIs are a common practice during disaster response and occur through Federal e-mail correspondence. WebEOC has a formal RFI process, but information requests between EHP in the EOC/JFO or RRCC and the NRCC often occurs via email. It is important to request information or action in an official capacity so the request can be tracked, distributed, and fulfilled appropriately. An RFI can be sent or received at the national-and regional-level. *Refer to the callout box to the right for typical information to include in an RFI.*

All documents created, reviewed, or shared at the national-level can be found on the OEHP-NRCC SharePoint Web Portal.

Information to Include in an RFI

Subject: RFI: Critical Information Request (type of request).
Originator of Request: Who is requesting the information and what authority are they requesting under?
Request for Information: Information being requested.
Purpose: For what purpose is the information requested?
Due by: Date/Time Response requested.
Send to: Disaster Response Coordinator
CC: Relevant parties including OEHP senior leadership if appropriate.

Procedures at the Joint Field Office (JFO)

During initial disaster response activation, the JFO is not yet stood up. At this time, the RRCC compiles Regional SitReps for the incident, using information gathered from the EOCs, IMATs, and other first responder teams.

Generally, once the JFO is stood up, the RRCC and the NRCC stand down and the JFO continues providing SitReps on the incident. In larger, multi-region, or catastrophic disasters, the NRCC and/or the RRCC may continue activation and support for a time (typically one week to one month) after the JFO is stood up.

In JFOs, Incident Command System (ICS) information management principles are followed to the greatest extent possible. A basic ICS principle is that information flows freely, but tasks and directions follow formal chains of command. The RRCCs started transitioning to the ICS organizational structure in 2018 and are working towards 100% full operational capacity. ICS is an incident management rather than incident support structure. Currently, the NRCC remains non-ICS, or an incident support structure.

ICS relies on an Incident Action Plan (IAP) that specifies objectives and supporting activities for a defined timeframe (the operational period). The IAP is a primary tool for managing incidents that contains essential information regarding incident organization, resource allocation, safety, and weather, necessary to manage an incident during the operational period. Early in the incident, operational periods are typically 12-24 hours, but as the incident stabilizes, operational periods increase in length. In some JFOs, the operation is of such length that Operational Periods transition to Standard Operating Procedures. Some JFOs, however, use Operational Periods until they transition to Regional Offices. This will affect when reports are due. Reporting times are posted by each JFO.

The EHAD or EHP Manager participates in the JFO Tactic Planning meetings. The ICS 215 worksheet is used to communicate decisions about resource assignments and needs for an operational period. There are two (2) meetings (draft and finalizing) where the IAP is created for the operational period. The EHAD or EHP Manager either fills in the ICS 215 Operational Planning Worksheets and emails them to Planning, or enters the data in the Tactic Viewer in the IAP Builder, located under the File Library in WebEOC. (A screenshot of the Tactic Viewer and the IAP Builder Guidebook are available in the SOP Toolbox.) The EHAD or EHP Manager follows Planning's instructions on how to provide the data. The EHAD or EHP Manager reviews the draft plan and can get specific information on other departments' plans, make changes to the planning forms, and attends both tactical meetings to review the IAP before it is approved by the FCO and published. More information on the EHP management's role in developing IAPs is in the EHP Management Chapter of the SOP.

Joint Field Office (JFO) SitRep. This SitRep is intended to inform Command Staff at the disaster of work completed and the status of disaster activities. This report is prepared at the end of each Operational Period in the JFO. In general, JFOs use the Incident Status Summary Form 209A-FEMA for high level reporting. EHP emails a summary to the section responsible for the report and that section compiles information on the form. For larger, more detailed reports, EHP may provide information on an EHP SitRep template.

Refer to the two Sample EHP Inputs for SitReps Job Aids for examples of information provided in situational awareness reports. The type of information included, and the level of detail, can be tailored to the audience for the report.

Joint Field Office (JFO) SitRep Procedure:

1. The EHAD or Manager analyzes and validates EHP internal briefings and reports, including those from JFO satellite offices, for inclusion in JFO SitReps.
2. The EHAD or Manager prepares briefing notes, often a bulleted list, and submits to the Operations Section. This information should be transmitted according to the JFO's protocol, usually via email or by entering into WebEOC. The Operations Section compiles their information and sends it to the Planning Section. (Note: The Planning Section Chief may request the Documentation Unit consolidate information for the SitRep).
   - SitRep inputs should be accurate, concise, current, and address critical issues of importance to upper-level decision-makers. It is particularly important that activities related to the achievement of the IAP items be included in SitRep submissions.
   - The Information Collection Plan, distributed by the Planning Section, will list Critical Information Requirements (CIRs) for the specific disaster and the operational period. *(Refer to Job Aid EHP Critical Information Requirements as a guide only, as CIRs vary by disaster and operational period).*
   - The SitRep includes pertinent information covering the last Operational Period. The

SitRep Input Guidelines

- ✓ Write in complete sentences using the past tense as the report is on actions completed in the Operational Period just ending.
- ☐ Provide a narrative overview of current and critical activities, issues, accomplishments, initiatives, and status of Incident Action Plan (IAP) tasks. (*Tip: Look at the IAP for the reporting period and see what was said would be accomplished, and report on it.)*
- ✓ Be sure to include Who, What, Why, Where, When. Example: "Conducted EHP compliance review of 46 Public Assistance subgrantee applications in queue for a cumulative total of 48 reviews by 11/8/2017."
- ✓ Do not use terms such as I, we, tomorrow, today, etc.
- ✓ Spell out acronyms. Example: "Endangered Species Act (ESA)"
- ✓ When listing a city, put the county in parenthesis. Example: Morehead (Rowan County)
- ✓ When referring to counties that are included in the disaster, use the term designated counties (States are declared, counties are designated).
- ✓ Consider the audience reading the SitRep and draft language so a non EHP audience can understand.
- ✓ Staff deployments (unless specialized or from ESFs), training plans, training classes, and other routine operations are not reported on a SitRep going to non EHP personnel.

report cycle of SitReps will be determined by the JFO Coordination Group. Information on the reporting cycle is available via the JFO Battle Rhythm schedule.

3. The Planning Section compiles information on the Incident Status Summary ICS 209-A-FEMA form. This form may or may not have a designated line for EHP input. If space for EHP information is needed, the EHAD or Manager should discuss this with the Operations Section Chief and/or the Planning Section Chief. In most cases, a line titled "Environmental" or "Environmental Historic Preservation" is added to the form.

JFO Spot Reports (SpotReps). Information for SpotReps may be generated by any element at the incident-level. SpotReps can provide information important to incident objectives and tactics (e.g., severe weather or hazmat spills). SpotReps often add value to incident action planning efforts by providing timely information on significant aspects of the incident.

The reports are found in WebEOC. SpotReps generated by groups in the JFO provide the EHAD knowledge of actions that may require EHP considerations. The RRCC and the NRCC EHPAs should also share relevant SpotReps with the EHAD in the JFO for visibility.

All JFO entities have a responsibility for posting SpotReps. Information in SpotReps is incorporated into SitReps for the relevant time period. The Chief of Staff in the JFO may request a SpotRep from the EHAD on a particular EHP issue.

JFO SpotReps Procedure:

1. The EHAD or Manager maintains situational awareness of EHP issues that may be relevant fora SpotRep.
2. Information is gathered and compiled in reports.
3. Spot Reports should be submitted to the Operations Section Chief in the JFO, and potentially the Chief of Staff, prior to distribution.

Dashboard or Shared Reporting Resources

Information sharing and resources for situational awareness reports during disaster response often take on the form of dashboard-style reporting. Dashboard and shared reporting platforms can provide resources for all the situational awareness reports discussed in the above sections.

- Documents range in type, format, complexity and distributer.
- Resources can be produced by other Federal agencies such as the U.S Army Corps of Engineers (USACE) or internally by FEMA GIS or EHP at a national-or regional-level.
- EHP Dashboards and its Field Operations App Suite for GIS can assist staff in collecting data and preparing reports for situational awareness. See the GIS section in the Data Collection Chapter for more information and GIS links.
- It is important to verify data being used is correct. If EHP users note that resource information is not correct, the user should contact their supervisor. Only trusted information should be provided in briefings and reports.

Homeland Security Information Network (HSIN):

The Common Operating Picture (COP) is shared situational awareness information that offers a standard overview of an incident. The HSIN COP, managed by DHS, is a useful tool for FEMA to provide national situational awareness. EHP contributes information of national importance, or that impacts other Federal agencies, to the HSIN. For more information on this system, its relevance to EHP—prior to posting information to the site—the EHAD should contact the REO and the JFO Operations Section Chief or Chief of Staff.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- Links to current RRCC Guides are below. Obtain latest RRCC guidance through regional RRCC SharePoint sites or contacts.
    - Region II RRCC Guide
    - Region III RRCC Guide
    - Region IV RRCC Guide
    - Region V RRCC Guide
    - Region VI RRCC Guide
    - Region VIII RRCC Guide
    - Region X RRCC Guide
- EHP Critical Information Requirements
- Sample EHP Inputs for SitReps (1 of 2)
- Sample EHP Inputs for SitReps (2 of 2)
- RRCC EHP Brief Template

Procedure for EHP Information Exchange

Purpose

EHP personnel must exchange information with JFO and Regional leadership, within EHP disaster teams, and with FEMA Programs.

Roles and Responsibilities

Role	Responsibility
REO	▪ Submit EHP reports to the Regional Administrator ▪ Add staff into Grants Manager
EHAD	▪ Report directly to the Chief of Staff (COS), or to the FCO when the COS is not activated; may report to the Operations Section Chief in a smaller disaster response ▪ Act as the single point of contact for the REO or Deputy REO on all EHP matters related to FEMA's regulatory compliance for the emergency or disaster declaration, or post-disaster recovery ▪ Coordinate with EHP Advisor to respond to Program Delivery Manager's (PDMG's) RSM invitation and assign an EHP representative to attend ▪ Add EHP field staff in Grants Manager and review projects in Grants Manager
EHP Manager	▪ Report directly to the Operations Section Chief; in Level II and III disasters, report to the EHAD ▪ Coordinate with the EHAD to respond to PDMG's RSM invitations; assign EHP representative(s) to attend
EHP Specialist	▪ Report directly to the EHP Manager ▪ Attend RSMs as assigned; coordinate with the PDMG to prepare for the RSM meeting, report concerns to EHP Leadership, execute the RSM report, and upload report to Grants Manager ▪ Attend IA meetings as assigned by EHP Manager ▪ Compile information for status reports and updates for EHP staff and, as requested, Programs

Preparing Information for JFO and Leadership

FCO Briefing. Within the first few days at a field office, the EHAD and/or Regional staff meet with the Federal Coordinating Officer (FCO). This meeting is often held in conjunction with the COS and may cover a variety of topics:

- EHP's position in the incident's chain-of-command
- Any EHP issues specific to the field office/operation
- Concerns found during early resource agency coordination or PDAs
- Finalizing Greensheets, which may include sharing with FCO and State Coordinating Officer (SCO) for review; some regions require REO review before final dissemination
- Tribal consultation letters sent out under the FCO's signature

For the remainder of the disaster operations, the EHAD attends the JFO's Command and General Staff meetings in person. This meeting frequency varies depending on the disaster needs. Ongoing FCO briefings include information on topics such as updates on debris sites, available staff numbers, Tribal, and historic preservation concerns. Typically, specific briefings are conducted by the EHAD on a case-by-case basis. *Refer to the Sample EHP Inputs for FCO Briefings Job Aid for a list of topics that may be included in this briefing. This sample is for EHP use as notes only and is not formatted for presentation to the FCO.*

Chief of Staff (COS) Briefing. Briefings by the COS or designee are focused on mission specifics. They involve information on Logistics, Public Assistance (PA), Individual Assistance (IA) and other programs in the JFO.

Operations Section Chief (Ops Chief) Briefing. The Ops Chief oversees JFO support functions. The Ops Chief (or designee) brief discusses issues related to finance, travel, administration and other support activities.

The COS and the Ops Chief determine when and how often these briefings are delivered; scheduling may be determined by disaster type and size, State and regional disaster activities, and other factors.

If the Ops Chief, COS, or FCO request a written update from EHP, the EHAD may request specialists to compile information using any of the EHP report templates in the SOP Toolbox. If the reporting is during an ICS Operational Period, ICS reporting forms may be required.

Preparing Information for EHP Disaster Teams and Regional Leadership

This section describes procedures for EHP briefings and reporting between EHP staff supporting a disaster and their team members, including the EHAD, EHMG, REO, and Specialists. Reporting between EHP and the Consolidated Resource Center (CRC) is included in the Review and Documentation Chapter.

EHP Team Meetings. Typically, an EHP Team meeting is run by the EHAD/EHP Manager and all EHP staff are expected to attend, including Reservists and others working on behalf of the EHP Team. These meetings provide EHP staff with a common understanding of shared EHP priorities. REOs are typically only involved in EHP team meetings at the beginning of a disaster, or in large and/or complex disasters. Early on, EHP Team meetings may occur daily and become less frequent as the disaster progresses. They are typically held shortly after the Command and General Staff (C&GS) meetings so that the EHAD/EHP Manager can report back on JFO information and FCO concerns and input. EHADs may also provide team updates via email.

