



FEMA

US&R GENERAL MEMORANDUM – 2015-124

December 2, 2015

FOR: National Urban Search & Rescue Response System
Task Force Representatives

FROM: Wanda Casey, Chief
Program Management Section
Urban Search and Rescue Branch

SUBJECT: US&R General Memorandum 2015-124 – Advisory Organization – 7-Day
Review – US&R Strategic Plan 2016-2020 (Draft Body)

Based on National Urban Search and Rescue (US&R) Response System (the System) discussions, a need was identified to update the System's current Strategic Plan (2013-2017) and Strategic Training Plan using its vision and mission. The Strategic Planning Development Ad Hoc Group (seated by General Memorandum 2015-060a) completed a draft document that was sent out to the System for a 21-day review period that closed November 27, 2015. Based on input received at the December 1, 2015 Sponsoring Agency Chief's meeting, the US&R Strategic Group determined that an additional seven-day review period of this document will be conducted.

Please review and comment on the attached *US&R Strategic Plan 2016-2020 (Draft Body)* document as to whether it: addresses the needs of the System, identifies process changes, improves development, considers budgetary impacts, and includes courses of action.

Comments must be submitted online using the System's [US&R Comment Review Form](#). For every comment being made a new form needs to be submitted; do not combine issues or comments into one form. If the recommendation is supported with no comments, it will move forward to the next approval step. If further work is required for the document to be supported, it will be sent back for additional work, adjudication of comments, and resubmission into the approval process. **If a task force accepts the document as reviewed, one comment form should be submitted stating that the task force has no comment. Task Force Representatives should ensure that all comments are submitted by COB December 10, 2015.**

Questions regarding this document review process may be directed to Wanda Casey of the US&R Branch at: wanda.casey@fema.dhs.gov.

Attachment:

US&R Strategic Plan 2016-2020 (Draft Body)

cc:

US&R Strategic Group
US&R Advisory Group
US&R Branch Staff
FEMA Regional/Federal/International ESF #9 Representatives

1 **Strategic Priority 1: Be Survivor-Centric in Mission and Program Delivery**
2

3 **Objective 1.1: External Communications**

4 In addition to traditional media, appropriate social media outlets should be utilized as information
5 sources related to US&R operations and interactive communication. Social media should be used as
6 a tool for information dissemination to both the public and the System.

7 **Strategy 1.1.1:** Implement the use of social media for opportunities to make search and rescue
8 (SAR) life-saving operations more effective and more responsive to the general public.

9 **Performance Measure 1.1.1.1:** Develop social media strategies regarding receiving and
10 transmitting information, monitoring live conversations, and developing a concept
11 of operation for actionable intelligence and situation awareness during SAR
12 operations.

13 **PM 1.1.1.1 Responsibility: Senior Staff**

14 **PM 1.1.1.1 Due: End of 1st Quarter CY2017**

15 **Performance Measure 1.1.1.2:** Develop and disseminate pre-scripted messages,
16 public service announcements, and other information related to SAR operations.

17 **PM 1.1.1.2 Responsibility: Senior Staff**

18 **PM 1.1.1.2 Due: End of 3rd Quarter CY2016**

19 **Performance Measure 1.1.1.3:** Develop and deliver social media training, including
20 establishing accounts, controlling public messaging, using web tools, and developing
21 policy and procedures. This information should be disseminated to the System and
22 collaborative partners.

23 **PM 1.1.1.3 Responsibility: Senior Staff**

24 **PM 1.1.1.3 Due: End of 1st Quarter CY2018**

25 **Performance Measure 1.1.1.4:** Develop a System-wide platform or template to be used
26 for uniform information dissemination.

27 **PM 1.1.1.4 Responsibility: Senior Staff**

28 **PM 1.1.1.4 Due: End of 1st Quarter CY2017**

29
30 **Objective 1.2: Internal Communications**

31 During day-to-day operations, effective information dissemination ensures that the 6,000 System
32 members receive the latest information and changes related to US&R management and policy, as well
33 as SAR operational concepts, training, and equipment.

34 Excellent internal communications also facilitate interoperability and promote understanding among
35 all components of the System, improving operational performance during disaster deployments.

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37 **Strategy 1.2.1:** Migrate internal information sharing to the System website
38 (www.responsesystem.org) to facilitate consistency and collaboration.

39 **Performance Measure 1.2.1.1:** Continuously educate members on the use of the System
40 website (www.responsesystem.org) and expand the use to all System members.

41 **PM 1.2.1.1 Responsibility: US&R Branch**

42 **PM 1.2.1.1 Due: End of 1st Quarter CY2016, then ongoing**

43 **Strategy 1.2.2:** Continuously assess methods to improve and expedite communications within
44 the System.

45 **Performance Measure 1.2.2.1:** Publish an informal, quarterly newsletter that offers
46 news, event information, and glimpses of System activities, on the System website
47 (www.responsesystem.org).

48 **PM 1.2.2.1 Responsibility: US&R Branch**

49 **PM 1.2.2.1 Due: End of 3rd Quarter CY2016, then quarterly**

50 **Performance Measure 1.2.2.2:** Establish an IST member section on the System website
51 (www.responsesystem.org) to allow for information dissemination to IST members.

52 **PM 1.2.2.2 Responsibility: US&R Branch**

53 **PM 1.2.2.2 Due: End of 1st Quarter CY2016**

54 **Strategy 1.2.3:** Foster collaboration among Sponsoring Agencies, task forces, and FEMA to
55 maintain strong and resilient capacity and support.

56 **Performance Measure 1.2.3.1:** Continue to serve as the mechanism for the Sponsoring
57 Agency Chiefs to provide input to the System and provide strategic guidance
58 regarding decisions that affect the operation and management of the System.

59 **PM 1.2.3.1 Responsibility: Strategic Group**

60 **PM 1.2.3.1 Due: End of 1st Quarter CY2016, then ongoing**

61 **Performance Measure 1.2.3.2:** Conduct quarterly US&R Strategic Group meetings or
62 conference calls to facilitate communication across System management.

63 **PM 1.2.3.2 Responsibility: US&R Branch**

64 **PM 1.2.3.2 Due: End of 1st Quarter CY2016, then quarterly**

65 **Performance Measure 1.2.3.3:** Schedule annual meetings of FEMA executives and
66 Sponsoring Agency Chiefs to share information and perspectives within the System
67 and to review and make annual revisions to this strategic plan.

68 **PM 1.2.3.3 Responsibility: US&R Branch**

69 **PM 1.2.3.3 Due: End of 1st Quarter CY2018**

70

71 **Strategic Priority 2: Become an Expeditionary Organization**
72

73 **Objective 2.1: Rapid Deployment**

74 During disaster situations, the number of lives saved directly correlates to the amount of time
75 required to arrive at the disaster scene and conduct SAR operations. Rapid deployment of the
76 appropriate System resources depends upon a coordinated response by the US&R Branch, the IST,
77 activated task forces, and Federal partners. In the past, rapid air deployments have been delayed due
78 to the inability to ensure timely arrival of air transportation—for a variety of reasons. Goals have
79 been established by the System for task forces to deploy by ground within four hours and by air
80 within six after receiving an Activation Order. These goals are for no-notice events such as an
81 earthquake as well as for notice events, such as a hurricane.

