1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36

37

National US&R Response System

Strategic Plan

38

2024 -2027

39
40
41

42

43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
61
62 This Page Intentionally Left Blank
63

Forward

National US&R Response System

2024-2027 Strategic Plan

On behalf of the almost 6,000 members of the National Urban Search and Rescue (US&R) Response System (the System), the 2023 Strategic Group presents the System's 2024 to 2027 Strategic Plan.

The National US&R Response System is a framework for structuring local emergency services personnel into integrated Federal response resources with the partnership of the Federal Emergency Management Agency. The 28 System Sponsoring and various Participating Agencies employ the tools, equipment, skills, techniques, and personnel necessary to maintain US&R resources. FEMA's Operations Division can deploy these resources to assist state, local, tribal, and territorial (SLTT) governments to rescue survivors of structural collapse and wide-area disaster incidents or to assist in other search and rescue activities.

This strategic plan identified key objectives, strategies and performance measures that branch from the FEMA Strategic Plan, utilizing momentum that was created from the 2016-2020 FEMA US&R Strategic Plan, and utilizing those elements that are incumbent to the FEMA US&R System. Namely the ability to rely on the strengths and abilities of our members to ensure the National US&R System is continually involving, changing, and progressing.

The strategic plan presents the System's vision for a number of advancements in:

Instilling equity as a tenet and component of the FEMA US&R System

Guiding and leading the FEMA US&R System in climate awareness and resilience

Advancing and sustaining a ready and prepared FEMA US&R System

Utilizing the various partnerships and stakeholders that we frequently rely upon within the federal, state, local, tribal and territorial governments and agencies, we are closing perceived and realized gaps that have been identified within stakeholder, system member, and external surveys. Ensuring that we are in a steady-state of readiness and are prepared, trained, and responsive to needs that are required nationally. Implementing this strategic plan will better enable the System members to carry out the System's critical mission and serve the Nation.

Respectfully,

The 2023 Strategic Ad Hoc Group

Table of Contents

4

146

Introduction:

148
149
150

I - 1:   Executive Summary

The National US&R Response System is comprised of 28 task forces that can rapidly deploy skilled personnel and state-of-the-art equipment to disaster sites and building collapses. In addition to search and rescue (SAR), task force members provide immediate medical treatment to survivors, structural stabilization capabilities, and Hazardous Materials (Hazmat) monitoring.

This strategic plan is a product of the collaborative efforts of the System's Strategic Planning Development Ad Hoc Group, Advisory Group, Strategic Group, and the Federal Emergency Management Agency's (FEMA) US&R Branch. It has the concurrence of the Strategic Group and supports the FEMA Strategic Plan and the FEMA Response Directorate Strategic Plan. It details the goals of the System of maintaining the System's place as a premier US&R organization with performance-driven capabilities, attainable and sound strategic priorities for its program, while acknowledging the importance of an integrated, well-trained, highly skilled membership.

This strategic plan describes the System's mission to improve performance and its vision to continue setting a standard of excellence. It identifies strategic priorities for fiscal years 2024 through 2027, which address the following three areas:

- **Instill Equity as a Tenet and Component of the FEMA US&R System** – Enhance and sustain resources and response capability; ensuring timely, accurate and transparent communications; and being proactive regarding the increasing need for the members' health and wellness.

- **Guide and Lead the FEMA US&R System in Climate Awareness and Resilience** – Utilizing and leveraging technology to identify and forecast changes in the US&R response and capability models while also preparing to respond to an increasingly complex disaster environment.

- **Advance and Sustain a Ready and Prepared FEMA US&R System –** Institutionalizing a robust and validated US&R professional development and leadership program; using data-driven decision making to align goals, strategies, and objectives with the FEMA US&R Mission; ensuring continued coordination and enhancing stakeholder partnerships through collaborate education, training, and exercise.

For each of these three strategic priorities, this plan expands on goals, objectives, and performance measures that will continue to move forward as the framework for success.

I - 2:   Overview

The National US&R Response System is a unique national partnership of approximately 6,000 local, state, and Federal first responders, including:

186   • Firefighters

187   • Police Officers

188   • Emergency Medical Technicians

189   • Paramedics

190   • Doctors

191   • Engineers

192

193   • Canine Search Specialists

194   • Hazardous Material Specialists

195   • Rescue Specialists

196   • Heavy Equipment Rigging Specialists

197   • Logisticians

198   • Planners

199

200 The System responds to national crises after a disaster occurs, supporting local first responders. Its core
201 mission originally focused on structural collapse SAR in an urban environment. However, with major
202 response changes in the recent history—including wide-area search, as well as water rescue operations.
203

204 System members conducted operations in Los Angeles after the Northridge earthquake in 1994, in
205 Oklahoma City after the bombing of the Alfred P. Murrah Federal Building in 1995, at the World Trade Center
206 and Pentagon in 2001, in Mississippi and Louisiana after Hurricane Katrina in 2005, and in Haiti during the
207 2010 earthquake—to name a few examples. Two of the System's 28 task forces are also classified as
208 international task forces and responded to disasters in other countries through the U.S. Agency for
209 International Development's Office of Foreign Disaster Assistance (USAID/OFDA). US&R is a multi-hazard
210 discipline requiring highly trained, skilled personnel, as well as canine search teams.
211

212 Initially established in 1990, the System is presently composed of 28 Sponsoring Agency-provided task
213 forces, three Incident Support Teams, an Advisory Organization, and the FEMA US&R Branch:

214 - <u>System Task Forces</u> are sponsored by local emergency response agencies in 19 states, managed
215   through Memoranda of Agreement and Readiness Cooperative Agreements. They are activated
216   for response as Federal resources through Response Cooperative Agreements.