The EHAD or EHP Manager determines the meeting schedule, informs staff, and prepares the agenda.

Generally, after 60 days, the Team Meeting includes an update on the number of project worksheets started and updates on any problematic projects which will likely go back to the Region. Sometimes referred to as "problem-shouldering," the discussion may include coordination issues with consulting agencies, compliance concerns, or any other issues that would cause delay in actions. Knowing about the problems and the expected duration of projects is important for longer-term staffing and planning.

The checklist to the right includes a list of typical agenda topics the EHAD/EHP Manager may discuss with the EHP team, depending on the phase of the disaster. The goal is to provide EHP staff with information needed to perform daily activities as well as to alert them to significant actions and concerns.

Refer to EHP Team Meeting Agenda Checklist Job Aid as a tailorable template of topics that may be discussed during team meetings.

- Team schedules, including any time off or rotations
- Workload assignments (Site Inspections scheduled for the upcoming week, field assignments, assignments for RSMs)
- Operations updates on projects and coordination with cross-team (IA, PA, and Mitigation) responsibilities going forward
- Status of Projects (Number of completed project worksheets this week and any challenging/difficult projects or interesting/technical issues encountered)
- Programmatic Agreements in place (and any amendments to them)
- Coordination with other agencies
- Any JFO issues, issues raised by FCO, training opportunities/needs

EHP Specialist Staff Report to EHAD/EHMG. On a weekly basis, or as requested, the EHP Specialist should provide the EHAD/EHP Manager status updates related to the incident. The method for reporting this information may vary depending on the EHAD/EHP Manager's preference but could include email or verbal updates. For large scale disasters, a lead EHAD may be deployed and the reporting schedule may be more standardized and formal, to include written updates.

The following is a checklist of items an EHP Specialist may report out to the EHAD/EHP Manager:

- Work completed for the week
- RSMs attended
- Site Inspections conducted
- Project Worksheet EHP reviews in progress with their status; projects completed
- Housing EHP reviews completed
- Technical issues encountered in Site Inspections/reviews
- Administrative issues (e.g., time off, rotations)

Refer to the Weekly EHP Project Worksheet Sample Job Aid for an example of an emailed PA Project Worksheet update from the EHP Specialist to the EHAD/EHMG.

EHAD EHP Briefing to the REO. When first deployed to the region, the EHAD has an in-briefing with the REO. They set their meeting schedule, in general every two weeks, and the REO tells the EHAD what type of information should be included in future briefings. The EHAD gathers information for the REO from several sources, including the Specialist briefing. The REO uses this information for a variety of purposes, to include discussing immediate needs and overall disaster operations during HQ/Regional coordination calls.

The following is a checklist of some items the EHAD may report out to the REO:

- Project worksheet (PW) tracker showing status of PWs received in EMIS, depending on REO preference
- Resource shortfalls (e.g., staffing needs and the need for local hire or contract assistance)
- Work completed (e.g., number of RSMs attended, number of Site Inspections conducted, number of PWs with completed environmental reviews, Housing review issues)
- Summary status of projects requiring environmental assessments (EAs)
- Update on project reviews in progress
- JFO EHP consultations scheduled with state, federal or tribal agency staff
- Need for regional office staff coordination with state, federal, or tribal agencies
- Discussion of challenging projects
- Any other issues

Summary Briefing to the Regional Administrator (RA). EHP Project Review summaries to the RA are prepared by the REO and provide a snapshot of EHP region-wide activities within a given operational period. The REO provides the brief to the RA through the Regional chain of command. The REO will work with the EHAD(s) stationed in JFOs to compile this report.

Refer to the EHP Project Review Summary Template for a method of organizing information for EHP briefings and reports. This report can be modified as needed for the REO or, at the REO's request, for the Regional Administrator.

Program Briefings and Reports – RSMs, Housing, General Meetings, and Status Reports

Recovery Scoping Meetings (RSMs). FEMA EHP Specialists support Public Assistance (PA) RSMs by providing technical assistance and information on environmental compliance requirements. They provide a brief (5-10 minute) overview on EHP compliance and answer any questions the applicants or attendees may have. EHP Specialists document the information shared and heard at the RSMs.

Refer to the EHP Recovery Scoping Meeting Report Template and Recovery Scoping Meeting Talking Points Job Aids for tools to document information.

EHP staff typically attend every RSM. If unable to send a representative (often due to staffing issues), the EHP Manager or EHAD will try to join the meeting virtually. In some situations, EHP staff may have to triage which RSMs they attend. In addition to obtaining and providing information, participating in RSMs can help justify staffing projections.

Typically, EHP Specialists can anticipate the following procedural steps related to supporting RSMs:

1. EHP Manager is automatically notified when the Program Delivery Manager schedules the RSM in Grants Manager (task will include an indication of whether there are potential EHP concerns based on EHP questions from the PA Exploratory Call).
2. EHP Manager responds to calendar invite and assigns an EHP Specialist to attend the RSM (EHP manager sends calendar invite to selected EHP Specialist). If EHP will not be physically in attendance the Manager uses one of five options in Grants Manager to report those circumstances.
3. EHP Specialist coordinates with the PDMG prior to the RSM to discuss the agenda, roles, etc.
4. EHP Specialist reviews Damage Inventory and Exploratory Call Questionnaire in Grants Manager prior to RSM.
5. At RSM, EHP Specialist discusses the Greensheet and other EHP concerns (*Refer to EHP Recovery Scoping Meeting Report Template and Recovery Scoping Meeting Talking Points Job Aid for common talking points and items to consider*).
6. Following the RSM, EHP Specialists should:
   - Report concerns to EHP Manager
   - Answer EHP damage survey questions in Grants Manager (the Program Site Inspection (SI) Lead will likely notify EHP to complete this task if not done so by EHP SI staff)
   - Upload RSM Report, sometimes called "Notes", (*see EHP Recovery Scoping Meeting Report Template and Recovery Scoping Meeting Talking Points*) into Grants Manager

RSM reports previously entered into Grants Manager may be requested under the Grants Manager reporting feature (See Obtaining Information for Briefings and Reports section in this Chapter).

For more information on RSMs, refer to the Data Collection Chapter of this SOP.

Disaster Housing Task Force Meetings or Individual Assistance Housing Program Meetings. FEMA EHP specialists support Individual Assistance's Direct Housing Programs by providing technical assistance and information on environmental and historic preservation compliance requirements for direct housing programs under consideration by housing task forces. EHP specialists provide a brief (5-10 minute) overview on FEMA EHP compliance and answer any questions the attendees may have on FEMA EHP. EHP specialists document the information shared and heard at the housing task force meetings or program meetings. It is important to note that other agencies, including HUD and USACE, may also have an EHP presence.

EHP attendance at housing meetings is based on the disaster, REO direction, and the availability of EHP specialists employed by Individual Assistance. EHP strives for EHP involvement at housing program meetings, especially those hosted by FEMA or the state, as housing site options and EHP requirements can be noted up front in the process.

Typically, EHP specialists can anticipate the following procedural steps related to supporting housing meetings:

1. EHP Manager coordinates with the Housing Group Supervisor on the disaster as well as the EHP specialist working for the Individual Assistance (IA) Cadre (if any).
2. EHP Manager determines if EHP is attending and either attends in person or assigns a senior EHP Specialist to attend. If EHP Manager determines EHP will not attend, they will indicate rationale to Individual Assistance (generally, because Individual Assistance has an EHP Specialist in their Cadre who will brief the EHP Manager).
3. If assigned to attend the task force or program meeting, EHP Specialist receives a calendar invite from EHP Manager.
4. EHP Specialist coordinates with the IA Point of Contact prior to the meeting to discuss the agenda, roles, etc.
5. EHP Specialist reviews Damage Inventory and Disaster Housing Assessment Team data prior to the meeting.
6. At the meeting, the EHP Specialist briefs the attendees on the Greensheet and any other EHP concerns specific to each housing program. EHP Fact Sheets may be of assistance in summarizing EHP considerations. (*Refer to EHP Fact Sheet Job Aids for examples).*
7. Following the meeting, the EHP Specialist should:
   - Report concerns to EHP Manager
   - Upload Task Force meeting notes to the dedicated folder in the Disaster Environmental Drive or manually enter the data into EMIS, depending on Regional guidance.

Day to Day General Meetings with Program Staff. EHP staff will be involved in additional day to day meetings with the Public Assistance staff. These meetings have no specific format; they may identify what needs to be accomplished by the day or the week, tracking the steps to follow through Grants Manager. These meetings often use “huddle boards” to outline staff assignments and priority tasks. (See the Huddle Board pictures in the SOP Toolbox). EHP will also meet with Individual Assistance staff if there is a Direct Housing mission.

EHP staff should confirm with the EHP Manager regarding meeting schedule and invitation(s). The formality of the approach can be scaled depending upon the number of EHP staff at the incident.

<u>EHP—FEMA Program Status Reports</u>. EHP staff provide EHP Status Reports to FEMA Programs to coordinate response and recovery efforts in a disaster. Reports and briefings are modified to suit the needs of their audience.

See *Figure 1: EHP—FEMA Program Status Reports* for potential categories of information that could be included in PA and IA Project status reports.

Figure 1: EHP—FEMA Program Status Reports

	PA Project status reports may include information in the following categories:	IA Housing Project status reports may include information in the following categories:
Long Report Categories (Sample)	• Number of Completed Projects in each PA Category (A-G) • Number of Projects in Queue by PA Categories of Work ("Categories of Work in Queue") and Number of Days in Queue ("Days in Queue") • Number of Projects waiting for USACE or OFA for Lead Federal Agency Determination • Number of Projects in Section 7 ESA Review • Number of Projects in NHPA Review / SHPO Consultation • Number of Projects Awaiting RFI Responses (CRC and/or Subrecipient) • Number of Projects on Hold Due to Multiple Coordination Processes (ESA, SHPO, CRC etc.) • Number of Projects Requiring an EA by FEMA (may include Legacy Projects) • Number of Projects Requiring an EA by Lead Federal Agency other than FEMA	• Pre-SIR Property Reviews • PHC Preliminary Floodplain Reviews • Work Order Mitigation and Community Determination • Work Order QA/QC • Direct Lease Cumulative Report – RECs Completed • MLRP Cumulative Report – RECs Completed • PHC Cumulative Report – HIR Reviews Completed • Group Housing – Number of Site Visits by County • Commercial Sites – Number of Commercial Park Reviews Completed by County • Private Sites Cumulative Report for MHU/TT – SIR from Log and GLO –Reviews Completed with Flood Zones Listed by County
Short Report Categories (Sample)	• Number of Projects Cleared from the EHP Queue • Number of Projects Currently in the EHP Queue • Number of Projects in final Environmental Officer Review Queue • Number of Projects Reworked	• Number of Sites Logistics Feasible by County and Direct Housing Program • Number of Sites EHP Compliant, by County and Direct Housing Program • Number of Sites Acceptable by both Logistics and EHP, by Direct Housing Program and in Total
	The PA section of the EHP Project Review Summary Template and the Weekly EHP Project Worksheet Sample in the SOP Toolbox may assist in providing a format for EHP PA Program Status Reports.	*The Housing Summary Update email is an example of an EHP – IA Housing Program report that includes status on interagency coordination.*

CRC – Consolidated Resource Center
EA – Environmental Assessment
ESA – Endangered Species Act
GLO – General Land Office
HIR – Housing Inspection Report
IA – Individual Assistance
MHU/TT – manufactured housing unit/travel trailer
MLRP – Multi-Family Lease and Repair Program
NHPA – National Historic Preservation Act
OFA – other federal agency
PA – Public Assistance
PHC – Permanent Housing Construction
REC – Record of Environmental Consideration
RFI – Request for Information
SHPO – State Historic Preservation Office
SIR – Site Inspection Report
USACE – U.S. Army Corps of Engineers

Obtaining Information for Briefings and Reports

Data used for EHP reports is collected from a variety of sources. The chart beginning on the next page outlines the sources and provides the links to the databases and associated reporting feature job aids.

FEMA is in the process of a grants management modernization project, and the new agency wide system will be called FEMA GO. FEMA GO will replace all current grants management database systems, including EMIS and Grants Manager. EHP will continue to use EMIS and Grants Manager until the FEMA GO project is rolled out. Reporting resources will be updated when changes are made.