82 **Strategy 2.1.1:** Continuously exercise, measure, and train to improve deployment times.

83 **Performance Measure 2.1.1.1:** Establish and validate, through mobilization exercises, a
84 standard departure timeframe for both ground and air transportation deployments
85 (currently estimated to be four hours ground, six hours air) to ensure that a System
86 resource arrives at the incident area within 16 hours of notification after receiving an
87 official request. Deployment timelines should be continually evaluated and revised
88 as necessary to improve timing.

89 **PM 2.1.1.1 Responsibility: Senior Staff**
90 **PM 2.1.1.1 Due: End of 4th Quarter CY2018**

91 **Performance Measure 2.1.1.2:** Continually review personnel availability, and reporting
92 and arrival times at the incident area, and continually revise processes to improve
93 initial IST operational readiness.

94 **PM 2.1.1.2 Responsibility: Senior Staff**
95 **PM 2.1.1.2 Due: End of 1st Quarter CY2017**

96 **Performance Measure 2.1.1.3:** Train, exercise, and continuously revise processes and
97 plans to facilitate improved response.

98 **PM 2.1.1.3 Responsibility: Senior Staff**
99 **PM 2.1.1.3 Due: End of 4th Quarter CY2018**

100 **Performance Measure 2.1.1.4:** Coordinate with Federal and military agencies,
101 providing air support, to address improving the response times of
102 transportation resources in order to reduce the time interval between task
103 force and aircraft arrival at aerial ports of embarkation.

104 **PM 2.1.1.4 Responsibility: US&R Branch**
105 **PM 2.1.1.4 Due: End of 4th Quarter CY2018**

106
107 **Objective 2.2: Deployment Risk Management**

108 SAR operations are inherently dangerous, particularly during catastrophic incidents. A risk
109 assessment must be made prior to any deployment and continuously updated throughout SAR
110 operations, particularly if there is a change in mission or environment. System personnel must be

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111 afforded adequate safety and security in terms of force-protection, site security, personal
112 protective equipment, hazard(s) assessments, and decontamination.

113 **Strategy 2.2.1:** Pre-Deployment Risk Management – Develop strategies for addressing potential
114 operational risks during an incident.

115 **Performance Measure 2.2.1.1:** Update Mobilization Plans to specifically include
116 potential risks and mitigation strategies during incidents.

117 **PM 2.2.1.1 Responsibility: Senior Staff**
118 **PM 2.2.1.1 Due: End of 4th Quarter CY2018**

119 **Performance Measure 2.2.1.2:** Review, and update as required, the Operations Manual
120 12-001 and its Annexes, on a triannual basis at a minimum.

121 **PM 2.2.1.2 Responsibility: Senior Staff**
122 **PM 2.2.1.2 Due: End of 4th Quarter CY2016**

123 **Strategy 2.2.2:** Ensure System members’ health and safety prior to, during, and after disaster
124 deployments through comprehensive hazard assessments, personal protective equipment
125 (PPE), and decontamination policies and procedures.

126 **Performance Measure 2.2.2.1:** Review and update health and safety protocols for
127 System members including pre-deployment and post-deployment medical screening,
128 on a triannual basis at a minimum.

129 **PM 2.2.2.1 Responsibility: Senior Staff**
130 **PM 2.2.2.1 Due: End of 4th Quarter CY2017**

131 **Performance Measure 2.2.2.2:** Review and update health and safety protocols for
132 System members related to PPE, on a triannual basis at a minimum.

133 **PM 2.2.2.2 Responsibility: Senior Staff**
134 **PM 2.2.2.2 Due: On-going triannual updates**

135 **Performance Measure 2.2.2.3:** Review and update health and safety protocols for
136 System members related to decontamination policies and procedures, on a triannual
137 basis at a minimum.

138 **PM 2.2.2.3 Responsibility: Senior Staff**
139 **PM 2.2.2.3 Due: On-going triannual updates**

140

141 **Objective 2.3: Training Requirements Meet or Exceed National Standards**

142 In order to ensure the safety of its members and that its capability stays at the forefront of US&R
143 operations, the System’s training requirements need to meet or exceed National standards.

144 **Strategy 2.3.1:** Ensure System training curriculum meets current and projected training needs.

145 **Performance Measure 2.3.1.1:** Review, and update as required, existing System
146 curriculum as approved by the Advisory Organization and US&R Branch, on a
147 triannual basis at a minimum.

148 **PM 2.3.1.1 Responsibility: Senior Staff**
149 **PM 2.3.1.1 Due: On-going triannual updates**

150 **Performance Measure 2.3.1.2:** Continue to improve System curriculum as approved by
151 the Advisory Organization and US&R Branch.

152 **PM 2.3.1.2 Responsibility: Senior Staff**
153 **PM 2.3.1.2 Due: On-going quarterly updates**

154 **Strategy 2.3.2:** Continue to improve standardized processes for planning, building, and
155 conducting performance-based training exercises.

156 **Performance Measure 2.3.2.1:** Assess the type and frequency of training exercises
157 conducted at the national, regional and local levels, and foster opportunities for
158 increased participation of the System.

159 **PM 3.2.3.1 Responsibility: Senior Staff**
160 **PM 3.2.3.1 Due: On-going quarterly updates**

161

162 **Objective 2.4: Safety during Training, Exercises, and International Deployments**

163 Federal employees are provided compensation and other coverage in the event of an injury related to
164 their Federal duties under the Federal Employees' Compensation Act (FECA) and liability protection
165 from lawsuits under the Federal Tort Claims Act (FTCA). When responding to Stafford Act
166 deployments as Temporary Excepted Federal Volunteers, System members are generally covered by
167 these two acts. However, coverage is uncertain in other situations (e.g., training, exercises, and
168 international deployments), such as the Haiti response in 2010, during which System resources
169 supported the USAID/OFDA response. This information requires updating and clarification.

170 **Strategy 2.4.1:** Clarify information for System members and Sponsoring Agencies regarding
171 short-term and long-term health, safety, and financial responsibility during training,
172 exercises, and international responses.

173 **Performance Measure 2.4.1.1:** Obtain updated legal policy guidance regarding System-
174 member health, safety, and financial responsibility during training, exercises and
175 international responses.

176 **PM 2.4.1.1 Responsibility: US&R Branch**
177 **PM 2.4.1.1 Due: End of 4th Quarter CY2018**

178 **Performance Measure 2.4.1.2:** Work with the Department of Justice and Department of
179 Labor and issue updated policy guidance and a procedure for tracking member
180 claims.