217 - <u>Incident Support Teams (ISTs)</u> manage the operational, administrative, and logistical needs of
218   System resources during deployments. ISTs link with local jurisdictions, incident commands, and
219   state and federal resources to provide advice and command assistance.

220 - <u>The Advisory Organization</u> (comprised of the Strategic Group, the Advisory Group, and the
221   Advisory Support Group) provides recommendations to establish priorities for the System on
222   matters regarding policy, strategic goals, budgets, and issues that have a financial impact on
223   System task forces, and through These subject matter experts, provides advice on US&R
224   procedures, training, and equipment.
225 - <u>The FEMA US&R Branch</u> establishes and administers Federal policy and System requirements
226   and manages the program using standardized concepts of operation, equipment, and training.
227

228 FEMA is the coordinating agency for the National Response Framework (NRF) Emergency Support
229 Function (ESF) #9 (Search and Rescue). During incidents or potential incidents requiring a unified SAR
230 response, Federal SAR responsibilities reside with ESF #9 Primary Agencies that provide timely and
231 specialized SAR capabilities. Support Agencies provide specific capabilities or resources that support ESF
232 #9. The NRF ESF #9 Annex identifies the following Federal SAR operational environment responsibilities:

233 - Structural Collapse (Urban) Search and Rescue (US&R) – FEMA

234 - Maritime/Coastal/Waterborne Search and Rescue – U.S. Coast Guard

235 - Land Search and Rescue – Department of the Interior/National Park Service (DOI/NPS) and
236   Department of Defense (DoD)

237

238 SAR capabilities include: incident communications and coordination and execution of operations including
239 search, extrication and evacuation, and medical assistance for persons in distress.

240

241 System resources are integrated into the Federal command and control structure including FEMA Regional
242 Response Coordination Centers (RRCC), Incident Management Assistance Teams (IMAT), the National
243 Response Coordination Center (NRCC), and the Department of Homeland Security (DHS) National

244 Operations Center (NOC). The System prepares action plans and reports through the federal chain-of-
245 command using situation reports to provide DHS and FEMA current situational awareness.
246
247 The System is based on foundational documents, which provide statutory, regulatory, and executive
248 guidance, such as the Homeland Security Act of 2002 as amended, PL 107-296; the Robert T. Stafford
249 Disaster Relief and Emergency Assistance Act, as amended, PL93-288; and the Code of Federal
250 Regulations, 44 CFR 208.
251

I - 3:   Vision

253 **To deliver the most advanced urban search and rescue response capabilities to any all-hazard**
254 **event.**
255

256 The System is a dynamic, adaptive, and agile national program ready to save lives in any disaster. To
257 achieve its vision, the System must be a learning organization that continually improves, innovates, and
258 encourages fresh perspectives. It must be the Nation's best structural collapse incident response
259 organization, capable of performing SAR operations in any environment, while continuously refining its
260 equipment, technology, and operational procedures. It must intensively train and exercise members and
261 teams. It must assume a preeminent role leading all organizations in the Nation and throughout the world,
262 in responding to collapsed structure SAR operations. At the same time, the System must proactively
263 engage with community partners at all levels to strengthen local capacity for SAR operations. The System
264 will focus on responding to disasters and saving lives, while sharing knowledge and collaborating with
265 partners in the entire SAR community.
266
267

I - 4:   Mission

269 **The Mission of the FEMA National Urban Search and Rescue System is to provide specialized**
270 **response, coordination, capabilities, and resources to support state, local, tribal, and territorial**
271 **(SLTT) entities during all-hazards events.**
272

273 The System saves lives during all-hazards responses using state-of-the-art strategies, techniques, and
274 equipment. It integrates the efforts of Sponsoring Agencies, the Federal Government, and first responders
275 under the NRF. System resources use the National Incident Management System (NIMS) to work with on-
276 scene authorities to deliver a full range of rescue functions in all-hazards environments. The hallmark of
277 the System is rapid response founded on careful operational and logistics planning, state-of-the-art
278 equipment, effective training, and exercising.
279

280 System resources are capable of a wide variety of services and are equipped and trained to conduct
281 different aspects of structural collapse operations:

282 • Reconnaissance to assess damage and needs and provide feedback to officials

283 • Wide area search and technical search

284 • Extrication of entrapped survivors

285 • Structural and hazard evaluations of buildings

286 • Hazardous materials surveys and evaluations

287 • Operations in water-inundated areas

- Operations in known or suspected Hazardous Materials/Chemical, Biological, Radiological, Nuclear, and Explosive (Hazmat/CBRNE) environments

- Emergency medical care for entrapped survivors, System personnel, and canines

- Evacuation of residents from hazardous settings

- Stabilization of damaged structures, including shoring and cribbing operations

- Utilization of a Search and Rescue Common Operating Platform (SARCOP) and enhanced GIS utilization

Overall, the System is unique in the Federal Government. It is comprised of 28 very different local entities. Some, such as New York City and Los Angeles, are large metropolitan centers, while others are smaller municipalities, such as Menlo Park, CA; Beverly, MA; and towns in the Miami Valley, along the Ohio River. The overall mission of the System is to train and equip personnel within these widely varying localities so that, in the event of any kind of disaster, they respond effectively and efficiently as interchangeable, interoperable units.

I - 5:   FEMA US&R Goals

The strategic plan is organized around strategic goals in three areas:

- **Instill Equity as a Tenet and Component of the FEMA US&R System** – Ensuring that the System's Advisory Organization reflects the diversity of the of the System members. This involves cultivating an environment where diversity, equity and inclusion are valued in our decision-making process.