Information Source	Description	Types of Information Available	Access Instructions
Grants Manager (formerly referred to as PA Grants Manager)	Used internally to track incident-related data after areas receive federal declaration, and to formulate project plans	▪ Exploratory Calls ▪ RSMs ▪ Site inspections ▪ Project Worksheet information including EHP reviews	Access to Grants Manager is tied to DTS rights: **Grants Manager Log-in**
Environmental and Historic Preservation Information Management System (EMIS)	Web-based system designed to facilitate the process of reviewing FEMA-funded projects and documenting project compliance	▪ Project Worksheet EHP reviews ▪ Housing EHP reviews (also see internal reports) ▪ Supporting documentation for reviews ▪ Workflow analysis (for use by EHADs or EHP Managers) ▪ Case Management Reports	Access EMIS through: **FEIMS tile on FEMA intranet home page** or directly via the **FEIMS homepage.** Staff should use the *Quick Reports via EMIS Search Tab* when they need to research something quickly but don't need to produce a formal report.
Enterprise Data Warehouse (EDW) Reports (See Data Collection Chapter for more information on EDW)	Centralized data reporting application: numerous FEMA systems load data on a regulatory scheduled basis and create reports related to operational and oversight needs of FEMA. EDW is mostly used by leads or staff who work with data to produce monthly or annual reports	▪ Identify types of CATEXs applied in reviews ▪ Identify areas with non-compliant projects ▪ Identify EHP issues for a particular area based on previous disaster data ▪ Pull data from EMIS, including PW status ▪ Pull data from EMIS, including EHP Queue statue	**EDW Site** **EDW Business Objects Tool** EHP staff with EDW permissions can access the **EDW Business Objects Basic User Training Guide** *EHP staff without EDW permissions can use the Instructions for Accessing the EDW Business Objects Basic User Training Guide in the SOP SharePoint Toolbox.* *Overview of EDW Basics includes useful links for SAP (interface used to access EDW), training, and SAP videos.*

Information Source	Description	Types of Information Available	Access Instructions
FEMA GIS and EHP GIS Resources (See Data Collection Chapter for more information using GIS for Data Collection purposes)	System allows EHP staff to access large amounts of trusted data originating from numerous sources EHP utilizes GIS technology to ensure data are accurate and are collected in a timely fashion Information collected directly supports the creation of the REC report, environmental assessments	EHP specialists/supervisors with GIS access may obtain: ▪ Maps and other information from GIS sources for inclusion in reports described in this Chapter. ▪ EHP National Tool Environmental Maps include PDA and EHP Site Inspection data ▪ Standard datasets available on the National Tool Environmental Maps: Tribal Data; Township | Section | Range; Preliminary Damage Assessments (EHP Generated); Site Visits (EHP Generated); National Flood Hazard Layers (including preliminary and pending); Wetlands; Coastal Barrier Resources System (CBRA) Zones; Soils (USDA); USGS Contours; Wild & Scenic Rivers; Wetlands; National Hydrography Data; Environmental Justice; National Register of Historic Places; National Wildlife Refuge; Essential Fish Habitat Protected Areas; Habitat Areas of Particular Concern (NOAA); Sole Source Aquifers; Environmental Sensitivity Index (ESI); Critical Habitat; Coastal Zone Management Act (CZMA) Boundary; National PLSS; Disaster Designated Counties; States; Counties.	GIS Dashboard resources for use in reports: ▪ GIS resources are available at the Disaster, Regional, and National level. Regional or Disaster specific FEMA GIS resources may be posted to a Regional SharePoint site. ▪ EHP Specialists must work with their supervisors on GIS access, training, and requests (See GIS sections in this SOP for more information on using GIS) Requesting GIS Products: ▪ EHP Managers may request any GIS project via the **GIS Project Request page**. ▪ The request may be handled by GIS specialists or leads at the JFO, Region, or Headquarters, depending on the level of difficulty and staff availability. The OEHP GIS Coordinator at Headquarters can request assistance from FEMA GIS or ESRI. Accessing Existing Layers/Creating Maps: ▪ The EHP National Tool has existing map products developed specifically for use by EHP. ▪ To access the EHP National Tool Environmental Maps: Log in to the **FEMA GeoPortal** ▪ Once a person has a GeoPortal account, they will be able to find the **National Tool Environmental Maps** ▪ EHP GIS users can search by disaster number or state then select the one they want ▪ EHP GIS users can print maps for flood zones and wetlands as part of the REC report or as part of a briefing report ▪ EHP GIS users can print reports in Survey123 to be uploaded to Grants Manager. Other reporting enhancements are in the process for integration into FEMA GO and Grants Manager. ▪ EHP GIS users can print maps that provide an overview for inclusion into situational awareness reports.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- Sample EHP Inputs for FCO Briefings
- EHP Team Meeting Agenda Checklist
- ICS Reporting Forms
- Weekly EHP Project Worksheet Sample
- Sample Housing Summary Update
- Recovery Scoping Meeting Report Template
- Recovery Scoping Meeting Talking Points
- EHP Fact Sheets
- Instructions for Accessing the EDW Business Objects Basic User Training Guide
- Quick Reports via EMIS Search Tab

EHP Staffing

EHP Field Operations Standard Operating Procedure





FEMA

Contents

Staffing Plan

Purpose

The REO should develop a staffing strategy with the EHAD based on a number of factors, including the magnitude of the incident, initial EHP scoping efforts, designated programs and delivery approach, the Incident Action Plan (IAP), staffing resource availability, and past experiences in the state. This section supports the development, validation, and appropriate maintenance of an EHP staffing plan throughout response and recovery operations. *A Staffing Plan template is available as a Job Aid.*

The REO will coordinate with OEHP HQ on national cadre asset deployments and availability of regional staff for back-up. After an incident is declared, the REO's priority is to identify and deploy EHAD(s) and/or EHP Manager(s) and specialists needed immediately.

The REO may then designate the EHAD or EHP Manager to analyze staffing needs. Questions that should be considered during the analysis of staffing needs include: what are the EHP skills and job positions needed; what deployment timeframes are needed to provide adequate EHP support to Public Assistance (PA) and Individual Assistance (IA) program delivery; and what team assignments would be most efficient?

Due to the complexity and importance of projecting accurate staffing needs, the REO, or their respective delegate, may utilize a Staffing Plan as a tool to support their assessment of resource fulfillment. A Staffing Plan allows for planning workload and staffing projections to ensure the JFO has the right mix and amount of staffing resources. *A Template Staffing Plan is available as a Job Aid in the SOP Toolbox.*

In addition to the Staffing Plan, REOs, or their respective delegate, *may utilize the JFO Organizational Chart Templates as tools to be tailored based on the specific staffing mix for EHP concerns relevant to the operation.* This tool includes organizational chart templates for Level 1, 2, and 3 events.

Utilizing the EHP Field SOP, Regional guidance, and Position Task Books (PTBs) may also assist in aligning positional tasks/specialties to required tasks.

Roles and Responsibilities

The following staff positions are responsible for the activities indicated in developing a staffing plan:

Role	Responsibility
REO/Deputy REO	▪ Develop initial staffing plan and may share with the EHP Cadre Coordinator
EHAD/EHP Manager	▪ Support REO in developing an initial Staffing Plan (may be delegated to complete a staffing plan on REO's behalf) ▪ Implement and maintain staffing plan ▪ Ensure Chief of Staff (COS) or Operations Section Chief approve of staffing plan

Role	Responsibility
EHP Specialist	▪ **May assist the EHAD/EHP Manager in assessing the potential types and number of specialists EHP will need to staff based on impact of the disaster and types of anticipated projects**

Procedure

Step 1: Consider the scope of the disaster including:

- Nature of the incident and operations (e.g., State-managed, catastrophic)
- Number of designated counties/parishes/jurisdictions
- Extent of emergency actions
- Immediate needs of Programs including extent of Mission Assignments (MA) to support Programs (such as USACE and debris)
- MAs applicable to non-Program operations
- Preliminary Damage Assessments (PDAs) damage information, based on best available information

Step 2: Assess the level of EHP participation in response activities, including:

- Debris removal, including the number of anticipated temporary debris management sites
- Vector control, considering the extent of vectors' spread, season, CDC associated warnings, and pollinating insects affected by insecticides
- Restoring critical facilities (these are emergency preventative measures, which need a liaison and/or monitoring, others need dedicated staff for an extended period)
- Hazardous materials, and whether there is a need for a FEMA EHP-EPA liaison
- Estimated number of Request for Public Assistance
- Estimated extent of the housing mission

Step 3: Consider how the JFO operation is likely to proceed over time.

- Assess basic information: type of incident, level of disaster, number of counties included or added in disaster declaration.
- Identify geographic extent of declaration and number of area field offices.
- Consider known or anticipated EHP issues that will require focus. Some incidents may need technical specialists assigned to the EHAD to work on programmatic issues with incident-wide applicability (e.g. historic preservation or temporary housing). These deployments/designations will be based on the operational needs of the incident. Items to consider:
    - Environmental Issues (e.g., coastal erosion, listed species and designated critical habitat)
    - Historic Preservation Issues (e.g., number of historic districts; incident areas with large concentrations of historic resources)
    - Hazard Mitigation Grant Program: If expected that Mitigation projects will be developed in the JFO, consider the required timing and scale
    - Additional elements that are more routinely encountered, which likely will vary by Region. These may not be defined as critical facilities but do require additional efforts in time and personnel requirements (e.g., work in waterways; bridge damages/replacements)
    - Specialized expertise needed (e.g., Tribal consultation, large-scale surveys, collections issues, environmental justice)

Step 4: Consider a time-phased deployment in accordance with operational requirements for each Program (i.e., the anticipated level of Program activity that is likely to occur as the field office undertakes and completes its work).

- Early workload surges reflect the need to have an early strategy for EHP implementation and/or to be highly proactive during project review.
    - Ensure deployments are coordinated against actual needs to prevent inefficiencies

   - Note that EHP staffing tends to lag Program staffing
   - Programs typically begin operations with large numbers of personnel and decrease over time
- Later workload surges and complex projects may require EHP staff increases.
- The full EHP Workload Timeline can assist in time-phased deployments, and indicators include when:
   - Declaration is signed
   - Request for Public Assistance (RPA) is approved
   - Exploratory Calls and Recovery Scoping Meetings (RSMs) are started and completed
   - Direct Housing Programs are started
   - Site Inspections (SIs) are started and completed
   - Damage Inventory is signed

Step 5: Assess the extent of EHP participation with Programs to determine the number of personnel required.

- Determine Public Assistance (PA) needs by assessing:
   - Estimated number of Program Delivery Managers (PDMGs). The ratio between PDMGs and EHP specialists is approximately 4 EHP Specialists for every 1 PDMG.
   - PA staff organization into task forces
   - Whether EHP will assist the Recipient and/or the PA Program at Applicant Briefings
   - PA staff deployment to other field offices in addition to the JFO
   - Anticipated number of Applicants
   - Expected number of RSMs
   - Anticipated EHP issues based on PDAs and damage types
   - Whether EHP will help Program with project formulation and notes
   - Whether EHP will accompany PA Site Inspectors at PA SIs
   - Estimated number of PA projects that will be reviewed and expected level of effort for EHP reviews, based on the complexity and scope of the PWs
   - When most projects may be available for EHP review (e.g., how quickly the PA Applicant is able to provide required documentation, when SIs are completed, and how quickly the Consolidated Resource Centers (CRCs) are able to formulate the project)
   - Knowledge of program personnel
- Determine Individual Assistance (IA) needs by assessing:
   - Whether a Disaster Housing Task Force is established and whether EHP is on the task force
   - The type of housing assistance designated, for how many counties, and timing
   - The projected number of individuals and households eligible for direct housing
   - The type of housing to be provided (e.g., manufactured housing units and/or recreational vehicles on private, commercial, or group sites; multi-family lease and repair program; permanent housing construction)
   - Level of EHP review by site
   - Whether EHP will assist at any intragovernmental or public housing meetings

Step 6: Consider staff training needs and timing for delivery of training.

- Training needs for new staff including Local Hires
- Include this analysis in the Staff Training Plan

Step 7: Consider the ratio of EHP Specialists to Program Specialists for the Level of the Disaster (Level 1, Level 2, and Level 3) and the Sector Based Approach (if used). Also consider the ratio of EHP Trainee to Qualified Specialists.

- In some situations, programs or functions may want to group EHP specialists together to provide a coordinated review process. In these situations, it may be necessary to designate one specialist to serve as a supervisor for that group to maintain span of control. This supervisor will take on the position of Branch Lead if geographically separated, or Task Force Lead if a group is performing a specific function. For example, if the disaster results in a large debris operation then EHP may have a Debris Task Force with a lead and Specialists. This supervisor will use the EHP Task Book developed for these supervisory functions (i.e., the Environmental and Historic Preservation Team Lead Task Book).

- Based on field experience, for Public Assistance, the ratio is approximately 1 EHP Specialist for every 7 PA Specialists.
- In small incidents, only one or two specialists may be needed to engage in the EHP review and support all program areas. In these situations, one of the specialists may also serve as the EHAD for the incident and may not need to be located within the Chief of Staff (COS) cell. Under this scenario, the EHAD would report EHP issues needing the Federal Coordinating Officer's (FCO) attention through the Operations Section Chief.

Step 8: *Based on steps 1 - 7,* determine staffing goals and develop staffing plan.

- May utilize the Staffing Plan to project how many staff will be required.

Step 9: Conduct a gap analysis.

- Determine staffing numbers needed based on the steps 1-7 and by analyzing the EHP workload timeline.
- Determine if/how staffing needs can be filled using the resource pools outlined below in the section on Filling Staffing Needs.
- Determine staffing position mix and required specialties based on best available damage assessment data.
- Consider work location/space availability as these may be a constraint.
- Long-term needs should be considered as soon as the length of incident operations can be determined.