181 **PM 2.4.1.2 Responsibility: US&R Branch**
182 **PM 2.4.1.2 Due: End of 1st Quarter CY2018**

183

184 **Objective 2.5: Adequate, Sustainable Equipment**

185 A standardized cache list of equipment for task forces and ISTs provides inherent advantages in terms
186 of training, interoperability, resource sharing, and mission readiness. The System equipment cache is
187 rugged and well-suited for use in austere environments. These caches are transported and supported
188 by a variety of fleet resources—rolling stock (tractor-trailers, box trucks), support vehicles (sports
189 utility vehicles, pick-up trucks), and command vehicles.

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190 Task forces currently have two caches. An original cache (also called the first cache or old cache) was
191 accumulated between 1990 and 2005 and is comprised of rescue, technical, communications,
192 planning, medical, and logistics equipment. After 9/11, additional SAR specialty caches were added
193 for operations involving Hazmat/CBRNE and water safety. During 2005-2007 an additional cache
194 (also known as the 2nd cache or new cache) acquired with Federal funds was provided to each task
195 force and was intended to replicate the original cache but excluded medical, Hazmat/CBRNE, and
196 water safety equipment. The equipment cache has been developed to support up to 80 personnel
197 (including 10 support personnel) and is designed to perform SAR operations in structural collapse of
198 reinforced concrete and steel. This cache can be reconfigured to support various other SAR missions.

199 Historically, task forces have been permitted to utilize Readiness Cooperative Agreement funds to
200 purchase and maintain transportation resources. However, in 2004-2005 each task force was
201 provided Federal funding specifically to acquire a more standardized transportation fleet, including
202 prime movers, trailers, box trucks, and support/command vehicles sufficient to transport a Type I
203 equipment cache and associated personnel. As requirements change over time, the need exists to
204 examine the convoy plan for necessary updates.

205 Ownership of equipment and transportation assets is divided between task force Sponsoring Agencies
206 and the Federal government.

207 **Strategy 2.5.1:** Develop CONOP for employing any additional equipment and clear direction
208 regarding the sustainment of the original cache.

209 **Performance Measure 2.5.1.1:** Determine the current use of equipment and coordinate
210 the development of a practical concept of operations for additional equipment.

211 **PM 2.5.1.1 Responsibility: Senior Staff**
212 **PM 2.5.1.1 Due: End of 2nd Quarter CY2016**

213 **Performance Measure 2.5.1.2:** Analyze and determine equipment impacts through a
214 mission gap analysis when potential concepts of operations are proposed.

215 **PM 2.5.1.2 Responsibility: Senior Staff**
216 **PM 2.5.1.2 Due: End of 2nd Quarter CY2016**

217 **Performance Measure 2.5.1.3:** Continually evaluate the current equipment cache and
218 update the System convoy plan.

219 **PM 2.5.1.3 Responsibility: Senior Staff**
220 **PM 2.5.1.3 Due: End of 2nd Quarter CY2016**

221 **Performance Measure 2.5.1.4:** Analyze newly developed response models and
222 determine equipment cache impacts.

223 **PM 2.5.1.4 Responsibility: Senior Staff**
224 **PM 2.5.1.4 Due: End of 2nd Quarter CY2016**

225 **Performance Measure 2.5.1.5:** Continually review equipment needs with the goal of
226 reducing duplication and overall cache size.

227 **PM 2.4.1.5 Responsibility: Senior Staff**
228 **PM 2.4.1.5 Due: End of 4th Quarter CY2016**

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229 **Performance Measure 2.5.1.6:** Maintain an effective task force property management
230 system for the two caches.

231 **PM 2.5.1.6 Responsibility: Senior Staff**
232 **PM 2.5.1.6 Due: End of 3rd Quarter CY2016**

233 **Performance Measure 2.5.1.7:** Research the feasibility of establishing one uniform
234 property management system for the two caches

235 **PM 2.5.1.7 Responsibility: US&R Branch**
236 **PM 2.5.1.7 Due: End of 1st Quarter CY2018**

237 **Strategy 2.5.2:** Create a strategy to finance replacement of capital assets in the cache or
238 transportation fleet.

239 **Performance Measure 2.5.2.1:** Implement a replacement life cycle analysis (unit cost,
240 expected life) of the current task force and IST cache equipment capital assets.

241 **PM 2.5.2.1 Responsibility: Senior Staff**
242 **PM 2.5.2.1 Due: End of 4th Quarter CY2016**

243 **Performance Measure 2.5.2.2:** Determine strategies and complete actions to finance
244 replacement of capital assets.

245 **PM 2.5.2.2 Responsibility: Senior Staff**
246 **PM 2.5.2.2 Due: End of the 4th Quarter CY2017**

247 **Performance Measure 2.5.2.3:** Implement a replacement life cycle analysis of fleet
248 components.

249 **PM 2.5.2.3 Responsibility: Senior Staff**
250 **PM 2.5.2.3 Due: End of 1st Quarter CY2017**

251 **Performance Measure 2.5.2.4:** Determine strategies to finance replacement of fleet
252 vehicles.

253 **PM 2.5.2.4 Responsibility: Strategic Group**
254 **PM 2.5.2.4 Due: End of 1st Quarter CY2018**

255 **Performance Measure 2.5.2.5:** Continually evaluate Readiness Cooperative Agreement
256 policies for budgeting and periods of performance to enable task forces to plan large
257 replacement expenditures for capital items and related items

258 **PM 2.5.2.5 Responsibility: US&R Branch**
259 **PM 2.5.2.5 Due: End of 1st Quarter CY2017**

260

261 **Strategy 2.5.3:** Preposition equipment and resources to increase readiness by facilitating a more
262 rapid response to incident areas.

263 **Performance Measure 2.5.3.1:** Analyze task force, IST, Hazardous Materials Equipment
264 Push Package (HEPP), and any other specialized equipment caches to determine
265 which assets are most suited for prepositioning, on a triannual basis at a minimum

266 **PM 2.5.3.1 Responsibility: Senior Staff**
267 **PM 2.5.3.1 Due: End of 4th Quarter CY2016**

268 **Performance Measure 2.5.3.2:** Analyze which FEMA and/or task force locations would
269 be most suitable for pre-positioning specific items.

270 **PM 2.5.3.2 Responsibility: Senior Staff**
271 **PM 2.5.3.2 Due: End of 4th Quarter CY2016**

272 **Performance Measure 2.5.3.3:** Coordinate the development of a method to oversee
273 testing, maintaining, transporting, and inventorying items at prepositioned locations
274 and consider contracting for these functions.

275 **PM 2.5.3.3 Responsibility: US&R Branch**
276 **PM 2.5.3.3 Due: End of 4th Quarter CY2016**

277 **Performance Measure 2.5.3.4:** Ensure IST caches are maintained in air-deployable
278 international shipping units to facilitate rapid response.