- **Guide and Lead the FEMA US&R System in Climate Awareness and Resilience** – Ensure the System is prepared to face the impacts of climate change on training, equipment, and response. This is including how increasing frequency and severity of natural disasters. This includes recognizing how low-income, minority, and historically underserved populations are disproportionately affected by these extreme weather events.

- **Advance and Sustain a Ready and Prepared FEMA US&R System** – The image of the FEMA US&R System is determined by the credibility and influence we have with our stakeholders. We must fully engage our System members in the development and implementation of a qualifications systems and new standards that meet the changing environment and promotes the professional development of our personnel to respond to all-hazards incidents.

Strategic Goal 1: Instill Equity as a Tenet and Component of the FEMA US&R System

Objective 1.1: Enhance and sustain the current FEMA US&R System resources and response capability

Strategy 1.1.1: External Stakeholder Engagement

Performance Measure 1.1.1.1: Establish a workgroup to liaise with external lobbyists (IAFF, IAFC, Sponsoring Agency lobbyists) to secure recommended funding and legislation for System efficiencies.

> **PM 1.1.1.1 Responsibility: Advisory Group**
> **PM 1.1.1.1 Due: CY 2024**

Performance Measure 1.1.1.2: Coordinate and distribute results of triennial report through the external lobby liaison group in an effort to close funding gaps.

> **PM 1.1.1.2 Responsibility: US&R Branch**
> **PM 1.1.1.2 Due: CY 2026**

Strategy 1.1.2: Internal Policies, Procedures and Mandates Review

Performance Measure 1.1.2.1: Establish a recommendation/approval process for any new requirements that comes from the System and service reductions if no funding mechanism is secured.

> **PM 1.1.2.1 Responsibility: Advisory Group**
> **PM 1.1.2.1 Due: CY 2024**

Performance Measure 1.1.2.2: Review the last 3 years of unfunded mandates (Water Rescue, Comms, Hazmat, training, etc.) and develop an overall unfunded cost assessment and report.

> **PM 1.1.2.2 Responsibility: US&R Branch**
> **PM 1.1.2.2 Due: CY 2024**

Performance Measure 1.1.2.3: Conduct a triennial (at a minimum) report of actual hard and soft costs incurred as well as the identification of mission-centric deficiencies created by funding gaps (training/cache/fleet, etc.) for each sponsoring task forces.

> **PM 1.1.2.3 Responsibility: US&R Branch**
> **PM 1.1.2.3 Due: CY 2026**

Performance Measure 1.1.2.4: Provide a job analysis or desk audit and bottom-up review of Branch positions, job descriptions, requirements, and schedules.

> **PM 1.1.2.4 Responsibility: US&R Branch**
> **PM 1.1.2.4 Due: CY 2024**

Performance Measure 1.1.2.5: Based on results of job analysis/desk audit/bottom-up-review, create white paper or justification for resolutions and requested implementations.

365   **PM 1.1.2.5 Responsibility: Advisory Group**

366   **PM 1.1.2.5 Due: CY 2024**

367

368 **Performance Measure 1.1.2.6:** Identify and establish protocols for System members related to response

369 accountability policies and procedures, to be reviewed on an annual basis once established.

370   **PM 1.1.2.6 Responsibility: Advisory Group**

371   **PM 1.1.2.6 Due: CY 2025**

372

373 **Performance Measure 1.1.2.7:** Annually conduct an ARE of 1/3 System task forces.

374   **PM 1.1.2.7 Responsibility: US&R Branch**

375   **PM 1.1.2.7 Due: CY 2024**

376

377 **Performance Measure 1.1.2.8:** Each System task force will complete all five OREEP modules triennially.

378   **PM 1.1.2.8 Responsibility: US&R Branch**

379   **PM 1.1.2.8 Due: CY 2024**

380

381 **Performance Measure 1.1.2.9:** Implement a formal exercise evaluation program to validate the OREEP

382 modules.

383   **PM 1.1.2.9 Responsibility: Advisory Group**

384   **PM 1.1.2.9 Due: CY 205**

385

386 **Performance Measure 1.1.2.10:** Establish a cost analysis process for new requirements that comes from

387 the System.

388   **PM 1.1.2.10 Responsibility: US&R Branch**

389   **PM 1.1.2.10 Due: CY 2024**

390

391 **Performance Measure 1.1.2.11:** Develop a System-wide method to continuously monitor the timing and

392 level of expenditures by Sponsoring Agencies and address deficiencies using Payment and Reporting

393 System data as well as task force financial reports.

394   **PM 1.1.2.11 Responsibility: US&R Branch**

395   **PM 1.1.2.11 Due: CY 2025**

396

397 **Performance Measure 1.1.2.12:** Conduct an assessment and implement a continuous improvement plan

398 for non-compliant, non-deployable System resources.

399   **PM 1.1.2.12 Responsibility: US&R Branch**

400   **PM 1.1.2.12 Due: CY 2024**

401

402 **Performance Measure 1.1.2.13:** Identify a recommendation for non-compliant, non-deployable FEMA

403 US&R task forces due to state-level constraints (review MOU language).

404   **PM 1.1.2.13 Responsibility: US&R Branch**

405   **PM 1.1.2.13 Due: CY 2025**

406

407 **Performance Measure 1.1.2.14:** Review and update certification and recertification requirements for each

408 position (integration of the bottom-up review of the US&R System, training, and deployment requirements).