Step 10: Determine available staffing to fill gaps.

- Use all available staff resource pools and compare the pros and cons of each type of resource (See *Figure 1: Staffing Resource Options*).
- Consider when various EHP personnel resources will be available and their likely length of deployment:
    - EHP Cadre CORE staff
    - Mission-assigned staff may only be available early in the incident;
    - Reservist employees may have varying availability.
    - Contract staffing through Public Assistance.
    - Local hires may take time to hire but good for longer term operations.
    - Surge staffing, available for a limited time (30 to 60 days).
    - U.S. Army Corps of Engineers Annuitants are available for a limited time.
    - Local Hires may have limited EHP experience.
    - Consider rotation timing to maintain enough staff levels over time.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox*)*

- National Staffing Plan Template
- JFO Organizational Chart Templates

Filling Staffing Needs

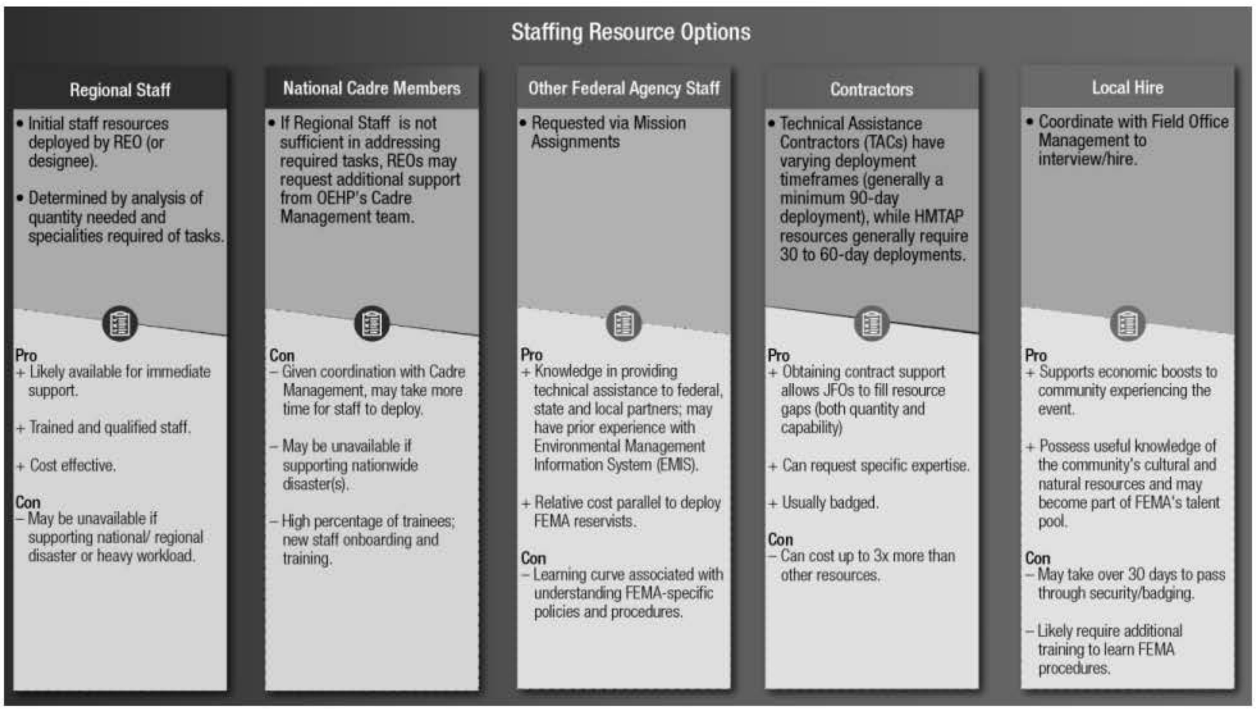
This section identifies the various resource pools available to supplement JFO staffing needs. Each subsection provides procedural steps for the respective resource pool. For a higher-level view of these pools and considerations for each, please view *Figure 1: Staffing Resource Options.*

Coordination with OEHP Cadre Management

Purpose

This section supports the process of coordinating with OEHP Cadre Management on filling EHP staffing needs using the EHP National Cadre Assets.

Figure 1: Staffing Resource Options



Roles and Responsibilities

The following staff positions are responsible for the activities indicated in accomplishment of filling staffing needs with OEHP Cadre Management:

Role	Responsibility
Regional Administration	▪ Initial formal staffing requests from EHAD go through Regional Administration Section first, in coordination with the REO and OEHP
Initial Operating Facility (IOF)/JFO	▪ Once the IOF/JFO is stood up, formal staffing requests will go from the EHAD through JFO leadership first in coordination with the REO, then to OEHP
REO	▪ Deploys regional staff and requests additional EHP National Cadre staff from OEHP

Role	Responsibility
EHAD	▪ Determines staffing needs if designated by the REO ▪ Coordinates staffing needs with Operations Section Chief and JFO Administration Section ▪ Requests EHP National Cadre staff from the Cadre Manager, if designated by the REO ▪ Coordinates the staff's disaster-specific and FEMA Qualification System (FQS) training with OEHP Training Coordinator (see Training Chapter for training procedures and responsibilities)
OEHP Cadre Management (Cadre Manager)	▪ Fulfills request from REO or EHAD for EHP National Cadre members.

Procedure

Step 1: The EHAD shall coordinate with the Operations Section Chief and the JFO Administration Section to request staff and determine the allowed number of staff (from all sources) for EHP.

Step 2: Based on the completed staffing needs analysis, the REO, or EHAD if designated by the REO, should contact the Cadre Manager in OEHP to request the number of EHADs, EHP Managers, and number and type of Specialists (Compliance Specialist, Environmental Floodplain Specialist, Historic Preservation Specialist, and Environmental Specialist) needed from the EHP National Cadre.

- The request for staff can be made via email to EHPCadre@fema.dhs.gov, or during the Disaster Coordination Call.

Requesting Other Federal Agency (OFA) Staff Support Using Mission Assignments

Purpose

This section outlines the steps EHP Management may take to obtain the assistance of Other Federal Agency (OFA) staff to support FEMA EHP in its work after a declared disaster. *More guidance on the FEMA MA process is available on the FEMA Intranet, including the FEMA Mission Assignment Policy and Mission Assignment Guide.*

A Mission Assignment is a work order issued by FEMA, with or without reimbursement, that directs another Federal agency to utilize its authorities and the resources granted to it under Federal law in support of State, local, tribal, and territorial government assistance (42 U.S.C. §§ 5170a, 5192; 44 C.F.R. §206.2(a)(18)).

There are two types of funding associated with MAs: Federal Operations Support (FOS) and Direct Federal Assistance (DFA). For the purposes of EHP, there is one primary difference between the two; DFA requires a cost share by the State, Territory or Tribal (STT) government while FOS does not. If using a DFA the MA will need to be validated (or requested) by the STT government entity before approval since they are required to pay a portion of the total cost. An FOS, given no cost share, does not require further validation beyond the federal level. EHP staff should coordinate with the MA Manager to determine the most appropriate type of MA to use.

In general, for OFA staff supporting FEMA EHP staff in their compliance work in the JFO, the FOS type of MA is used (for example, FEMA EHP requests OFA staff assistance in attending site inspections, reviewing projects for compliance, or GIS assistance).

(MAs may also be requested based on a request from the STT. In this case, the DFA may be used. An example is the State Historical Preservation Officer (SHPO) requesting assistance from FEMA for staff assistance at the SHPO office. These types of MAs are covered in the EHP Mission Assignment Policy. Refer to the EHP Mission Assignment Guide on the FEMA Intranet.

FEMA EHP may request OFAs to deploy their available Environmental Specialists, Historic Preservation Specialists, Environmental Floodplain Specialists, or Environmental Compliance Specialists, to JFOs to assist FEMA in its compliance responsibilities. The first resource for obtaining EHP type specialists to work for FEMA EHP is ESF 11, led by the Department of the Interior. However, if ESF 11 cannot provide staff, EHP may inquire if specialists are available from other OFAs that utilize EHP type specialists on a regular basis through ESF 3 (U.S. Army Corps of Engineers); ESF 4 (U.S. Forest Service); ESF 10 (Environmental Protection Agency); or ESF 12 (Department of Energy).

Roles and Responsibilities

The following staff positions are responsible for the activities indicated in accomplishment of filling staffing needs via OFA Support through Mission Assignments:

Role	Responsibility
JFO/Regional Administration	▪ Formal staffing requests from EHAD go through JFO or Regional Administration Section first, in coordination with the REO and OEHP
REO	▪ Provides guidance to EHAD on using OFA staff and which specialists may be needed ▪ Coordinates with identified OFA staff prior to their deployment
EHAD/EHP Manager	▪ Prepares the Resource Request Form for the Mission Assignment and routes it through the Mission Assignment approval process at the JFO. Coordination at the JFO starts with the Operations Section Chief and the Mission Assignment Manager ▪ Coordinates with the EHPA in the RRCC and/or NRCC if the JFO is not yet open or if support is needed ▪ Coordinates with identified OFA staff prior to their deployment
EHPA in the RRCC	▪ If requested by the Region, contacts the Mission Assignment Manager in the RRCC and contacts OFAs to determine staff availability with permission of the Operations Section Chief; prepares the Resource Request Form for the Mission Assignment; routes it through the approval process in the RRCC and coordinates with the Region, JFO, or NRCC, as needed
EHPA in the NRCC	▪ If requested by the Region, contacts the Mission Assignment Manager in the NRCC and contacts OFAs to determine staff availability with permission of OEHP; prepares the Resource Request Form for the Mission Assignment; routes it through the approval process in the NRCC and coordinates with OEHP, Region, JFO, or RRCC, as needed
Cadre Coordinator	▪ Coordinates with the EHAD on field support staff Mission Assignments

Procedure

Formal staffing requests begin with JFO Administrators, in coordination with OEHP. The EHAD should first consult with the Operations Section Chief on staff needs and the feasibility of using OFA staff for support.

The Operations Section manages and supervises ESF resources. If a supervisor has been designated for the EHP specialists, the supervisor may also supervise mission-assigned EHP personnel for FEMA EHP activities. The supervisor may also work with the ESF coordinator (generally, the ESF-11 Natural, Cultural, and Historic Resources (NCH) Coordinator) to define a work plan for the ESF EHP personnel.

If it is determined a MA is needed for OFA staff to support EHP:

Step 1: Determine what office should process the MA for OFA staff and follow the appropriate protocol as established by the Operations Section Chief or FCO.

- **If the JFO is not yet operational**, the EHAD, called the Environmental and Historic Preservation Advisor (EHPA) in the RRCC, works with the MA Manager in the RRCC, if the RRCC is activated. If no EHPA is in the RRCC, the REO would fill this role.
- **If the JFO is operational**, the EHAD, with approval of the REO, works with the MA Manager in the Operations Section in the JFO
- Headquarters can assist in MA issues and paperwork routing when the NRCC's Mission Assignment Manager is activated. After the NRCC closes, OEHP can assist in guiding the process, particularly for larger disasters. Generally, the NRCC Mission Assignment Manager is one of the last seats to be deactivated when the NRCC is closing.

Step 2: The EHPA in the RRCC (the EHAD in the JFO) will discuss with the MA Manager in the Operations section who should contact OFAs, via ESF liaisons, to determine if OFA staff are available.

- The person in charge of making the inquiry to OFAs via ESF liaisons may start the process by emailing the ESF liaisons in the JFO, usually just ESF 3 (U.S. Army Corps of Engineers), 4 (U.S. Forest Service), 10 (Environmental Protection Agency), 11 (U.S. Department of Interior), and 12 (Department of Energy).
- The request should include the specific number of specialists needed, how many days they will be needed, and the location(s).
- Coordinate with OEHP if utilizing ESFs, especially ESF 11. MA requests will be made through the incident's Operations section, but HQ can assist in contacting and coordinating ESFs to ensure timely assistance that meets specific needs and to coordinate long-term assistance that may be required.

Step 3: The EHPA in the RRCC will submit the Resource Request Form, with its appropriate approvals, through WebEOC *(Follow the guidance of the MA Manager if WebEOC is not being used).*

- The language may be available as a Pre-Scripted Mission Assignment (PSMA), allowing the requestor to quickly draft the request and the Statement of Work.
- If the EHPA or EHAD is not able to process the Resource Request Form for a MA through the RRCC or JFO, they may contact the EHPA in the NRCC (if activated) for assistance in processing the MA through the NRCC. The EHPA in the NRCC can assist in coordinating with ESF liaisons and the MA Manager in the NRCC to process the MA.
- The MA Manager at the facility (JFO, RRCC, NRCC) will approve the request.

Step 4: The REO or EHAD coordinates directly with identified OFA staff before they mobilize to ensure all parties are aligned on work expectations, conditions, deployment lengths of time, and any other concerns.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- The FEMA Mission Assignment Policy, FEMA Mission Assignment Guide, and EHP Mission Assignment Guide are available in the "NRCC Guides" webpart, under the "-->: A) Guides" grouping., of the OEHP NRCC SharePoint site.