279 **PM 2.5.3.4 Responsibility: US&R Branch**
280 **PM 2.5.3.4 Due: End of 1st Quarter CY2019**

281 **Performance Measure 2.5.3.5:** Develop and implement a CONOP for prepositioning
282 System resources to decrease response times.

283 **PM 2.5.3.5 Responsibility: Senior Staff**
284 **PM 2.5.3.5 Due: End of 4th Quarter CY2016**

285 **Performance Measure 2.5.3.6:** Continually evaluate the established budget line item for
286 IST, HEPP, and any other specialized equipment caches to be updated, consolidated,
287 and modernized, to ensure the amount identified is appropriate.

288 **PM 2.5.3.6 Responsibility: US&R Branch**
289 **PM 2.5.3.6 Due: End of 4th Quarter CY2016**

290 **Strategy 2.5.4:** Investigate opportunities to reduce costs and improve warehouse operations.

291 **Performance Measure 2.5.4.1:** Continue to coordinate with GSA to obtain national lists
292 of excess/underutilized resources.

293 **PM 2.5.4.1 Responsibility: US&R Branch**
294 **PM 2.5.4.1 Due: End of 1st Quarter CY2017**

295 **Performance Measure 2.5.4.2:** Continually evaluate the US&R warehouse requirements
296 to ensure cost-effective, suitable warehouse space.

297 **PM 2.5.4.2 Responsibility: US&R Branch**
298 **PM 2.5.4.2 Due: End of 2nd Quarter CY2016**

299

300 **Objective 2.6: Evaluation of Readiness**

301 The Readiness Assessment Program (RAP) is employed to establish standards and assess task force
302 operations, logistics, and management readiness. The first phase of the RAP requires all 28 System
303 task forces to complete an annual self-evaluation of their own readiness. In the second phase, the goal
304 is for each task force to receive one on-site Administrative Readiness Evaluation (ARE) over a three-
305 year cycle, to validate task force self-evaluations. The third phase of the RAP requires each System
306 task force to complete each of the five modules of the Operational Readiness Exercise Evaluation
307 Program (OREEP) triennially, either all at once during a Deployment, Full Scale Exercise or
308 individually during Modular Exercises as funding permits. This practice has resulted in an established,
309 standardized process to measure readiness throughout the System.

310 **Strategy 2.6.1** – Continually evaluate refine the Readiness Assessment Program

311 **Performance Measure 2.6.1.1:** Annually submit task force self-evaluations.

312 **PM 2.6.1.1 Responsibility: US&R Branch**

313 **PM 2.6.1.1 Due: End of 1st Quarter CY2016**

314 **Performance Measure 2.6.1.2:** Triennially conduct one ARE of each System task force.

315 **PM 2.6.1.2 Responsibility: US&R Branch**

316 **PM 2.6.1.2 Due: End of 4th Quarter CY2018**

317 **Performance Measure 2.6.1.3:** Triennially, as funding permits, each System task force
318 shall complete all five OREE modules.

319 **PM 2.6.1.3 Responsibility: US&R Branch**

320 **PM 2.6.1.3 Due: End of 4th Quarter CY2018**

321 **Performance Measure 2.6.1.4:** Implement a formal exercise evaluation program to
322 validate standards and improve and exercise SAR performance.

323 **PM 2.6.1.4 Responsibility: US&R Branch**

324 **PM 2.6.1.4 Due: End of 4th Quarter CY2017**

325 **Performance Measure 2.6.1.5:** Analyze task force self-evaluations/ AREs/OREEs, and
326 disseminate an annual analysis, including best practices.

327 **PM 2.6.1.5 Responsibility: US&R Branch**

328 **PM 2.6.1.5 Due: End of 4th Quarter CY2017**

329

330 **Objective 2.7: Effective Integration of Partners during SAR Operations**

331 The effective integration of response partners contributes significantly to successful SAR operations.
332 One of the most effective ways to facilitate this integration is the sharing of information, both before
333 and during responses. A Common Operating Picture (COP) provides intelligence information and
334 facilitates collaborative planning and decision making. Recent technological advancements have
335 provided tools that facilitate the development of an on-scene common picture of a disaster by
336 integrating imagery, geospatial awareness, mapping, infrastructure elements, communications
337 (including social networks), and other elements, such as news reporting. The development of
338 situational awareness systems, leveraging technology to gather and analyze data, and the sharing of
339 any sharing system developed will help ensure the effective integration of all response partners.

340 **Strategy 2.7.1:** Continue to develop a Common Operating Picture COP incorporating relevant
341 information to support shared situational awareness among all SAR resources and partners.

342 **Performance Measure 2.7.1.1:** Continue to utilize the Advisory Organization to develop
343 and leverage technology tools and improvements that can be synthesized into a
344 common operating picture to continuously improve SAR operations.

345 **PM 2.7.1.1 Responsibility: Senior Staff**
346 **PM 2.7.1.1 Due: End of 1st Quarter CY2017**

347 **Performance Measure 2.7.1.2:** Facilitate access to the FEMA situational awareness
348 sharing system (currently WebEOC) for SAR partners.

349 **PM 2.7.1.2 Responsibility: US&R Branch**
350 **PM 2.7.1.2 Due: End of 4th Quarter CY2019**

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352 **Strategic Priority 3: Posture and Build Capacity for Catastrophic Disasters**
353

354 **Objective 3.1: Effective Coordination During Initial Deployment**

355 The success of the System depends upon effective coordination among all elements. FEMA must
356 activate the IST, task forces, and coordinate with appropriate Federal ESF #9 partners in a timely
357 manner. Additional coordination may be required with other partners such as an IMAT, Mobile
358 Emergency Response System (MERS), and other incident contractors.

359 **Strategy 3.1.1:** Deploy and support response resources effectively and efficiently.

360 **Performance Measure 3.1.1.1:** Adopt more formal procedures for coordination with
361 FEMA’s IMAT and MERS during initial deployment.

362 **PM 3.1.1.1 Responsibility: US&R Branch**

363 **PM 3.1.1.1 Due: End of 4th Quarter CY2018**

364 **Performance Measure 3.1.1.2:** Evaluate current IST staffing to ensure sufficiency,
365 considering increased coordination requirements.

366 **PM 3.1.1.2 Responsibility: US&R Branch**

367 **PM 3.1.1.2 Due: End of 1st Quarter CY2017**

368 **Performance Measure 3.1.1.3:** Establish an efficient and cost-effective method for task
369 force vehicle tracking, task force/IST alerting and reporting.

370 **PM 3.1.1.3 Responsibility: US&R Branch**

371 **PM 3.1.1.3 Due: End of 1st Quarter CY2018**

372 **Performance Measure 3.1.1.4:** Exercise a wide variety of SAR-related problems—and
373 conduct these exercises with multiple agency participation. Exercise evaluations
374 should include detailed collection, analysis, dissemination, and documentation of
375 exercise performance information including operational gaps in training or
376 equipment, which may require priority investment by the System.