409   **PM 1.1.2.14 Responsibility: Advisory Group**

PM 1.1.2.14 Due: CY 2025

Strategy 1.1.3: Recruitment, Retention, and Expansion

Performance Measure 1.1.3.1: Implement successful strategies and best practices to ensure a diverse, equitable, inclusive, and accessible (DEIA) recruitment methodology and retention program.

PM 1.1.3.1 Responsibility: Strategic Group
PM 1.1.3.1 Due: CY 2025

Performance Measure 1.1.3.2: Implement successful strategies and best practices for recruiting and sustaining canine teams.

PM 1.1.3.2 Responsibility: Strategic Group
PM 1.1.3.2 Due: CY 2025

Performance Measure 1.1.3.3: Identify and establish a funding stream to account for succession planning and mentoring to facilitate a transition prior to an individual separating from service.

PM 1.1.3.3 Responsibility: Strategic Group
PM 1.1.3.3 Due: CY 2025

Strategy 1.1.4: Preparedness, Response, and Deployment

Performance Measure 1.1.4.1: Formalize a process to incorporate temporary assistance (FEMA Corps, presidential management fellows, presidential innovation fellows, system members, detailees) during times of increased need; also to assist in succession planning and understanding.

PM 1.1.4.1 Responsibility: US&R Branch
PM 1.1.4.1 Due: CY 2025

Performance Measure 1.1.4.2: Assess and investigate the opportunities for establishing pre-existing contracts (similar to ESF4) for airframes.

PM 1.1.4.2 Responsibility: US&R Branch
PM 1.1.4.2 Due: CY 2024

Performance Measure 1.1.4.3: Establish an efficient and cost-effective method for task force vehicle tracking.

PM 1.1.4.3 Responsibility: Advisory Group
PM 1.1.4.3 Due: CY 2024

Performance Measure 1.1.4.4: Establish alerting, reporting, and information-sharing regarding task force/IST points of contact (TFL/PTM/LTM/SOF at a minimum) for all deploying resources.

PM 1.1.4.4 Responsibility: Advisory Group
PM 1.1.4.4 Due: CY 2024

Performance Measure 1.1.4.5: Expand the System's Canine Search Teams capabilities and funding to include Canine Search Team-Human Remains Detection (CST-HRD) resources for each task force.

PM 1.1.4.5 Responsibility: Advisory Group
PM 1.1.4.5 Due: CY 2026

Performance Measure 1.1.4.6: Develop, review, and/or revise as needed standard equipment cache load configurations for various military and commercial aircraft to facilitate effective and efficient response.

> **PM 1.1.4.6 Responsibility: Advisory Group**
> **PM 1.1.4.6 Due: CY 2025**

Performance Measure 1.1.4.7: Continue to develop a strategy (which includes funding) for an acceptable peer-assessment verification and validation of the readiness capability of US&R resources in the nation, using an established readiness assessment system.

> **PM 1.1.4.7 Responsibility: Advisory Group**
> **PM 1.1.4.7 Due: CY 2027**

Performance Measure 1.1.4.8: Identify funding and opportunities to conduct multi task force exercises through both System and non-System sources.

> **PM 1.1.4.8 Responsibility: Strategic Group**
> **PM 1.1.4.8 Due: CY 2025**

Performance Measure 1.1.4.9: Ensure MOUs are in place and validated to confirm FEMA resource availability to deploy out-of-state.

> **PM 1.1.4.9 Responsibility: US&R Branch**
> **PM 1.1.4.9 Due: CY 2024**

Objective 1.2: Ensure a full-System approach to timely, accurate and transparent communications

Strategy 1.2.1: Best Practices and Information Dissemination

Performance Measure 1.2.1.1: Evaluate the current System-wide communication and information sharing systems; act on recommendations to improve the distribution of information.

> **PM 1.2.1.1 Responsibility: Advisory Group**
> **PM 1.2.1.1 Due: CY 2024**

Performance Measure 1.2.1.2: Implement recommendations from the Advisory Organization to improve proper and timely distribution of information (GMs, PDs, IBs, etc).

> **PM 1.2.1.2 Responsibility: US&R Branch**
> **PM 1.2.1.2 Due: CY 2024**

Performance Measure 1.2.1.3: Create updated System-related literature for distribution, both electronic and hard copy.

> **PM 1.2.1.3 Responsibility: Advisory Group**
> **PM 1.2.1.3 Due: CY 2024**

Performance Measure 1.2.1.4: Identify and create a 'how-to' guidance for task force program management.

PM 1.2.1.4 Responsibility: Advisory Group
PM 1.2.1.4 Due: CY 2024

Performance Measure 1.2.1.5: Identify and incorporate AAR findings from all stakeholders into a System corrective action plan (CAP).

PM 1.2.1.5 Responsibility: Advisory Group
PM 1.2.1.5 Due: CY 2024

Performance Measure 1.2.1.6: Establish information-sharing process and contact lists regarding ESF #9 primary and support agencies annually.

PM 1.2.1.6 Responsibility: US&R Branch
PM 1.2.1.6 Due: CY 2024

Strategy 1.2.2: System Marketing

Performance Measure 1.2.2.1: Identify marketing opportunities to enhance the awareness of the FEMA US&R System and what it is we do and how we do it.

PM 1.2.2.1 Responsibility: Advisory Group
PM 1.2.2.1 Due: CY 2025

Strategy 1.2.3: Expansion of Capability

Performance Measure 1.2.3.1: Explore the possibility of adding a full-time FEMA external affairs coordinator assigned to the US&R Branch.

PM 1.2.3.1 Responsibility: US&R Branch
PM 1.2.3.1 Due: CY 2025

Performance Measure 1.2.3.2: Expand the System-level understanding for requesting and integrating INSARAG US&R teams.