Requesting Contractor Support

Purpose

FEMA Contractors are private firms providing technical staff under stand-by contracts to complement internal FEMA resources or other staffing sources, such as Mission Assignments. FEMA has a stand-by contract(s) in place for each of the major Program areas (Public Assistance, Mitigation, and Individual Assistance). These contracts are often referred to as Technical Assistance Contracts (TACs).

The following topics are important for EHP to consider when investigating the use of contractor support:

- The range of EHP expertise and experience that contractors can offer and typically provide may have limits related to the market. It may take considerable time to find contractors with exceptional expertise in EHP.
- Contractors are sometimes unfamiliar with FEMA Programs and the agency's approach to regulatory compliance; this would require additional time and training to get contractors fully integrated.
- Ensure that the scope of work for the needed resources is adequate to ensure the appropriate expertise/assistance is deployed, thereby avoiding operational/program delivery delays and unnecessary expenses to the government
- Include the following information in requests for EHP support:
    - Type of work to be done
    - Specific EHP skills needed (including professional qualification standards/ certification/ licensing, EHP law/regulations expertise), along with geographic area-experienced, if pertinent. Requests for contractor staff support need to be very specific about needed EHP technical skills/qualifications (e.g., aquatic biologist with ESA Section 7 experience). EHP contracts SOI-qualified archaeologists and architectural historians, but also may need floodplain specialists, and biologists. The contract will usually have itemized labor categories to select from.
    - The deployment, work schedule, location, and length of mobilization
    - The equipment the contractors are expected to bring (e.g., safety equipment, camera, GPS)
    - Who will oversee/manage the TAC resource
    - Technical skills (e.g. software and IT systems experience) minimum requirements.

Roles and Responsibilities

The following staff positions are responsible for the activities indicated in accomplishment of filling staffing needs through Contractor Support:

Role	Responsibility
REO	▪ **Coordinates with the EHAD/EHP manager to inquire about a TAC request with the Program Branch Director; approves final TAC request**
EHAD/EHP Manager	▪ **Generates TAC request for additional staff based off staffing analysis. TAC request is generated via Form 146 to the Program's TAC**
Program Branch's COR (usually PA and HMTAP; IA TAC usually not available to use)	▪ **Formal staffing requests from EHAD go through JFO or Regional Administration Section first, in coordination with the REO and OEHP**

Procedure

Request for TACs should be coordinated with the REO as part of the staffing plan. Once approved by the REO, the EHAD or EHP Manager should request and initiate the deployment of contractors through the appropriate Program. The EHAD or EHP Manager should coordinate all TAC requests with the Branch Director of the FEMA program, then contact the Contracting Officer's Representative (COR) for the Program to make the formal request via the Form 146. The table on the following page presents contract vehicles, specific procedures, and deployment timeframes for PA, IA, and Mitigation, as well as JFO-sourced contractors.

The JFO should have a procedure for recording all communication/meetings with contracting staff. Staff should confirm with REO or EHAD whether there is an existing procedure.

Step 1: Based off staffing plan analysis, *coordinate the TAC Request for EHP Staff* with the Program Branch Director and the Program's COR.

Step 2: Generate the TAC Request *via Form 146.*

Step 3: Submit the Form 146 to the Program's COR.

Program Contact	Contract vehicle	Procedure	Deployment Timeframe
PA Branch Director	PA TAC	▪ Most of EHP's TAC requests are generally submitted as part of PA's TAC request ▪ The EHAD or Manager contacts the PA TAC COR in the JFO and fills out the Form 146. If they are not available, the EHAD or Manager contacts the PA TAC COR at HQ.	Varies; generally a 90-day deployment
IA Branch Director	IA TAC	▪ Usually not available to EHP ▪ The EHAD or Manager contacts the IA TAC COR in the JFO and fills out the Form 146. If they are not available, the EHAD or Manager contacts the IA TAC COR at HQ.	Varies
Mitigation Branch Director	Hazard Mitigation Technical Assistance Program (HMTAP)	▪ The EHAD or Manager contacts the Mitigation COR for HMTAP in the JFO and fills out the Form 146. In the source block of the Form 146, enter HMTAP as the suggested source. The JFO will forward to HQ. If they are not available, the EHAD or Manager contacts the Mitigation HMTAP COR at HQ.	Resources generally require 30 to 60-day deployments
JFO-sourced contractors. All TAC contracts are available at the JFO.	Varies	▪ Contact JFO COR.	Varies

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- Technical Assistance Contract (TAC) Request for EHP Staff
- Form 146

Hiring Local Hires

Purpose

Employing Local Hires provides an economic boost to communities and is an important part of disaster recovery. Staff hired locally are useful to EHP operations because of their knowledge of the cultural and natural resources specific to the impacted community. They can also become an excellent talent pool, potentially augmenting FEMA's workforce by transitioning to Reservist, CORE, or PFT FEMA staff roles during or after the disaster.

Local Hires can fulfill many functions including those in EHP administrative tasks compliance review, and other specialist positions. Because these staff members are not typically familiar with FEMA procedures, they may require training and mentoring while on the job before they are fully integrated into the recovery effort.

Background security checks associated with Local Hires may also slow staff deployment (e.g., security clearance for new personnel working in a JFO can take a considerable amount of time and should be factored into all staff deployment and rotation plans; some individuals may not meet security standards as being suitable for employment).

EHP staff may be needed on long-term, large or catastrophic incidents, or when Transitional Recovery Offices (TROs) are expected. Local Hires should be hired early in the recovery process to assist in the transition to a longer-term operation.

The Local Hire hiring process is managed by the Office of the Chief Component Human Capital Officer (OCCHCO) either at HQ or at the JFO. This office may require applicants apply through specific websites like USAjobs or via email to a disaster-specific local hire email address.

Roles and Responsibilities

The following staff positions have specific responsibilities for the activities indicated in this procedure:

Role	Responsibility
REO and EHAD	▪ Determine need for interviewing Local Hires in coordination with JFO Leadership and JFO HR
REO and EHAD	▪ Identify where and for how long Local Hires will be utilized in incident operations
Cadre Coordinator/OCCHCO	▪ Develop and/or update position descriptions
REO, EHAD, or EHP Cadre Management (depending on size of the disaster)	▪ Submit Local Hire Requisition Form to HR for Chief of Staff approval
OCCHCO / HR Field Support	▪ Posts job announcements
EHAD/EHP Managers and EHP Cadre Management	▪ Review resumes and select candidates to interview
JFO HR	▪ Sends qualified candidates to EHAD/EHP Manager and EHP Cadre Management
EHAD / EHP Managers / Subject Matter Experts (SMEs) / HR	▪ Conducts interviews and makes candidate selections

Procedure

Step 1: Determine whether duration and workload at the field office justifies Local Hires and coordinate with OCCHCO.

Step 2: Determine where and when Local Hires will be utilized in incident's operations.

Step 3: Coordinate with OEHP and FEMA Human Resources in the hiring process; provide position descriptions that describe specific needs and the expected level of performance *(Please refer to the Local Hire Position Description Samples for examples).*

Step 4: Submit Local Hire Requisition Form, *using the Local Hire Requisition Template*, to the JFO HR for Chief of Staff's approval.

Step 5: Work with HR to ensure job announcements are accurate for EHP content.

Step 6: Receive list of qualified candidates from the JFO HR.

Step 7: Review and select candidates to interview.

Step 8: Conduct interviews of candidates and make selections *(utilize the Local Hire Sample Interview Questions for examples of types of questions to ask).*

Step 9: The JFO HR will hire the Local Hires.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- Local Hire Requisition Template
- Local Hire Position Description Samples
- Local Hire Sample Interview Questions

Requesting Surge Capacity Resources

Purpose

The Department of Homeland Security (DHS) Surge Capacity Force (SCF) is a supplemental incident management and support force, activated during catastrophic events. Activation of the SCF requires the authorization of the DHS Secretary. The EHP Cadre has access to the SCF upon its activation. Specific EHP skill sets are articulated and cataloged to sort resources appropriately for deployment to needed staffing shortfalls in the field. EHP Cadre Management determines any SCF needs and manages resource requests, according to the process specified by FEMA's Field Operations Directorate (FOD).

Roles and Responsibilities

The following staff positions are responsible for the activities indicated in requesting SCF resources.

Role	Responsibility
EHAD/EHP Manager	▪ **Identify staffing shortfalls** ▪ **Submit Cadre SCF Member Request to Adjudication Branch**

Procedure

Step 1: Identify staffing shortfalls and refer to the Cadre SCF Member Request Process job for the procedure on making SCF requests.

Step 2: Complete the Cadre SCF Member Request - Updated form and submit to the Adjudication Branch.

The Cadre SCF Member Request Process, and the Cadre SCF Member Request Form are available as Job Aids in the SOP Toolbox.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- Cadre SCF Member Request Process
- Cadre SCF Member Request Form

Best Practices

It is common for EHP Cadre Management to deploy the Cadre Coordinator (or designee) to the Reception, Staging, Onward Movement, and Integration (RSOI)/Personnel Mobilization Center (PMC) to facilitate the onboarding of DHS Surge Capacity Force resources. It is vital for EHP Cadre Management to ensure that EHP skill sets are identified in the DHS Surge Capacity Force skill set survey that is given to all Surge Capacity Force volunteers.

Coordinating Staff Performance Appraisals and Exit Interviews

Purpose

When staff are demobilized from an incident, they are provided with a performance appraisal by their manager for the incident. This appraisal is part of FEMA's employee review process. The manager provides an overall assessment of staff's performance on the incident or event and may provide recommendations for areas of training or improvement. Staff members may also complete a self-assessment as part of the evaluation if the Region requires it.

During the appraisal, managers qualified as FQS Coach Evaluators may review the tasks the staff member performed against the requirements in his/her PTB. This will assist staff members in completing their PTBs to become qualified in their position and help them to progress within the EHP to positions with increasing responsibility.

The EHAD or EHP Manager should contact the Remedial Program Manager (RPM) if there are disciplinary needs that need to be addressed. For Regional staff, the EHAD/Manager should contact the REO; for Reservists, the EHAD should contact the Cadre Manager; for Field Cores, the EHAD should contact the Field Core Manager.

An exit interview is separate from the performance appraisal and is for all staff at the end of their deployment from the disaster and/or the end of their term of service. As a staffing best practice, REOs and EHADs should ensure all staff are encouraged to participate in an exit interview. Having a formal process for collecting and documenting staff experiences during their tenure of service is critical for mitigating potential inefficiencies in the future. Exit interviews also provide an opportunity to identify potential trainings or additional support needed to close skills gaps. Exit interviews capture ideas for improvement while promoting positive interaction with departing employees. Analysis of results and related statistical reports created from exit interviews provide opportunities for the JFO to develop actions that can encourage reduction in turnover rates, improve staff morale, and encourage a possible future return.

The staff exit interview is often given on the same day as the performance appraisal meeting. HR specialists attend the staff exit interview but do not attend the performance appraisal meeting.

Roles and Responsibilities

The following staff positions have specific responsibilities for the activities indicated in this procedure:

Role	Responsibility
EHP Manager/Supervisor	▪ Complete performance evaluation
EHP Staff Member	▪ Complete self-evaluation
REO/Senior JFO Representative (Operations Section Chief or Chief of Staff) in coordination with Cadre Manager	▪ Conducts exit interviews for leadership positions

Role	Responsibility
EHAD/EHP Manager	▪ Conducts staff member's performance evaluation during exit interview
EHP Specialist	▪ Attends exit interviews and signs performance evaluation documents

Procedure

Step 1: Schedule both the performance appraisal and the exit interview with the departing staff, ensuring collaboration with HR specialists (typically conducted same day).

Step 2: Complete the performance evaluation form. *Use Incident Personnel Performance Rating (ICS 225) to determine an individual's performance on an incident/event.*

Step 3: *Complete the FEMA Self-Evaluation for the Disaster Assistance Program (Form 90-106) to conduct the self-assessment*

Step 4: *Utilize an Exit Interview Process and Form to capture demobilizing and/or departing staff responses and feedback*

Step 5: Meet to discuss and sign the evaluation form during exit interview.

Step 6: Submit the signed appraisal to HR and, if a National Cadre member, also to EHP Cadre Management.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- FEMA Self-Evaluation for the Disaster Assistance Program (Form 90-106)
- Incident Personnel Performance Rating (ICS 225)
- EHP Exit Interview Process and Form

Best Practices

- Ensure confidentiality: It should be made clear to the departing staff that the information provided through the exit interview will be confidential. Such information will be used in summary format and shared with supervisors and other need-to-know individuals to address retention issues and staff morale.
- *Utilize the EHP Exit Interview Process and Form.* Potential supplemental points to include on an exit interview form (may vary by Region and disaster) include:
    - List general tasks completed (e.g., number of applicant briefings, number of kick-off meetings, number of PWs reviewed)
    - What areas do you feel you did well in while working this disaster?
    - What areas do you feel you improved upon while working this disaster?
    - List what you feel were your biggest accomplishment(s)
    - What would you like to improve on for future deployments?
    - List any training completed while working this disaster
    - Additional comments you would like to share

EHP Training

EHP Field Operations Standard Operating Procedure





FEMA

Contents

FEMA provides FEMA Qualification System (FQS) training, to all staff in order to meet their Position Task Book (PTB) requirements. The Agency also offers additional training opportunities to enhance staff knowledge and skills, and to meet other FEMA training requirements. EHP staff are encouraged to discuss their individual training development plans with their supervisors.