377 **PM 3.1.1.4 Responsibility: Senior Staff**

378 **PM 3.1.1.4 Due: End of 4th Quarter CY2018**

379

380 **Objective 3.2: Refinement of Structural Collapse SAR Mission**

381 While the fundamental System mission continues to be structural collapse SAR, disasters can
382 occur in environments that require different deployment models with varying concepts of
383 operations, training, and equipment.

384 **Strategy 3.2.1:** Continue to evaluate current deployment models to verify operational
385 capabilities.

386 **Performance Measure 3.2.1.1:** Update and refine current concepts of operations and
387 associated training and equipment for the core structural collapse response mission,
388 including modular deployments of specific task force elements, on a triannual basis
389 at a minimum.

390 **PM 3.2.1.1 Responsibility: Senior Staff**

391 **PM 3.2.1.1 Due: End of 1st Quarter CY2018**

392 **Strategy 3.2.2:** Develop, review, and update deployment concepts of operation and assess
393 potential secondary missions.

394 **Performance Measure 3.2.2.1:** Continue to review, update, and refine concepts of
395 operations for structural collapse situations involving contaminated environments,
396 with focus on capability gaps and associated training, equipment, and funding
397 needs, on a triannual basis at a minimum.

398 **PM 3.2.2.1 Responsibility: Senior Staff**
399 **PM 3.2.2.1 Due: End of 3rd Quarter CY2017**

400 **Performance Measure 3.2.2.2:** Continue to review, update, and refine concept of
401 operations to safely conduct US&R operations in water environments, with focus on
402 capability gaps and associated training, equipment, and funding needs, on a triannual
403 basis at a minimum.

404 **PM 3.2.2.2 Responsibility: Senior Staff**
405 **PM 3.2.2.2 Due: End of 3rd Quarter CY2017**

406 **Performance Measure 3.2.2.3:** Evaluate the effectiveness, economic feasibility, and
407 relevancy of the System’s Canine Search Teams – Human Remains Detection.

408 **PM 3.2.2.3 Responsibility: Senior Staff**
409 **PM 3.2.2.3 Due: End of 3rd Quarter CY2016**

410 **Strategy 3.2.3:** Continue to reassess resource personnel sharing in accordance to USR PD 2012-
411 012 Personnel Resource Sharing Process.

412 **Performance Measure 3.2.3.1:** Continue to reassess the System’s personnel resource
413 sharing process, on a triannual basis at a minimum.

414 **PM 3.2.3.1 Responsibility: Senior Staff**
415 **PM 3.2.3.1 Due: On-going triannual updates**

416 **Performance Measure 3.2.3.2:** Review current task force resource allocation policies
417 including compensation, legal policies, liability, and Worker’s Compensation
418 protection, on a triannual basis at a minimum.

419 **PM 3.2.3.2 Responsibility: US&R Branch**
420 **PM 3.2.3.2 Due: End of 4th Quarter CY2017**

421

422 **Objective 3.3: Building Response Partnerships**

423 The levels of collaboration in SAR and support operations continue to evolve as synergistic capabilities
424 are recognized, developed, and expanded at all levels throughout the entire emergency response
425 community.

426 SAR capabilities among state and local entities vary significantly depending on personnel (e.g.,
427 number, training, specialization, level of sustained operations), and equipment (e.g., rescue, medical,
428 communications). FEMA’s NIMS 508-8 catalogues the different types of resources needed to perform
429 US&R operations and enables emergency managers to define capabilities needed during a disaster to
430 respond safely, efficiently, and effectively.

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431 Currently, state and local SAR resources report varying capabilities for SAR and structural collapse
432 operations, but there is no standard credentialing system to validate these capabilities. Additionally,
433 the most widely-used way to activate a state or local resources for a disaster outside the home state
434 is by use of the Emergency Management Assistance Compact. In the event of a catastrophic incident
435 involving multiple states requiring a large-scale response, the available mechanisms may be neither
436 timely nor sufficient.

437 Concepts of operations need to identify the use of DoD personnel as a force-multiplier during SAR
438 operations whereby skilled forces could assist in search and extraction tasks, such as rope rescue or
439 confined space operations, and general-purpose forces could assist in wide area search operations.

440 The ESF #9 partners recently established the Federal Search and Rescue Coordination Group
441 (FSARCG), staffed by one representative from each of the four ESF #9 primary agency partners. The
442 FSARCG is intended to deploy and assist with regional SAR activities to include planning and
443 coordination during disaster incidents. The FSARCG could expand its role during disasters by
444 assisting the IST with tactical and strategic decision making.

445 **Strategy 3.3.1:** Determine unity of doctrine, training, operations, and equipment interoperability
446 of non-Federal SAR resources, such as State Urban Search and Rescue (SUSAR) Alliance task
447 forces, DoD, and NGB with the System.

448 **Performance Measure 3.3.1.1:** Review the current NIMS US&R Resource Typing, on a
449 triannual basis at a minimum.

450 **PM 3.3.1.1 Responsibility: US&R Branch**
451 **PM 3.3.1.1 Due: End of 4th Quarter CY2018**

452 **Performance Measure 3.3.1.2:** Continue to develop a strategy (which includes funding)
453 for an acceptable third party verification and validation of the readiness capability of
454 US&R resources in the nation, using an established readiness assessment system.

455 **PM 3.3.1.2 Responsibility: US&R Branch**
456 **PM 3.3.1.2 Due: End of 1st Quarter CY2017**

457 **Performance Measure 3.3.1.3:** Assist in the development of efficient means to activate
458 state and local teams for catastrophic incidents.

459 **PM 3.3.1.3 Responsibility: US&R Branch**
460 **PM 3.3.1.3 Due: End of 4th Quarter CY2020**

461 **Performance Measure 3.3.1.4:** Refine and expand joint SAR concepts of operation (e.g.,
462 refine command and control processes and use interoperable communications
463 equipment).

464 **PM 3.3.1.4 Responsibility: US&R Branch**
465 **PM 3.3.1.4 Due: End of 4th Quarter CY2020**

466 **Performance Measure 3.3.1.5:** Add a factor to the readiness assessment system that
467 evaluates the ability of a System task force to interact with DoD elements.

468 **PM 3.3.1.5 Responsibility: US&R Branch**
469 **PM 3.3.1.5 Due: End of 4th Quarter CY2019**

470 **Strategy 3.3.3:** Expand existing relationships with local, state, and other Federal agencies to
471 strengthen integration of response doctrine, and on-scene coordination during disasters.

472 **Performance Measure 3.3.3.1:** Continue to develop, train, and exercise on concepts of
473 operations to improve coordination, command, and control of SAR resources and
474 operations.

475 **PM 3.3.3.1 Responsibility: US&R Branch**
476 **PM 3.3.3.1 Due: End of 4th Quarter CY2018**

477 **Performance Measure 3.3.3.2:** Continue to expand the use of light SAR training for
478 resources such as first responders and volunteer Community Emergency Response
479 Teams and incorporate basic structural triage with light SAR in all first responder
480 training.