PM 1.2.3.2 Responsibility: US&R Branch
PM 1.2.3.2 Due: CY 2024

Objective 1.3: Account for the increasing needs of US&R Members' Behavioral Health and Wellness.

Strategy 1.3.1: Peer Support and Behavioral Health Program

Performance Measure 1.3.1.1: Assess what behavioral health programs are currently available within the System for our members (peer support currently within agencies, FEMA-available resources, etc).

PM 1.3.1.1 Responsibility: US&R Branch
PM 1.3.1.1 Due: CY 2024

Performance Measure 1.3.1.2: Assess what behavioral health programs are currently available outside

of the System to our members.

        PM 1.3.1.2 Responsibility: Advisory Group
        PM 1.3.1.2 Due: CY 2024

Performance Measure 1.3.1.3: Identify a long-term (>5 years) program and funding stream for members of the System and how that is managed regarding peer support and behavioral wellness.

        PM 1.3.1.3 Responsibility: Advisory Group
        PM 1.3.1.3 Due: CY 2026

Performance Measure 1.3.1.4: Identify and implement peer support program and system for US&R Members, how they will be activated, and a funding mechanism for reimbursement.

        PM 1.3.1.4 Responsibility: Advisory Group
        PM 1.3.1.4 Due: CY 2026

Performance Measure 1.3.1.5: Identify a methodology to maintain a tracking registry of Behavioral Health concerns following deployments.

        PM 1.3.1.5 Responsibility: Advisory Group
        PM 1.3.1.5 Due: CY 2026

Strategic Goal 2: Guide and Lead the FEMA US&R System in Climate Awareness and Resilience

Objective 2.1: Identify, utilize, and leverage technology to identify and forecast changes in the US&R response and capability models.

Strategy 2.1.1: Research and Development

Performance Measure 2.1.1.1: Create an R&D Subgroup to research, identify, and test new and upcoming technological advances specific to US&R (robotics, UAS, SARCOP, AI, etc).

        PM 2.1.1.1 Responsibility: Advisory Group
        PM 2.1.1.1 Due: CY 2024

Performance Measure 2.1.1.2: Evaluate the viability and effectiveness of evolving technologies in US&R operations to reduce risk to System members, primarily by reducing exposure.

        PM 2.1.1.2 Responsibility: Advisory Group
        PM 2.1.1.2 Due: CY 2025

Strategy 2.1.2: External Partnerships

Performance Measure 2.1.2.1: Establish relationships and collaborate with FEMA Science and Technology Directorate and additional identified stakeholders (NIST, Lincoln Labs, DoD, NASA, private industry, etc) on future and current best practices.

PM 2.1.2.1 Responsibility: US&R Branch
PM 2.1.2.1 Due: CY 2024

Objective 2.2: Ensure the US&R System is prepared to respond to an increasingly complex disaster environment.

Strategy 2.2.1: External Stakeholder Engagement

Performance Measure 2.2.1.1: Establish a triennial SWOC with our external stakeholders to reevaluate the US&R System and priorities.

PM 2.2.1.1 Responsibility: Advisory Group
PM 2.2.1.1 Due: CY 2026

Performance Measure 2.2.1.2: Coordinate with external stakeholders to complete a capability assessment in support of the US&R Mission.

PM 2.2.1.2 Responsibility: Advisory Group
PM 2.2.1.2 Due: CY 2025

Performance Measure 2.2.1.3: Establish an annual review of external stakeholder capabilities.

PM 2.2.1.3 Responsibility: Advisory Group
PM 2.2.1.3 Due: CY 2026

Strategy 2.2.2: Internal Practices, Policies, and Deployment Responsibilities

Performance Measure 2.2.2.1: Establish a program directive to annually review and update the current equipment cache and cache movement plan (modify 2023-001 PD to read annually or bi-annually).

PM 2.2.2.1 Responsibility: Advisory Group
PM 2.2.2.1 Due: CY 2024

Performance Measure 2.2.2.2: Establish a cost-effective, long-term lease for FEMA CONUS and OCONUS US&R warehouse space.

PM 2.2.2.2 Responsibility: US&R Branch
PM 2.2.2.2 Due: CY 2025

Performance Measure 2.2.2.3: Update and refine current CONOPs and associated training and equipment for the core US&R response missions, including modular deployments of specific task force elements, on a triennial basis at a minimum.

PM 2.2.2.3 Responsibility: Advisory Group
PM 2.2.2.3 Due: CY 2025

Performance Measure 2.2.2.4: Evaluate options for expanded resources sharing, beyond structural specialists, doctors, and canines.

PM 2.2.2.4 Responsibility: Advisory Group
PM 2.2.2.4 Due: CY 2024

Performance Measure 2.2.2.5: Evaluate options for surge capacity through joint task force operations.

> **PM 2.2.2.5 Responsibility: US&R Branch**
> **PM 2.2.2.5 Due: CY 2024**

Performance Measure 2.2.2.6: Establish a CONOP to utilize non-System volunteer civil engineers to ensure that structural components (e.g., buildings, bridges, etc.) are safe in the wake of a disaster through pre- response training or just-in-time training during a response.

> **PM 2.2.2.6 Responsibility: US&R Branch**
> **PM 2.2.2.6 Due: CY 2025**

Performance Measure 2.2.2.7: Continue to develop, train, and exercise on CONOPs to improve coordination, command, and control of SAR resources and operations.

> **PM 2.2.2.7 Responsibility: Advisory Group**
> **PM 2.2.2.7 Due: CY 2024**

Performance Measure 2.2.2.8: Identify, create, and distribute a document identifying most current reimbursable vs non-reimbursable items in a document to distribute to all TFs.