FQS training can be classroom- or web-based:

- Classroom-based courses are held at a Joint Field Office (JFO), Regional Office, or training facility (Emergency Management Institute (EMI) or FEMA Incident Workforce Academy (FIWA)). Course costs at training facilities, such as transportation and lodging, are funding by the Agency.
- Web-based/Independent Studies (IS) courses are found on the FEMA Employee Knowledge Center (FEKC) or EMI website.
- Staff members who receive PTBs are invited to enroll in their PTB-specific FQS courses in the Deployment Tracking System (DTS).
- Instructor Certification and Coach Evaluator training are considered FQS Trainings and require prior approval before enrollment.

Non-FQS Training

- Mandatory Training - Annual classroom and IS courses that are Agency-wide requirements
- Training that is not typically funding by the Agency
    - Elective training (e.g. Microsoft Excel)
    - Professional development (e.g. Floodplain Manager, National Park Service, Secretary of the Interior (SOI) Qualification, training for other Specialties (excluding Coach & Evaluator and Instructor Qualification); Regional offices or Headquarters occasionally have additional funding for training which can be used at the supervisor's discretion

The EMI website has the latest offering of Resident and field courses *and* Independent study courses*. The latest Mandatory Training course requirements can be found on the* FEKC site *or in the link at the bottom of the* FEMA Home Page*. A sample EHP and a sample FEMA-wide mandatory training list can be found in the* EHP SOP Toolbox*.*

Enrolling In, Participating In, and Receiving Credit for Training

Roles and Responsibilities

All EHP staff are responsible for the following activities for enrollment, logistics, and obtaining course credit for EHP training:

Role	Responsibility
EHP Staff	▪ Enroll in training through DTS, FEKC, or EMI ▪ Discuss training needs and goals with supervisor ▪ Understand and utilize appropriate contacts for training travel and compensation ▪ Contact EHP Training for assistance with enrollment and obtaining course credit ▪ Contact the FEMA Travel Program for assistance with course travel and deployment requests

Procedures for Signing Up for Training

EHP staff can sign up for training through the following avenues:

- Deployment Tracking System (DTS)
- FEMA Employee Knowledge Center (FEKC)
- Emergency Management Institute (EMI)

Deployment Tracking System (DTS). FEMA's DTS Responder serves a variety of purposes including documenting staff availability for deployment; issuing deployment notifications; and facilitating disaster responder accountability through a number of dashboards, reports, and automatic status notification functions. DTS also stores individual staff position qualifications, specialties, certifications, and FQS training histories, and notifies staff when training opportunities are available for enrollment. *Specialists should explore the DTS Responder site to become familiar with its functionality and available resources.*

Step 1: Log into your DTS Responder Portal with DTS User ID or PIV card.

Step 2: Click on the Training tile to view Upcoming Training: be sure that your student ID within the dashboard is accurate.

Step 3: Click on View and Register and select course offering. Complete "Participant Information" section (Do you have a badge? Do you have a laptop? A mobile device?) and submit requests as needed.

Step 4: Click on Register Now.

FEMA Employee Knowledge Center (FEKC)

Step 1: Click on the FEKC tile (apple icon) on the FEMA Home Page.

Step 2: Contact the Human Capital Service Desk at (866) 869-8003 (or via email at FEMA-FEKC@fema.dhs.gov) to have your FEKC account re-activated or new account created.

Step 2: Click on Training Home in the dashboard; go to Search Training Catalog to find select courses for independent study or classroom enrollment.

Emergency Management Institute (EMI)

Step 1: Log in to the EMI Home Page and select the Independent Study (IS) or EMI Courses and Schedules (classroom-based courses) in the tool bar.

Step 2: Register for a Student Identification Number (SID) if not already registered.

Step 3: Register for courses (Independent Study (IS) and Classroom Courses (E/L)).

Step 3.a: For IS Courses,

- Select a course from the course list.
- Review course materials.
- Select the "Take Final Exam Online" link (found on each Course Overview page).
- Enter your SID and your additional Student Information.
- Answer the exam questions and submit your answer choices.

Step 3.b: For Professional Development Class-Based Courses,

- Download and fill out the General Admission Application. FEMA Form 119-25-1 using EMI On-Campus Course Applications Tips.
- Complete and sign the application form (fill out all blanks on the form completely or it will be returned).
- The application must be coordinated, reviewed, and approved by:
    - The head of the applicant's sponsoring organization

        - The State Emergency Management Agency of the applicant's state (as of January 2019 issuing Advanced Professional Series (APS) certificates is a state responsibility)
    - The NETC Admissions Office
- Send completed applications to address on EMI application site via fax at (301) 447-1658 or via email at netcadmissions@fema.dhs.gov.

Procedures for Training Logistics

For travel to FQS courses, DTS requests will be sent to you about a week before the course.

- For all travel questions, call (855) 377-3362 or email FEMA-WDD-PROGRAM-TRAVEL@fema.dhs.gov.
- For help outside of regular business hours call National Travel at (800) 294-8283.

For all staff attending FQS related training at FIWA or EMI, refer to the Workforce Coordination Branch (WCB) at (855) 377-3362 for WebTA issues and the POC in the deployment orders for all other issues.

For information on Reservist compensation for independent study (IS) courses please review the Reservist Compensation Memo (2014) and Reservist Compensation Memo Addendum (2017) in the SOP Toolbox. The Reservist Onboarding WebTA Guide contains information on documenting training in WebTA for compensation.

Procedures for Obtaining Course Credit

For IS Courses, please allow at least one week for your DTS Account to reflect your course completion. If it does not appear, please email your certificate of course completion as a PDF to EHPTraining@fema.dhs.gov.

For Classroom Courses, please allow at least 30 days for your DTS Account to reflect your course completion. If it does not appear, please email EHPTraining@fema.dhs.gov.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- DTS (Refer to the Orientation Tile within your DTS Account)
- FEKC site
- Reservist Compensation Memo (2014)
- Reservist Compensation Memo Addendum (2017)
- Reservist Onboarding WebTA Guide
- Sample EHP Training List
- Sample FEMA-wide Mandatory Training List

Developing and Implementing Training Plans

Roles and Responsibilities

The following staff positions are responsible for the activities indicated in management training procedures:

Role	Responsibility
EHAD/EHMG or designee	▪ Obtain, or work with Training POC to obtain staff training records from DTS ▪ Identify staff training needs ▪ Designate on- and off- site POCs to coordinate and/or conduct training ▪ Develop Training plan, coordinating with OEHP Training Coordinator and designated EHP Course Manager
EHP Specialist	▪ As assigned, act as JFO Training POC

Procedures

Step 1: Identify EHP training needs

To run a Training Needs Report at your assigned disaster or regional office, you must have access to DTS Deployer. To obtain access rights to DTS Deployer, please contact your disaster's Human Resources Unit Lead or email EHPCadre@fema.dhs.gov with a justification for your request. If a Disaster Field Training Officer (DFTO) and/or Training Specialist is assigned to your disaster or regional office, you may also request a report be run by them or continue following the directions below.

- Open the DTS Deployer home page.
- Click on the Reports icon in the lower portion of the left panel.
- Four different options will appear; select General Reports.
- In General Reports, go to QMP Reports and click on "JFO Recommended Training" for disaster specific needs or "FQS Training Needs" for all regional office needs.
- Use the filter options (Cadre, Event, Region, Course, etc.), then click on Run Report or Export to Excel.

The Training Needs Report User Guide job aid is available in the EHP SOP Toolbox.

Identify training needs based on:

- FQS training
- FEMA mandatory training
- Level of previous EHP personnel training and the length of time that they have worked with FEMA
- Ongoing assessment of EHP performance
- Input from EHP specialists
- EHP personnel's individual professional development plans
- Extent and type of damage and projects (used to identify disaster-specific training at the JFO)
    - The first projects requiring EHP review are usually debris removal, emergency protective measures, and sometimes temporary housing, each with their own EHP compliance issues.
    - Over time, permanent projects move from simple repairs to major projects with mitigation measures and potentially greater EHP impacts.

A Mandatory Training Tracker template is included among the Job Aids in the EHP SOP Toolbox.

Step 2: Coordinate FQS training

When either the Region or the JFO requires training for their staff they contact both the EHP Training Manager at OEHP and the EHP EMI Course Manager at EMI to make their requests. Regional course requests must be made at least six weeks in advance. Disaster course requests must be made at least three weeks in advance.

- Identify the on-site POC at the Region (REO or REO-designee) or Field Office (EHAD or EHAD-designee) who will assist with pre-, during, and post course coordination; i.e. to assist with rostering.
- If requesting virtual course participation, designate onsite POC(s) and off-site POC(s) with an Adobe Connect Account as well as the capability AND availability to host course(s). Review the Adobe Connect Checklist for Instructors to ensure the steps needed for teaching in this format are addressed. *A copy of this checklist can be found in the EHP SOP Toolbox.*
- At the completion of a course, scan or photograph completed course sign-in sheet(s) and e-mail to the OEHP EHP Training Coordinator and the EHP EMI Course Manager.
- Return all course materials (evaluations, sign-in sheets, paper 119's) to the National Emergency Training Center (NETC) Admissions within one week of course completion:
  - National Emergency Training Center
    NETC Admissions, Room I-216
    16825 South Seton Avenue
    Emmitsburg, MD 21727

Step 3: Track staff training

EHP management works with the JFO training POC and the training liaison at the regional office to monitor staff completion of training.

Step 4: Develop and implement training

- EHP JFO training develops the skills of Local Hires who have been employed to provide EHP support during disaster operations and addresses the needs of deployed EHP Cadre personnel (especially new EHP Reservists) who need to complete their Position Task Books. The EHAD or designee completes the training needs assessment and coordinates with Disaster Field Training Operations (DFTO), which is typically located in the JFO when deployed to the disaster. They determine what kind of training assistance DFTO can provide to EHP, what is needed from EHP to maximize training opportunities, and any deadlines for submitting training needs.
  - For training unavailable through DFTO, EHP may request support in identifying and securing alternative training providers; for example, requesting deployment of EMI courses to the JFO or other disaster field locations.
  - Procedures for all EHP-delivered training class enrollment and scheduling are managed by the EHP Training Coordinator, working with the EHP Training POC at each disaster. *A Training Schedule sample and template, and an EHP Training Checklist template are provided in the EHP Cadre SharePoint Toolbox to assist in planning and delivering training.*
- To access PA Grants Manager and participate in basic training for this tool, EHP staff must work with the PA training team at the disaster.
  - If there is no PA trainer at the disaster, the EHP Manager emails fema-pa-grants@fema.dhs.gov and requests invitations for the EHP cadre members to join an upcoming Grants Manager Webinar system.
  - EHP staff will then be sent a calendar invite and will be granted log-in access once they take the webinar.
  - Training times change based on PA training's ability.
  - Any training provided by PA is unlikely to provide much detail on how EHP currently uses the system (OEHP is working with PA training to increase their understanding of EHP).
  - EHP staff should always refer to the Grants Manager materials on the EHP Cadre site.

- The training offered through the JFO is also coordinated through the Chief of Staff, who allots resources for JFO activities.
- The EHP Share Point site has a Training folder to assist trainers and trainees. JFO training includes, but is not limited to:
  - FQS coursework such as Introduction to Environmental and Historic Preservation Compliance (EO 253) and EHP Environmental and Historic Preservation Management Information System (EO 248), part of initial training; and additional courses necessary to completing EHP tasks (Executive Orders 11988 and 11990: Floodplain Management and Wetlands Protection (E0727) and Interagency Consultation for Endangered Species (E0791), etc.)
  - Workshops / seminars / discussions on various topics
  - Disaster-specific information / documentation protocols
  - Project Worksheet Review training
  - Site visit and Recovery Scoping meeting (RSM) training

Just In Time Training: Environmental Scenario-Based Joint Field Office Training, in the EHP SOP Toolbox, is one example of JFO training. Training Plan Same (1 of 2) and Training Plan Sample (2 of 2) in the Toolbox are examples of JFO training plans.