481 **PM 3.3.3.2 Responsibility: US&R Branch**
482 **PM 3.3.3.2 Due: End of 4th Quarter CY2019**

483 **Performance Measure 3.3.3.3:** Expand the use of non-System volunteer civil engineers
484 to ensure that community buildings are safe in the wake of a disaster through pre-
485 response training or just-in-time training during a response.

486 **PM 3.3.3.3 Responsibility: US&R Branch**
487 **PM 3.3.3.3 Due: End of 4th Quarter CY2020**

488 **Performance Measure 3.3.3.4:** Engage with community partners at all levels (public
489 and private agencies, organizations, voluntary associations, trade groups, and
490 professional associations) to strengthen local capacity for search and rescue
491 operations through attendance at System meetings

492 **PM 3.3.3.4 Responsibility: US&R Branch**
493 **PM 3.3.3.4 Due: Continual review, quarterly reports to Strategic Group**

494 **Performance Measure 3.3.3.5:** System members should stay abreast of and be
495 supported in, membership on system-related technical committee standards (e.g.,
496 National Fire Protection Association 1006, 1670, and 1951; NIMS typing and
497 classification)

498 **PM 3.3.3.5 Responsibility: US&R Branch**
499 **PM 3.3.3.5 Due: End of 4th Quarter CY2018**

500 **Performance Measure 3.3.3.6:** Update the current FEMA list of Federal ESF #9 Primary
501 and Support Agency Pre-Scripted Mission Assignments (PSMAs).

502 **PM 3.3.3.6 Responsibility: US&R Branch**
503 **PM 3.3.3.6 Due: End of 4th Quarter CY2019**

504 **Performance Measure 3.3.3.7:** Emphasize continuing education for IST members to
505 include training on mission assignments, ordering of resources, and using available
506 support contracts.

507 **PM 3.3.3.7 Responsibility: US&R Branch**
508 **PM 3.3.3.7 Due: End of 1st Quarter CY2017**

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Objective 3.4: Effective Integration of Partners during SAR Operations

The IST engages with local, regional, and state authorities to determine the mission and scope of operations. The IST also assigns SAR partners to support operations. Specific roles are assigned to agencies such as the National Geospatial Intelligence Agency and Customs and Border Patrol.

Command and control is established along with interoperable communications, and effective working relationships are established with non-governmental organizations. An overall objective is to rapidly gain and maintain situational awareness by establishing a common operating picture to effectively integrate SAR operations and enable timely situation reporting. Integration of partners is especially vital during a catastrophic incident.

Historically, the System has had difficulty obtaining timely airlift of personnel and equipment, due to higher national priority needs and DoD’s coordination cycle to obtain Secretary of Defense’ approval. Improved coordination has resulted in task force movement data being loaded into DoD’s Joint Operation Planning and Execution System. However, a more coordinated airlift decision-making process is required, particularly since US&R deployment location decisions can vary depending on airlift capabilities at aerial ports of debarkation. Moreover, it may be feasible to adopt a “go or no go” mission response timeframe for airlift requests, so that US&R can plan alternate courses of action.

A key factor in selecting deployment locations is proximity to SAR operational areas. In the past, the System has relied on commercial support near population centers for lodging. However, during a disaster, commercial facilities may not be available due to a non-functioning infrastructure. Military installations can offer significant advantages (e.g., a secure facility, available runways, open space, establishment of a Base of Operations) and are generally located near populated areas where SAR operations take place. Past decisions have been made on an ad hoc basis with no systematic advanced planning to use DoD facilities. Since DoD personnel are likely be used for augmentation in future SAR operations, joint use of military installations becomes more feasible.

Strategy 3.4.1: Continue to integrate DoD into SAR Operations to include airlift capabilities, personnel force multipliers, and facilities.

Performance Measure 3.4.1.1: Continue to coordinate airlift planning factors so that improved deployment decisions can be made.

PM 3.4.1.1 Responsibility: US&R Branch
PM 3.4.1.1 Due: End of 1st Quarter CY2019

Performance Measure 3.4.1.2: Develop, review, and/or revised as needed standard equipment cache load configurations for various military and commercial aircraft to facilitate effective and efficient response.

PM 3.4.1.2 Responsibility: Senior Staff
PM 3.4.1.2 Due: End of 4th Quarter CY2016

Performance Measure 3.4.1.3: Develop a pre-scripted plan for use of military installations to support SAR operations.

PM 3.4.1.3 Responsibility: US&R Branch
PM 3.4.1.3 Due: End of 1st Quarter CY2020

550 **Strategic Priority 4: Enable Disaster Risk Reduction Nationally**
551

552 **Objective 4.1: Enable Disaster Risk Reduction Nationally**

553 System task forces provide a coordinated Federal, all-hazards capability for locating, extricating, and
554 stabilizing survivors of structural collapse, including the ability to operate in a contaminated
555 environment. ISTs are pre-existing elements that serve as the management cells for System
556 resources and act as the conduit between System resources, the AHJ, and other SAR partners.
557 Additionally, FEMA is responsible for the overall coordination of Federal ESF #9 (Search and Rescue)
558 response.

559 Among its many activities, the System is responsible for strategic roles (ESF #9 coordination,
560 interaction with Sponsoring Agencies and the US&R Advisory Organization), management roles
561 (managing cooperative agreements with the task forces, providing budget, training and exercises),
562 and field operations roles (cadre management, cache management, ESF #9 Advisories, Alert /
563 Activation / Demobilization Orders, deployments, and reporting).

564 An effective after action review process benefits the System by identifying potential areas of
565 improvement and developing corrective actions to address those areas. An After Action Report
566 (AAR) should be completed for each significant System operational activity, such as a deployment or
567 exercise, followed by an assessment of that AAR and the development of a corrective action plan as
568 necessary. The resulting improvements will better enable the System to conduct strategic and
569 budget planning, and adhere to its core mission.

570 The System’s roles, responsibilities, and conduct of related activities inherently address risk
571 reduction to the Nation and its citizens.

572 **Strategy 4.1.1:** Utilize credible and actionable data and analytic tools to support risk-informed
573 decision-making for System resources.

574 **Performance Measure 4.1.1.1:** Develop System resource deployment plans/models
575 based upon actionable data. Evaluate existing data and analytic tools for use in
576 planning the appropriate System resources to be deployed for various response
577 scenarios.

578 **PM 4.1.1.1 Responsibility: Senior Staff**

579 **PM 4.1.1.1 Due: End of 4th Quarter CY2017**

580 **Performance Measure 4.1.1.2:** Evaluate the viability and effectiveness of evolving
581 technologies in US&R operations to reduce risk to System members, primarily by
582 reducing exposure.

583 **PM 4.1.1.2 Responsibility: Senior Staff**

584 **PM 4.1.1.2 Due: End of 4th Quarter CY2017**

585

586 **Strategy 4.1.2:** Analyze AARs to determine the effectiveness of SAR integration during
587 operations to inherently address risk reduction.