> **PM 2.2.2.8 Responsibility: US&R Branch**
> **PM 2.2.2.8 Due: CY 2024**

Strategic Goal 3: Advance and Sustain a Ready and Prepared FEMA US&R System

Objective 3.1: Institutionalize a robust and validated US&R professional development and leadership program.

Strategy 3.1.1: Succession Planning

Performance Measure 3.1.1.1: Identify opportunities within the system to incorporate succession planning (including shadow, trainee, deputy positions) to include Branch-level positions.

> **PM 3.1.1.1 Responsibility: US&R Branch**
> **PM 3.1.1.1 Due: CY 2025**

Performance Measure 3.1.1.2: Identify opportunities outside of the system to incorporate succession planning (including shadow, trainee, deputy positions).

> **PM 3.1.1.2 Responsibility: Advisory Group**
> **PM 3.1.1.2 Due: CY 2025**

Performance Measure 3.1.1.3: Develop implementation plan once opportunities for succession planning has been identified.

> **PM 3.1.1.3 Responsibility: Advisory Group**

689   **PM 3.1.1.3 Due: CY 2026**

690

691 **Performance Measure 3.1.1.4:** Provide examples of succession plans for subsequent dissemination
692 throughout the System and incorporate with other succession planning efforts.

693   **PM 3.1.1.4 Responsibility: Advisory Group**
694   **PM 3.1.1.4 Due: CY 2026**

695

696 ## Strategy 3.1.2: Member Development

697

698 **Performance Measure 3.1.2.1:** Create a professional development plan (path from day one member
699 throughout the entire System).

700   **PM 3.1.2.1 Responsibility: Advisory Group**
701   **PM 3.1.2.1 Due: CY 2024**

702

703 **Performance Measure 3.1.2.2:** Once professional development plan is created, identify the mechanism
704 for incorporation and distribution System-wide outside of a GM/PD.

705   **PM 3.1.2.2 Responsibility: Advisory Group**
706   **PM 3.1.2.2 Due: CY 2025**

707

708 **Performance Measure 3.1.2.3:** Create a time-in-grade recommendation for each position to be
709 incorporated into the professional development plan.

710   **PM 3.1.2.3 Responsibility: Advisory Group**
711   **PM 3.1.2.3 Due: CY 2024**

712

713 **Performance Measure 3.1.2.4:** Identify and create, or refine position task books (PTB).

714   **PM 3.1.2.4 Responsibility: Advisory Group**
715   **PM 3.1.2.4 Due: CY 2025**

716

717 **Performance Measure 3.1.2.5:** Incorporation of a qualification review committee (QRC) based off the
718 adopted IST Qualifications Review Board and Member Qualification Process.

719   **PM 3.1.2.5 Responsibility: Advisory Group**
720   **PM 3.1.2.5 Due: CY 2025**

721

722 **Performance Measure 3.1.2.6:** Develop, implement, or identify a training program for System instructors
723 to include a diverse, equitable, inclusive and accessible (DEIA) training cadre.

724   **PM 3.1.2.6 Responsibility: Advisory Group**
725   **PM 3.1.2.6 Due: CY 2025**

726

727 **Performance Measure 3.1.2.7:** Recruit and retain System members serving on an IST, the Advisory
728 Organization, and as instructors by providing appropriate support for the purpose of System knowledge,
729 succession planning and new member development.

730   **PM 3.1.2.7 Responsibility: Advisory Group**
731   **PM 3.1.2.7 Due: CY 2025**

732

733 **Performance Measure 3.1.2.8:** Develop and implement a diverse, equitable, inclusive, and accessible
734 (DEIA) mentorship/ trainee program consistent with the National qualifications system (NQS) in which

command and general staff positions on both task forces and ISTs carry a trainee position.

PM 3.1.2.8 Responsibility: Advisory Group
PM 3.1.2.8 Due: CY 2025

Performance Measure 3.1.2.9: Develop and implement a leadership development and mentoring program (within professional development plan) for System members (tie into qualification system).

PM 3.1.2.9 Responsibility: Advisory Group
PM 3.1.2.9 Due: CY 2025

Objective 3.2: Use data-driven decision making to align the goals, strategies, and objectives with the US&R Mission.

Strategy 3.2.1: Internal Review

Performance Measure 3.2.1.1: Conduct an analysis of the current number of personnel on TF's (231) to right-size to a recommended level.

PM 3.2.1.1 Responsibility: Advisory Group
PM 3.2.1.1 Due: CY 2024

Performance Measure 3.2.1.2: Conduct an analysis of the current number of task forces within the System (28) to make a recommendation on an appropriate number.

PM 3.2.1.2 Responsibility: Advisory Group
PM 3.2.1.2 Due: CY 2025

Performance Measure 3.2.1.3: Conduct an assessment of the 28 Task Forces to equip and staff additional resource requests (T1/T3, T1/MRP, etc.)

PM 3.2.1.3 Responsibility: Advisory Group
PM 3.2.1.3 Due: CY 2024

Performance Measure 3.2.1.4: Realign System recommendations every other year (even years) by reviewing existing nationally-recognized standards for PPE.

PM 3.2.1.4 Responsibility: Advisory Group
PM 3.2.1.4 Due: CY 2024

Performance Measure 3.2.1.5: Realign System recommendations every other year (even years) by reviewing existing nationally-recognized standards for decontamination procedures.

PM 3.2.1.5 Responsibility: Advisory Group
PM 3.2.1.5 Due: CY 2024

Performance Measure 3.2.1.6: Update US&R policies specific to non-Stafford Act responses and in regards to health, safety, and financial responsibility during training, exercises and international responses based on recommendations from FEMA Office of Chief Council (OCC).