Step 5: Evaluate training

EHP FQS training curriculum content is reviewed for accuracy and quality by the appropriate OEHP and Regional staff specialists and other stakeholders. Disaster-specific training is consistent with other EHP training delivered during non-disaster time periods and includes course units and/or workshops designed to address disaster specific issues or approaches. An assessment of training success can be based on:

- Staff efficiency in completing tasks
- Staff satisfaction with training materials
- Increased or enhanced knowledge, skills, and confidence in EHP tools and procedures
- Satisfaction that the staff were comfortable in their EHP compliance role for the disaster

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- EHP Training Checklist
- Training Needs Report User Guide
- Just In Time Training: Environmental Scenario-Based Joint Field Office Training
- Adobe Connect Checklist for Instructors
- Mandatory Training Tracker Template
- Training Schedule Template
- Training Plan Sample (1 of 2)
- Training Plan Sample (2 of 2)

Completing FEMA Qualifications System (FQS) Instructor Certification and Coach-Evaluator Training

Purpose

Incident Workforce Instructors are responsible for delivering incident workforce courses. Course delivery also may include, as appropriate, identifying and coordinating with appropriate subject matter experts and training liaisons who support course instruction and development. These instructors also maintain FEMA instructor qualifications. Candidates for Instructor certification:

- Have a desire to instruct
- Demonstrate the ability to interact positively and work effectively with others
- Possess technical competence and relevant experience in their instructional field, as verified by their Cadre and/or the Field Operations Directorate (FOD)
- "Sit-in" or student teach a course prior to being certified

Coach-Evaluators (C/Es) are responsible for fairly and consistently endorsing tasks and behaviors in another person's (trainee) Position Task Book (PTB) in which they are already qualified. To endorse tasks and behaviors: 1) the C/E may observe the trainee completing the tasks and behaviors or 2) the C/E has been presented documentation confirming the completion of the tasks and/or behavior, or 3) the C/E applies their professional judgement that it is reasonable due to the nature of the disaster workload that the trainee is qualified in a particular task or behavior.

C/Es should endorse tasks and behaviors that they are confident that the trainee can replicate in other disasters without direct supervision or guidance in an effective and consistent manner. C/Es are subject to consistency review and potential revoking of C/E certifications by the Office of Environmental and Historic Preservation Cadre Management if a pattern of malfeasance is established. C/Es will receive training that enables them to guide trainees and candidates toward successful, independent performance of the tasks in their open position task books (PTBs). Candidates for Coach-Evaluator qualification include members of the EHP Cadre who are:

- Qualified at the specialist level (ENSP, HSSP, and ENFP), who can be assigned to C/E at the ECSP level
- Qualified EHMGs, who can be assigned to C/E at the specialist level (ENSP, HSSP, ENFP); if not qualified with a specific task book, they have completed the corresponding advanced EHP course (791, 727, 265) and can demonstrate to the Supervisor of Record that they have sufficient experience to successful evaluation specialists

Roles and Responsibilities

The following staff positions are responsible for the activities indicated in completing FQS Instructor Certification and Coach-Evaluator Training:

Role	Responsibility
EHP Staff	▪ Inform EHP Cadre of interest in completing FQS Instructor Certification or Coach-Evaluator training and complete appropriate application ▪ Complete coursework and training activities ▪ Maintain currency of training and/or certification
Cadre Coordinator	▪ Review EHP staff application for training and certification and approve/disapprove; nominate approved applicants to the Field Operations directorate
FOD-WDD	▪ Assess applicant qualifications for FQS Instructor or Coach-Evaluator

Procedures

Step 1: EHP staff interested in obtaining training in either of these areas discuss training opportunities with their supervisors, complete the appropriate course application, and submit it for approval to the EHP Cadre. The Cadre Coordinator nominates approved Cadre applicants through DTS.

Step 2: The Field Operations Directorate – Workforce Development Division (FOD-WDD) uses current FEMA data systems to ensure potential incident workforce instructors or coach-evaluators meet the training pre-requisites and other qualifications. Once approved, candidates can register for either the Instructor Qualification or FQS Coach-Evaluator courses at their location or at another site, if travel has been approved through the DTS Portal. While most professional development training and certification is not funded by FEMA, the Agency does fund EHP Coach and Evaluator training and Instructor certification.

Step 3.a: Candidates complete the Instructor Qualification Course (NOTE: A course attendance waiver may be granted by FOD-WDD when Instructor applicants have completed an equivalent course of instruction or certification program and have participated in a demonstration assessment).

Step 3.b: Candidates complete the FEMA Qualification System (FQS) Coach-Evaluator course, which emphasizes facilitated discussion, demonstration of desired behaviors and strategies, and skill practice with role-playing activities.

For more detailed information on Instructor certification, refer the FEMA Incident Workforce Instructor Qualification Program Directive and the Incident Workforce Instructor Qualification Program Guide. Links to the Coach and Evaluator program information can be found in the FEMA Coach and Evaluator Program Guide and FEMA Program Directive: Coach and Evaluator Program in the Job Aids/Templates section.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- FEMA Incident Workforce Instructor Qualification Program (Guide and Directive)
- FEMA Incident Workforce Instructor Qualification Program Inbox
- FEMA Coach and Evaluator Program (Guide and Directive)
- FEMA Coach and Evaluator Program Inbox

Orientation

EHP Field Operations Standard Operating Procedure





FEMA

Contents

Procedure for Accepting Deployment/Communication with Point of Contact and Check-In to JFO (Link to DTS and Check-In Packet)

Purpose

This module covers the first steps in the EHP staff deployment process and then describes the initial steps that each member of the EHP staff should take to successfully check in to the Joint Field Office (JFO) or other deployment site.

Before departure, all staff should review the EHP Cadre SharePoint SOP Toolbox: Deployment Readiness Resource Guide (a FEMA wide deployment guide) for a full checklist of procedural steps associated with an upcoming deployment. The checklist covers: required preparations at work, travel expenses guidance, required documentation, recommended packing list, recommended personal preparations, and arrival/departure procedures. Follow Region-specific and JFO guidance. The link to the Deployment Readiness Resource Guide and FEMA's Travel Toolbox website is also provided in the Job Aids/Templates section of this SOP.

Also, in the EHP Cadre SharePoint SOP Toolbox are Deployment Orientation Checklists. The first is the EHP Deployment Orientation Checklist. This checklist is geared for EHP Reservist staff specifically and includes steps staff can follow before deployment and upon arrival at the JFO or other field office.

The second checklist is the OEHP Field Staff On-Boarding Checklist. This checklist provides newly hired OEHP field staff (staff who are based out of Headquarters, i.e. Direct Charge CORE (DCC) and/or IM CORE (IMC) field staff) a list of contacts, tasks, trainings, and readings to ready for deployment.

Roles and Responsibilities

The following staff positions are responsible for the activities indicated for deployments:

Role	Responsibility
OEHP Cadre Management	▪ **Due to the often limited availability of deployable EHP cadre staff, OEHP Cadre Management may contact individual IMCORE, Field CORE, or Reservist EHP staff to confirm availability to deploy for specified dates**
Deployment Office	▪ **Contact staff with deployment requests; provide deployment and POC information** ▪ **Deployment office uses the Deployment Tracking System (DTS) to manage requests and deployments.**
EHP Staff	▪ **Accept deployment in Deployment Tracking System (DTS); contact POC; make travel plans and personal arrangements**

Role	Responsibility
	▪ Review Deployment Readiness Resource Guide ▪ Check in via DTS upon arrival to respective deployment sites ▪ Complete daily check-in through the Responder Portal ▪ Complete staff check-ins as required by the EHP Lead

Procedure for Accepting Deployment

Step 1: Maintain access to the FEMA Deployment Tracking System (DTS) while not actively deployed (may receive a call/email/text message requesting deployment). FEMA's DTS serves a variety of purposes including: documenting staff availability for deployment; making deployment notifications; and facilitating disaster responder accountability through several dashboards, reports, and automatic status notification functions.

Among other capabilities, DTS also stores individual staff position qualifications, specialties, certifications, training histories, and sends notifications to FEMA staff when training to meet their Position Task Book (PTB) qualification requirements becomes available.

EHP staff should explore the DTS site and various tiles (e.g. Support, Other Information) to become familiar with its functionality and available resources.

Step 2: After receiving DTS deployment request, complete system orientation if not already completed (DTS Dashboard: Webinar Orientation).

Step 3: As provided in the deployment request, record the job number, deployment date, travel authorization number, any travel warnings placed in the deployment order notes, and point of contact information.

Step 4: If activated for deployment, inform Supervisor of Record of DTS Notification and relay any concerns that may impact ability to support the mission (e.g., necessity for regular and frequent rotations). Contact the Disaster Point of Contact (POC) as listed in DTS, prior to travel, to receive additional information regarding upcoming deployment, duty station, role, etc. Notify POC if badge is expired, if not badged, and of any issued equipment issues.

Step 5: Accept deployment in DTS; link to DTS Responder Portal account to find DTS tutorial videos in the Other Information section (questions – contact FEMA DTS at FEMA-DTS@fema.dhs.gov).

Step 6: Make travel plans through Concur or National Travel, using travel authorization number.

Step 7: Make personal deployment arrangements (e.g. take care of bill payments, mail, pets, and prescription medicine); pack clothing suitable for disaster location. See the Deployment Readiness Resource Guide and Deployment Readiness Brochure in the Job Aids/Templates section.

Step 8: Before traveling to assigned deployment, EHP staff should ensure that they have:

- Two forms of identification
- A Travel Authorization (note that for initial deployment, staff typically make reservations through National Travel and will be added to WebTA once onsite at JFO)
- A valid FEMA badge (two forms of ID in case of expired badge)
- An active Government Travel Card
- POC information
- U.S. passport if traveling to U.S. Territories (required)

Procedure for Duty Station Checking-In

Depending on the disaster size, personnel may be initially deployed to a Reception, Staging, Onward Movement, and Integration (RSOI) site (this may be a region office, a hotel, or a section of a JFO). These sites assist in providing Reception, Badging, Information Technology, Accountable Property, Training, Lodging, and

Feeding of personnel before movement to the duty station. The deployment order will provide this information if applicable.

Step 1: Upon arrival to the deployment site (hotel, the JFO, or other deployment location), check in immediately via the DTS Responder Portal www.femaresponder.net.

Step 2: Once checked in, review the DTS Dashboard and ensure the following information is up-to-date:

- Current deployment location
- Lodging
- Work and lodging address and phone number
- Emergency contact information
- Telephone number
- Vehicle information/rental car

Step 3: Upon arrival at the JFO, display badge and sign in at the Security Desk; locate the EHP section, find the Disaster POC and await further instruction. In general, EHP staff should inform their supervisor if their lodging or car rental changes during deployment. EHP staff should also inform their supervisor if their FEMA badge is expiring within the next 3 months so the supervisor can identify badging needs to security. After meeting the Disaster POC, check in with the Human Resources Unit at the JFO or by phone or e-mail, if Human Resources is not on-site.

Step 4: Notify the supervisor of any equipment needs, if not otherwise directed or if not initially sent to a RSOI. In general, a member of the EHP staff will be designated to coordinate equipment needs. Obtain needed equipment (e.g., laptop, tablet, and phone) from the Accountable Property Officer (APO) at the JFO.

Step 5: Schedule a meeting with the supervisor to discuss roles and responsibilities, expectations, and performance evaluation criteria; notify supervisor of Position Task Book (PTB) status and if any training is needed.

Step 6: All personnel working at a disaster must complete a "daily" (7 days a week) check-in through the Responder Portal, for accountability and tracking purposes, by a designated time. Personnel who do not complete daily check-ins will receive daily reminders from the system as well as from the Human Resources Unit until they do so.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- Deployment Readiness Resource Guide 2017 Personal Deployment Checklist
- Deployment Readiness Brochure
- EHP Deployment Orientation Checklist
- OEHP Field Staff On-Boarding Checklist
- DTS Tutorial Videos (found in DTS Responder Portal)
- FEMA's Travel Toolbox

Procedure for Obtaining IT/Database Access (WebTA, Concur, WebEOC, EHP GIS GeoPlatform, EMIS, Grants Manager, EHP Disaster Files)

Purpose

When deployed to disasters it is essential that FEMA EHP staff have access to a variety of web-based systems, both to manage personal aspects of their deployment and to accomplish the tasks they are assigned. Key IT system functionality is summarized below.

System	Description
WebTA	Time and attendance reporting system.
Concur Travel System	Online system for creating travel authorizations and vouchers for travel and accommodations, and tracking deployment-related expenses and receipts. (Deployed staff should submit travel vouchers in Concur every two weeks).
Web Emergency Operations Center (WebEOC)	Primarily used by managers/EHADs— the core application in FEMA's official Crisis Management System (CMS). FEMA WebEOC CMS data is used to support planning, mitigation, response, and recovery phase activities of almost any emergency scenario. EHP uses WebEOC to manage multiple incidents and/or daily events, assign and track missions and tasks, provide situational reporting, manage resources, and prepare required Incident Command System (ICS) and Incident Action Plan (IAP) reports.
EHP GIS GeoPlatform	The authoritative EHP national application tool for use in EHP field data collection. Users obtain an account with manager's permission and sign a user agreement. A training video and written guidance are available on the EHP GIS SharePoint site. See Job Aids/Templates section for link to application and training materials.
Environmental Management Information System (EMIS)	Web-based system for FEMA EHP staff designed to facilitate the process of reviewing FEMA-funded projects and of documenting project compliance with the National Environmental Policy Act (NEPA), National Historic Preservation Act (NHPA), Endangered Species Act (ESA), Clean Water Act (CWA), Executive Orders on Wetlands and Floodplains (EOs 11988 and 11990), and other EHP laws and Executive Orders. EMIS is the system of record for FEMA EHP.
Grants Manager	Web-based tool that tracks an Applicant from their request for Public Assistance through the entire recovery process. Training is required to access Grants Manager. Coordinate with EHP Manager for training to receive log-in to access Grants Manager. Once access is granted, users will be able to see every event in the system. Specialists should ensure they have been assigned a role to the event once access is granted, or at time of arrival to the disaster. Specialists can enter and manage various types of information dependent upon their role, including, but not limited to: ▪ Recipient and applicant profiles for the assessment of disaster recovery needs ▪ Daily status reports to manage progress of PA Program implementation ▪ Request for Public Assistance submission reminders ▪ Notification messages to applicants on the formulation and progress of their projects ▪ Updates to Essential Elements of Information for applicants' projects ▪ Exporting comprehensive spreadsheets on the PA Program status and progress ▪ Recordation of Exploratory Calls and Recovery Scoping Meetings with applicants ▪ Recordation of Site Inspections with applicants ▪ Placing EHP conditions and completing EHP project review in sync with the EMIS project review
EHP Disaster Drive/Disaster Files Database/SharePoint Site	This EHP disaster drive file storage system may be a hard drive or a SharePoint site. The site may be regional or disaster specific. For access to a hard drive, EHP staff request access from their direct supervisor to the disaster EHP drive, via an IT form that is signed by the supervisor. IT can also help mapping the drive to EHP staff hard drives. For a SharePoint site, staff obtain access from the site's EHP administrator.