588 **Performance Measure 4.1.2.1:** Assess how to best receive AAR input from external
589 partners.

590 **PM 4.1.2.1 Responsibility: Senior Staff**

591 **PM 4.1.2.1 Due: End of 4th Quarter CY2019**

592 **Performance Measure 4.1.2.2:** Gather AAR input prepared by task forces, the IST, and
593 partners, and generate one System AAR for that response.

594 **PM 4.1.2.2 Responsibility: Senior Staff**

595 **PM 4.1.2.2 Due: End of 4th Quarter CY2017 and post deployments**

596 **Performance Measure 4.1.2.3:** Review each System AAR, and if required, develop a
597 corrective action plan.

598 **PM 4.1.2.3 Responsibility: Senior Staff**

599 **PM 4.1.2.3 Due: Continual post deployment requirement**

600 **Performance Measure 4.1.2.4:** Analyze the success of deployment plans/models
601 following any deployment to refine and improve effectiveness and accuracy.

602 **PM 4.1.2.4 Responsibility: Senior Staff**

603 **PM 4.1.2.4 Due: End of 4th Quarter CY2017**

604 **Performance Measure 4.1.2.5:** Ensure that analyses of operational shortcomings and
605 gaps are fully considered for integration into annual strategic planning and budgeting
606 cycles.

607 **PM 4.1.2.5 Responsibility: Senior Staff**

608 **PM 4.1.2.5 Due: End of 4th Quarter CY2016**

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611 **Strategic Priority 5: Strengthen FEMA’s Organizational Foundation**
612

613 **Objective 5.1: Build, manage, and strengthen the workforce**

614 The success of the System depends on the strength of its personnel at all levels. System members
615 perform in a number of roles, from the newest recruit to leadership, during incidents as well as in
616 day-to-day operations. These roles include members of ISTs who provide command and control of
617 task forces during incidents, as well as instructor cadres who teach System and local training. Other
618 System members perform vital national roles as peers on AREs or serve as Advisory Organization
619 members. Having a workforce focused program consisting of recruitment, retention, and leadership
620 training will ensure that the System maintains a continuous pipeline of high-quality, well-trained
621 personnel ready to serve in a wide variety of roles.

622 **Strategy 5.1.1: Recruit qualified task force personnel**

623 **Performance Measure 5.1.1.1: Analyze annual self-evaluations for trends in recruiting**
624 **personnel**

625 **PM 5.1.1.1 Responsibility: Senior Staff**

626 **PM 5.1.1.1 Due: Annually**

627 **Performance Measure 5.1.1.2: Implement successful strategies and best practices for**
628 **recruiting and sustaining personnel.**

629 **PM 5.1.1.2 Responsibility: Senior Staff**

630 **PM 5.1.1.2 Due: End of 4th Quarter CY2017**

631 **Performance Measure 5.1.1.3: Implement successful strategies and best practices for**
632 **recruiting and sustaining canines.**

633 **PM 5.1.1.3 Responsibility: Senior Staff**

634 **PM 5.1.1.3 Due: End of 4th Quarter CY2017**

635 **Strategy 5.1.2: Recruit qualified System personnel to serve as members of Incident Support**
636 **Teams, Advisory Organization, and as instructors**

637 **Performance Measure 5.1.2.1: Develop, implement or identify a leadership training**
638 **program for IST members.**

639 **PM 5.1.2.1 Responsibility: Senior Staff**

640 **PM 5.1.2.1 Due: End of 4th Quarter CY2016**

641 **Performance Measure 5.1.2.2: Develop, implement or identify a training program for**
642 **System instructors.**

643 **PM 5.1.2.2 Responsibility: Senior Staff**

644 **PM 5.1.2.2 Due: End of 4th Quarter CY2018**

645 **Performance Measure 5.1.2.3: Provide successful techniques and best practices to**
646 **develop personnel for membership on ISTs, the Advisory Organization, and as**
647 **instructors**

648 **PM 5.1.2.3 Responsibility: Senior Staff**

649 **PM 5.1.2.3 Due: End of 4th Quarter CY2017**

650 **Performance Measure 5.1.2.4:** Retain System members serving on an IST, the Advisory
651 Organization, and as Instructors by provide appropriate support.

652 **PM 5.1.2.4 Responsibility: Senior Staff**
653 **PM 5.1.2.4 Due: End of 4th Quarter CY2016**

654 **Performance Measure 5.1.2.5:** Develop and implement a mentorship/trainee program
655 in which Command and General Staff positions on both task forces and ISTs carry a
656 Trainee position.

657 **PM 5.1.2.5 Responsibility: Senior Staff**
658 **PM 5.1.2.5 Due: End of 4th Quarter CY2018**

659 **Strategy 5.1.3:** Develop and implement a leadership training program to assist qualified
660 personnel with advancement into leadership positions, and conduct succession planning.

661 **Performance Measure 5.1.3.1:** Develop and implement a leadership training program
662 for System members

663 **PM 5.1.3.1 Responsibility: Senior Staff**
664 **PM 5.1.3.1 Due: End of 1st Quarter CY2018**

665 **Performance Measure 5.1.3.2:** Provide successful techniques and best practices to
666 develop personnel as leaders and specialists for subsequent dissemination
667 throughout the System

668 **PM 5.1.3.2 Responsibility: Senior Staff**
669 **PM 5.1.3.2 Due: End of 1st Quarter CY2018**

670 **Performance Measure 5.1.3.3:** Provide examples of succession plans for subsequent
671 dissemination throughout the System

672 **PM 5.1.3.3 Responsibility: Senior Staff**
673 **PM 5.1.3.3 Due: End of 1st Quarter CY2017**
674

675 **Objective 5.2: Adequate, Sustainable Equipment**

676 **Strategy 5.2.1:** Develop a CONOP for employing any additional equipment and clear direction
677 regarding the sustainment of the original cache.

678 **Performance Measure 5.2.1.1:** Determine the current use of equipment and coordinate
679 the development of a concept of operations for additional equipment.

680 **PM 5.2.1.1 Responsibility: Senior Staff**
681 **PM 5.2.1.1 Due: End of 1st Quarter CY2017**

682 **Performance Measure 5.2.1.2:** Analyze potential concepts of operations and determine
683 equipment impacts through a mission gap analysis

684 **PM 5.2.1.2 Responsibility: Senior Staff**
685 **PM 5.2.1.2 Due: End of 1st Quarter CY2017**

686 **Performance Measure 5.2.1.3:** Review, and update as required, the current equipment
687 cache and update the System convoy plan, on a triannual basis at a minimum.