PM 3.2.1.6 Responsibility: US&R Branch
PM 3.2.1.6 Due: CY 2025

Performance Measure 3.2.1.7: Update US&R policies and procedures for tracking member claims per

783 recommendations from the Department of Labor.

        784 **PM 3.2.1.7 Responsibility: US&R Branch**
        785 **PM 3.2.1.7 Due: CY 2024**

786

787 **Performance Measure 3.2.1.8:** Develop a cache-revitalization plan based on a life-cycle analysis (unit
788 cost, expected life) of the current assets of task force, IST, and HEPP caches.

        789 **PM 3.2.1.8 Responsibility: Advisory Group**
        790 **PM 3.2.1.8 Due: CY 2025**

791

792 **Performance Measure 3.2.1.9:** Ensure analyses of operational shortcomings and gaps are fully
793 considered for integration into annual strategic planning and budgeting cycles.

        794 **PM 3.2.1.9 Responsibility: US&R Branch**
        795 **PM 3.2.1.9 Due: CY 2025**

796

797 **Performance Measure 3.2.1.10:** Review and provide a recommendation on the need for all 28 TFs to
798 create their own strategic plan.

        799 **PM 3.2.1.10 Responsibility: Advisory Group**
        800 **PM 3.2.1.10 Due: CY 2024**

801

802 **Performance Measure 3.2.1.11:** Review and provide a recommendation regarding who facilitates the
803 readiness assessment program and whether it fits within the AO, Branch, or elsewhere.

        804 **PM 3.2.1.11 Responsibility: Strategic Group**
        805 **PM 3.2.1.11 Due: CY 2024**

806

807 ## Strategy 3.2.2: Response Capability

808 **Performance Measure 3.2.2.1:** Create a feasibility review for the purchase, maintenance, staffing, and
809 use of FEMA-dedicated airframes.

        810 **PM 3.2.2.1 Responsibility: Advisory Group**
        811 **PM 3.2.2.1 Due: CY 2024**

812

813 **Performance Measure 3.2.2.2:** Execute the option for timely pre-deployment of resources on Surge and
814 FOS on notice events.

        815 **PM 3.2.2.2 Responsibility: US&R Branch**
        816 **PM 3.2.2.2 Due: CY 2024**

817

818 **Performance Measure 3.2.2.3:** Identify additional opportunities to utilize airframes to transport personnel
819 and cache to deployment areas.

        820 **PM 3.2.2.3 Responsibility: Advisory Group**
        821 **PM 3.2.2.3 Due: CY 2024**

822

823 **Performance Measure 3.2.2.4:** Identify the ability for ground transport on deployment following airframe
824 movement (DoD, Heavy Trucking, local jurisdictions, etc.).

        825 **PM 3.2.2.4 Responsibility: Advisory Group**
        826 **PM 3.2.2.4 Due: CY 2024**

827

828 **Performance Measure 3.2.2.5:** Using data analysis (threat and weather), to determine which assets are

most suited for prepositioning in regard to IST, Hazardous Materials Equipment Push Package (HEPP), and any other specialized equipment caches on a triennial basis at a minimum (2024, 2027, 2030, etc.).

PM 3.2.2.5 Responsibility: Advisory Group
PM 3.2.2.5 Due: CY 2024

Performance Measure 3.2.2.6: Develop and implement a CONOP for prepositioning System resources to decrease response times.

PM 3.2.2.6 Responsibility: Advisory Group
PM 3.2.2.6 Due: CY 2025

Strategy 3.2.3: Best Practices

Performance Measure 3.2.3.1: Triennially reassess SARCOP or current intelligence platform to ensure it is the current best practice (2024, 2027, 2030, etc.).

PM 3.2.3.1 Responsibility: Advisory Group
PM 3.2.3.1 Due: CY 2024

Performance Measure 3.2.3.2: Provide training and understanding of SARCOP or current intelligence platform to ensure proper situational awareness at the LOFR and Administrative level.

PM 3.2.3.2 Responsibility: US&R Branch
PM 3.2.3.2 Due: CY 2024

Performance Measure 3.2.3.3: Analyze the success of CONOPs, deployment plans, and/or response models following any deployment to refine and improve effectiveness and accuracy.

PM 3.2.3.3 Responsibility: Advisory Group
PM 3.2.3.3 Due: CY 2024

Objective 3.3: Enhance continued coordination and enhance stakeholder partnerships through collaborative education, training and exercises.

Strategy 3.3.1: Interagency Coordination

Performance Measure 3.3.1.1: Coordinate an annual meeting, tabletop exercise, or roundtable with FEMA DoD Liaison, NorthCOM stakeholders and Senior Leadership in order to formalize an agreed to operational stance and deployment model.

PM 3.2.3.1 Responsibility: US&R Branch
PM 3.2.3.1 Due: CY 2024

Performance Measure 3.3.1.2: Identify and create national-level trainings that incorporate SUSAR and local search and rescue resources.

PM 3.3.1.2 Responsibility: Advisory Group
PM 3.3.1.2 Due: CY 2025

Performance Measure 3.3.1.3: Identify and implement an awareness-level seminar or workshop (US&R 101) for Senior FEMA Leadership, FEMA Regions, and IMATs as to roles, responsibilities, needs, workflow and best practices during an activation or disaster.

PM 3.3.1.3 Responsibility: US&R Branch

PM 3.3.1.3 Due: CY 2024

Performance Measure 3.3.1.4: Meet annually with federal and military stakeholders that have air support capability to evaluate availability and reliability of transportation resources to support the US&R Mission.