Roles and Responsibilities

The following staff positions are responsible for the activities indicated in accomplishment of this procedure:

Role	Responsibility
All EHP Staff	▪ Access all sites when applicable ▪ Utilize the disaster drive properly and following Region-specific protocol (including file naming conventions). Request protocol information from direct supervisor
EHP Management	▪ Access EMIS and Grants Manager ▪ Provide access to EHP Disaster Drives to staff by signing IT forms or approving access to SharePoint

Procedure

Step 1: Obtain network access form from IT HelpDesk. Request access to the EHP Disaster Files Database, Drives and/or SharePoint site from supervisor (network access form is typically covered during onboarding process). Turn in network access form to IT HelpDesk. Download WebTA and Concur Travel System if not already programmed to phone.

Step 2: Review WebTA account and ensure the correct disaster fund code is available. *See the Job Aids/Templates section for a link to a Reservist Onboarding WebTA Guide and a link to the full WebTA Employee Guide published by the USDA.*

Step 3: Complete travel vouchers in Concur every two weeks during length of deployment. *The link to the Concur Travel System Instructions is listed in the Job Aids/Templates section. This job aid can assist in completing a travel authorization and voucher.*

Step 4: Obtain access to WebEOC if required for position. For WebEOC access or password reset please contact: FEMA-WEBEOC@fema.dhs.gov. WebEOC is updated mainly during the initial operating periods and contains useful libraries of state and national operational plans, and situational awareness reports.

Step 5: To request a FEMA EHP GIS GeoPlatform account, access this site. This is used for requesting all GIS products, access to GeoPlatform, to request additional data be added to EHP GIS applications, and to access training.

All GeoPlatform requesters are required to review and sign the Rules of Behavior (Please see the DHS 4300A Sensitive Systems Handbook Rules of Behavior). A hyperlink to the document is provided at the top of the GIS SharePoint site listed above (*please see the GeoPlatform Request Form Guidance for specific instructions on how to complete the form*). Once OEHP GIS-HQ receives and processes the Request Form, the requester will receive an automatic notification including a statement of use.

A one-pager describing EHP GeoPlatform and GIS Requests for EHP is available in the EHP Cadre SharePoint SOP Toolbox.

Step 6: Specialist requests disaster access rights to EMIS from EHP Manager/EHAD. *The link to the EMIS User Guide is listed in the Job Aids/Templates section.*

Step 7: Access to Grants Manager is obtained at Grants Manager Training. If access has previously been provided, users will see every event in the system. The EHP Manager should coordinate any needed trainings or access issues with the PA Trainer assigned to the event. The EHP Manager will also have to work with the EHP Advisor to manage staff roles in an event. Staff should coordinate through the EHAD/Manager if not assigned in Grants Manager after training. *The EHP Roles in Grants Manager pdf and the Grants Manager Factsheet in the Job Aids/Templates section provides a good overview of EHP and Grants Manager. Also see the EHP Program Delivery References Folder SharePoint link in the Job Aids/Templates section for information on Grants Manager.*

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- FEMA Reservist Onboarding WebTA Guide PDF
- USDA's WebTA Employee Training Guide
- Concur Travel System Instructions – This site contains twelve job aids with information to assist FEMA staff in the step by step process for completing a travel authorization and voucher.
- EMIS User Guide / EMIS Quick Reference Guide
- EHP Roles in Grants Manager
- Grants Manager Factsheet
- EHP Program Delivery References Folder – This folder contains EHP reference materials related to Grants Manager.

Procedure for Safety Orientation and Adherence to Safety and Accident Reporting Procedures

Purpose

EHP staff have a major responsibility in ensuring their own safety during deployments and are expected to cooperate with all aspects of the Federal Occupational Safety and Health Administration (OSHA) program. This includes:

- Participating in safety training
- Complying with all rules and regulations
- Always using safe work practices (e.g., do not drive through flooded roads; use an alternate route)
- Reporting hazards, incidents, near-misses, accidents, or injuries (911/police first, if appropriate)
- Cooperating with investigations
- Asking for help as needed, to maintain personal safety
- Monitoring local weather, issues, and precautions (e.g., mosquito season in southern areas)

Roles and Responsibilities

The following staff positions are responsible for the activities indicated in accomplishment of this procedure:

Role	Responsibility
JFO Safety Officer	Provide initial safety briefing
EHP Staff	Attend initial safety briefing/review Health and Safety Plan (HASP)
EHP Staff	Follow reporting practices related to health and safety

Procedure

Step 1: Attend the JFO Safety Officer briefing for incoming staff on incident-specific risks and hazards; staff may also contact the Safety Officer to review JFO-specific safety orientation and accident reporting procedures which may be called the Disaster Hazard Assessment Plan (DHAP). Disaster specific safety guidance is included in the Incident Action Plan (IAP) ICS Form 208 *and the Link to Safety Information on FEMA Intranet provides additional resources.*

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- https://intranet.fema.net/org/ms/ocao/oshe/Pages/SHMR.aspx

Procedure for Reviewing Planning Information and Situation Reports

Purpose

Planning is a key component to incident support and management.

The Planning Cadre supports response operations at all incident levels before, during and after an event. Planning collects, validates, analyzes, organizes and disseminates information via plans, reports and other products that drive operational decision-making and develop a common operating picture.

Plans allow Incident Support and Incident Management to work from the same operational viewpoint and add structure to the incident. For EHP staff in the field that are part of Incident Management, plans provide a view of the operation as a whole, and of the activities relevant to EHP. This in turn helps determine resource requirements and helps anticipate future operating needs in coordination with state, local, and tribal partners.

Types of Plans and Reports to Review

Incident Action Plans (IAPs)

Incident Action Plans define incident objectives and reflect the tactics necessary to manage an incident during an operational period. IAPs capture and communicate overall incident priorities, objectives, strategies, tactics, and assignments in the context of both operational and support activities. The IAP focuses on addressing the needs of future timeframes, or operational periods, and the activities to be completed. For smaller/less complex incidents, the IAP may be oral or written, except for hazardous materials incidents, which require a written IAP. EHP staff review IAPs to determine what needs to be done, who has to do it, what resources are needed, and the communications protocols to employ.

> Effective IAPs assign responsibilities, identify needed resources, and specify communication protocols

The EHAD/Manager submits EHP-related IAP input to the Planning Unit on an established schedule (e.g., daily, every other day), usually during the first few months of the disaster. The schedule is emailed to JFO staff or may be posted on the Ops Tempo board if the JFO is using WebEOC. To view a sample IAP access the link in the Job Aids/Templates section of this procedure.

Situational Awareness Reports

Incident and Regional Situation Reports are reports from the incident that address “Essential Elements of Information” (EEIs) but cover a specific time period (e.g., a 12-hour operational shift). The Planning Section produces situation reports that are the primary summary of information during an incident. Situation Reports address EEIs as well as other pertinent information. Situation reports are not tied directly to the IAP, but the reports generally reflect the results of IAP work assignments. The reports are located in WebEOC, or are emailed to all hands at the JFO.

In addition to JFO or Regional Situation Reports, the EHP seat in the National Response Coordination Center (NRCC), when activated, provides a daily Situation Report (Brief) that is an overview of issues or actions that are of interest to EHP. The Brief also highlights action taken by EHP in the field and includes cross disaster and regional information during concurrent disaster response. This Brief is sent to REOs and lead EHADs for the disaster, who may circulate it as needed.

EHP staff should read Situation Reports to orient themselves to the disaster situation, operations, and priorities. In prioritizing information to review, it is helpful to focus on the most pressing projects; the most EHP sensitive areas; resources that are and are not available; and how EHP will best review and support program actions.

Information on EHP's contribution to Situation Reports is found in the Briefings and Reports Chapter of this SOP.

Executive Summaries

Executive summaries provide information on specific operational priorities, issues, projects, and compliance strategies.

EHP staff should review executive summaries as provided by their supervisor, particularly summaries involving EHP actions.

Roles and Responsibilities

The following staff positions are responsible for the activities indicated in accomplishment of this procedure:

Role	Responsibility
EHAD/Manager	Provide staff with links to plans and reports if necessary Submit EHP-related IAP input to Planning Unit on an established schedule (e.g., daily, every other day)
EHP Staff	Review specific portions of IAP, including: ▪ Disaster Objectives ▪ Weather forecast for period ▪ Safety Message/Information ▪ Organization Charts ▪ Contacts List including the COOP line ▪ Disaster Declaration Maps ▪ Critical Information Requirements (CIRs) Review situation reports to view the disaster situation, agency priorities, and actions that may be of interest to EHP Review executive summaries for more detailed information on operational priorities, issues, projects, and compliance strategies

Procedure

Step 1: Locate the IAP, Situation Report and Executive Summaries if available in WebEOC, on the Disaster SharePoint, or via email to JFO staff from the Planning Unit or Emergency Support Functions (ESFs).

Step 2: Review the IAP for orientation-specific information (included in Roles and Responsibilities).

Step 3: Review the Situation Reports and Executive Summaries if available for orientation to the disaster response, including priorities and items of interest to EHP.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)

- Sample Joint Incident Action Plan: FEMA-4337-DR-FL / FEMA-4341-DR-STOF #72, Hurricane Irma

01/31/2018 0700 EST to 02/07/2018 0700 EST

- IS-0100.c: An Introduction to the Incident Command System, ICS 100 (required course per Position Task Books)
- For more information on the use and development of plans, including the use of available plan templates, read the *FEMA Operational Planning Manual, FEMA P-107*, published June 2014.

Procedure for Reviewing EHP Disaster Specific Guidance

Purpose

The EHP Management Plan provides programmatic guidance protocols for administering the FEMA EHP compliance program for a specific recovery operation. It provides additional operational details to the SOP related to the incident, region, and state; it describes the decision-making processes for EHP in the JFO, and subsequently, the Regional Office upon transition. The EHP Management Plan Template is drafted, completed, and utilized by the EHAD and/or the EHP Manager. Staff may use the Plan to direct their day-to-day work, as a tool to establish goals for successful program delivery, and the guidelines and procedures for reaching those goals.

> Information in these guidance documents includes, but is not limited to:
> - Situation-specific information (e.g. event description, PDA results) and updates
> - Administrative and staffing information, including points of contact
> - Program support and data management protocols
> - Strategic goals

The Disaster Greensheet provides information to FEMA applicants on EHP considerations for the disaster. It includes state specific considerations and federal, state and local environmental and historic preservation contact information.

Some Regions may also have an EHP Disaster Notebook. The EHP Disaster Notebook is a physical record designed as the most tangible documentation of specific declared incidents and the FEMA EHP compliance actions performed subsequently. This catalogue is most often in the form of a binder, with various tabs outlined for quick reference. In most ways, the format and contents of the Disaster Notebook follows the electronic Documentations file on the project EHP Drive (Regions may or may not create disaster-specific notebooks).

Reviewing the EHP Management Plan and/or Disaster Notebook provides EHADs/Managers with the background knowledge they need regarding the disaster incident and, depending on their responsibilities, the information they need to accomplish their assignments. *Access the EHP Cadre SharePoint SOP Toolbox to review a sample EHP Management Plan.*

Roles and Responsibilities

The following staff positions are responsible for the activities indicated in accomplishment of this procedure:

Role	Responsibility
EHAD/Manager	▪ Provide access to the disaster EHP drive for staff ▪ Provide staff links to the EHP Management Plan if available and other EHP operational information
EHP Staff	▪ Review disaster and EHP-specific information as directed by supervisor, including the EHP Management Plan or equivalent if available, and EHP operational information

Procedure

Step 1: All staff reviews disaster specific guidance, i.e. EHP operational information, as provided by supervisor.

Job Aids/Templates

(Identified Job Aids/Templates are available in the EHP Cadre SharePoint SOP Toolbox)