688 **PM 5.2.1.3 Responsibility: Senior Staff**
689 **PM 5.2.1.3 Due: Continual review, quarterly reports to Strategic Group**

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690 **Performance Measure 5.2.1.4:** Analyze new response models developed and determine
691 equipment cache impacts

692 **PM 5.2.1.4 Responsibility: Senior Staff**

693 **PM 5.2.1.4 Due: Continual review, quarterly reports to Strategic Group**

694 **Performance Measure 5.2.1.5:** Review, and update as required, equipment needs with
695 the goal of reducing duplication and overall cache size, on a triannual basis at a
696 minimum

697 **PM 5.2.1.5 Responsibility: Senior Staff**

698 **PM 5.2.1.5 Due: Continual review, quarterly reports to Strategic Group**

699 **Strategy 5.2.2:** Create a financial strategy to address the replacement of capital assets in the
700 equipment cache and transportation fleet

701 **Performance Measure 5.2.2.1:** Conduct a replacement life cycle analysis (unit cost,
702 expected life) of the current task force and IST cache equipment capital assets.

703 **PM 5.2.2.1 Responsibility: Senior Staff**

704 **PM 5.2.2.1 Due: End of the 4th Quarter CY2108**

705 **Performance Measure 5.2.2.2:** Determine strategies to finance replacement of capital
706 assets

707 **PM 5.2.2.2 Responsibility: Strategic Group**

708 **PM 5.2.2.2 Due: End of 1st Quarter CY2019**

709 **Performance Measure 5.2.2.3:** Conduct a replacement life cycle analysis of fleet
710 components

711 **PM 5.2.2.3 Responsibility: Senior Staff**

712 **PM 5.2.2.3 Due: End of 2nd Quarter CY2016**

713 **Performance Measure 5.2.2.4:** Determine strategies to finance replacement of fleet
714 vehicles

715 **PM 5.2.2.4 Responsibility: Strategic Group**

716 **PM 5.2.2.4 Due: End of 4th Quarter CY2017**

717 **Performance Measure 5.2.2.5:** Review, and update as required, current Readiness
718 Cooperative Agreement policies for budgeting and periods of performance to enable
719 task forces to plan large replacement expenditures for capital (and related) items, on
720 a triannual basis at a minimum

721 **PM 5.2.2.5 Responsibility: Strategic Group**

722 **PM 5.2.2.5 Due: End of 4th Quarter CY2018**

723 **Strategy 5.2.3:** Reduce the financial impact of warehouse costs by seeking alternative public or
724 private contract options and seek warehouse management efficiency models.

725 **Performance Measure 5.2.3.1:** Coordinate with GSA to obtain national lists of
726 excess/underutilized resources

727 **PM 5.2.3.1 Responsibility: US&R Branch**

728 **PM 5.2.3.1 Due: End of 4th Quarter CY2019**

729 **Performance Measure 5.2.3.2:** Continually evaluate the FEMA warehouse requirements
730 to ensure cost-effective, suitable warehouse space

731 **PM 5.2.3.2 Responsibility: US&R Branch**
732 **PM 5.2.3.2 Due: End of 4th Quarter CY2017**

733 **Performance Measure 5.2.3.3:** Continually evaluate task force warehouse
734 requirements to ensure cost-effective, suitable warehouse space

735 **PM 5.2.3.3 Responsibility: Senior Staff**
736 **PM 5.2.3.3 Due: Continual review, quarterly reports to Strategic Group**

737

738 **Objective 5.3: Streamline and strengthen business processes and systems for**
739 **managing System funding and verifying expenditures**

740 **Strategy 5.3.1:** Implement efficient processes and systems to manage human resources,
741 Government property, purchasing of supplies and services, and accounting for financial
742 operations

743 **Performance Measure 5.3.1.1:** Develop a system to supplement audit coverage to
744 provide program specific audits for System task forces that do not receive audits.

745 **PM 5.3.1.1 Responsibility: US&R Branch**
746 **PM 5.3.1.1 Due: End of 4th Quarter CY2018**

747 **US&R Strategy 5.3.2: Cooperative Agreement Expenditure** – Cooperative Agreement funds
748 shall be properly expended within the specified period of performance (with exceptions as
749 coordinated with the US&R Branch).

750 **Performance Measure 5.3.2.1:** Develop a systemic method to continuously monitor the
751 timing and level of expenditures by Sponsoring Agencies and address deficiencies
752 using Payment and Reporting System data as well as task force financial reports.

753 **PM 5.3.2.1 Responsibility: US&R Branch**
754 **PM 5.3.2.1 Due: End of 1st Quarter CY2018**

755 **Performance Measure 5.3.2.2:** Establish standards to improve the management of
756 Sponsoring Agency expenditures

757 **PM 5.3.2.2 Responsibility: US&R Branch**
758 **PM 5.3.2.2 Due: End of 1st Quarter CY2017**

759 **Performance Measure 5.3.2.3:** Finalize and utilize the task force non-compliance
760 process when task forces are unable to, or do not, manage Cooperative Agreement
761 expenditures appropriately.

762 **PM 5.3.2.3 Responsibility: US&R Branch**
763 **PM 5.3.2.3 Due: End of 4th Quarter CY2017**

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765 **Appendix A: 2016-2020 Strategic Plan Implementation Timeline**

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767 Table

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770 **Appendix B: Abbreviations and Acronyms**
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772	AAR	After-Action Report
773	ARE	Administrative Readiness Evaluation
774	CBRNE	Chemical-Biological-Radiological-Nuclear-Explosive
775	CERT	Community Emergency Response Teams
776	CFR	Code of Federal Regulations
777	COP	Common Operating Picture
778	DHS	Department of Homeland Security
779	DHS/NOC	DHS/National Operations Center
780	DoD	Department of Defense
781	DOI/NPS	Department of Interior/National Park Service
782	EMAC	Emergency Management Assistance Compact
783	ESF	Emergency Support Function
784	FECA	Federal Employees Compensation Act
785	FEMA	Federal Emergency Management Agency
786	FSARCG	Federal Search and Rescue Coordinating Group
787	FTCA	Federal Tort Claims Act
788	GAO	General Accountability Office
789	GSA	General Services Administration
790	Hazmat	Hazardous Material
791	HEPP	Hazardous Material Equipment Push Packages
792	IAP	Incident Action Plan
793	IMAT	Incident Management Assistance Team
794	IST	Incident Support Team
795	MA	Mission Assignment
796	MERS	Mobile Emergency Response System
797	NGB	National Guard Bureau
798	NIMS	National Incident Management System
799	NRCC	National Response Coordination Center
800	NRF	National Response Framework
801	OMB	Office of Management and Budget
802	OREE	Operational Readiness Exercise Evaluation
803	PARS	Payment and Reporting System
804	PPE	Personal Protective Equipment
805	PSMA	Pre-scripted Mission Assignment
806	RRCC	Regional Response and Recovery Center
807	SAR	Search and Rescue
808	SUSAR	State Urban Search and Rescue
809	US&R	Urban Search and Rescue
810	USAID/OFDA	US Agency for International Development/Office of Foreign Disaster
811		Assistance
812	USNORTHCOM	US Northern Command