PM 3.3.1.4 Responsibility: US&R Branch
PM 3.3.1.4 Due: CY 2024

Performance Measure 3.3.1.5: Identify additional training opportunities with FEMA's Integration Team (FIT), IMATs and FSARCG to better understand roles and responsibilities as they directly relate to ESF 9 and ISTs during deployments.

PM 3.3.1.5 Responsibility: US&R Branch
PM 3.3.1.5 Due: CY 2024

Performance Measure 3.3.1.6: Engage with community partners at all levels (public and private agencies, organizations, voluntary associations, trade groups, and professional associations) to strengthen local capacity for SAR operations through attendance at select System meetings.

PM 3.3.1.6 Responsibility: Advisory Group
PM 3.3.1.6 Due: CY 2024

Performance Measure 3.3.1.7: Support System members' participation on System-related technical committee standards (e.g., National Fire Protection Association 1006, 1951, and 2500; and NIMS typing).

PM 3.3.1.7 Responsibility: Advisory Group
PM 3.3.1.7 Due: CY 2025

Strategy 3.3.2: Internal Training

Performance Measure 3.3.2.1: Incorporate Senior FEMA Leadership participation during national level exercises (NLE), tabletop exercises (TTX), etc.

PM 3.3.2.1 Responsibility: Strategic Group
PM 3.3.2.1 Due: CY 2025

Performance Measure 3.3.2.2: Conduct IST and IMAT Leadership tabletop exercises on an annual basis.

PM 3.3.2.2 Responsibility: US&R Branch
PM 3.3.2.2 Due: CY 2024

Appendix A: 2024-2027 Strategic Plan Implementation Timeline

909
910
911
912
913
914

FEMA US&R Goal 1: Instill Equity as a Tenet and Component of the FEMA US&R System					Completion Date				Fiscal Impact
Objective:	Strategy:	Performance Measure:	Admin Responsibility:	Responsibility - Primary/Secondary	CY2024	CY2025	CY2026	CY2027	Minor/Major Funding ($50k threshold)
1.1 - Enhance and sustain the current FEMA US&R System resources and response capability	1.1.1 - External Stakeholder Engagement	1.1.1.1 - Establish a workgroup to liaise with external lobbyists (IAFF, IAFC, Sponsoring Agency lobbyists) to secure recommended funding and legislation for System efficiencies	Advisory Group	AO Chair = P	X				Minor
		1.1.1.2 - Coordinate and distribute results of triennial report through the external lobby liaison group to close funding gaps	US&R Branch	AO Chair = P			X		Minor
	1.1.2 - Internal Practices, Policies and Mandates Review	1.1.2.1 - Establish a recommendation/approval process for any new requirements that comes from the System and service reductions if no funding mechanism is secured.	Advisory Group	AO Chair = P	X				Minor
		1.1.2.2 - Review the last 3 years of unfunded mandates (Water Rescue, Comms, Hazmat, training, etc.) and develop an overall unfunded cost assessment and report.	US&R Branch	Branch Chief = P	X				Minor
		1.1.2.3 - Conduct a triennial (at a minimum) report of actual hard and soft costs incurred as well as the identification of mission-centric deficiencies created by funding gaps (training/cache/fleet, etc.) for each sponsoring task forces.	US&R Branch	US&R Branch = P Task Forces = S			X		Minor
		1.1.2.4 - Provide a job analysis or desk audit and bottom-up review of Branch positions, job descriptions, requirements, and schedules	US&R Branch	Admin/Finance Section Chief	X				Minor
		1.1.2.5 - Based on results of job analysis/desk audit/bottom-up-review, create white paper or justification for resolutions and requested implementations.	Advisory Group	AO Chair = P	X				Minor
		1.1.2.6 - Identify and establish protocols for System members related to response accountability policies and procedures, to be reviewed on an annual basis once established.	Advisory Group	AO Chair = P		X			Minor
		1.1.2.7 - Annually conduct an ARE of 1/3 System task forces.	US&R Branch	Admin/Finance Section Chief = P	X				Minor
		1.1.2.8 - Each System task force will complete all five OREEP modules triennially.	US&R Branch	Operations Section Chief = P	X				Major
		1.1.2.9 - Implement a formal exercise evaluation program to validate the OREEP modules.	Advisory Group	Preparedness FG = P		X			Minor
		1.1.2.10 - Establish a cost analysis process for new requirements that comes from the System	US&R Branch	Admin/Finance Section Chief = P	X				Minor
		1.1.2.11 - Develop a System-wide method to continuously monitor the timing and level of expenditures by Sponsoring Agencies and address deficiencies using Payment and Reporting System data as well as task force financial reports.	US&R Branch	Admin/Finance Section Chief = P		X			Minor
		1.1.2.12 - Conduct an assessment and implement a continuous improvement plan for non-compliant deployable System resources	US&R Branch	Branch Chief = P	X				Minor
		1.1.2.13 - Identify a recommendation for non-compliant, non-deployable FEMA US&R task forces due to State-level constraints (review MOU language)	US&R Branch	Branch Chief = P		X			Minor
		1.1.2.14 - Review and update certification and recertification requirements for each position (integration of the bottom-up review of the US&R System, training, and deployment requirements)	Advisory Group	Training Subgroup (Preparedness) = P		X			Minor
	1.1.3 - Recruitment, Retention, and Expansion	1.1.3.1 - Implement successful strategies and best practices to ensure a diverse, equitable, inclusive, and accessible (DEIA) recruitment methodology and retention program.	Strategic Group	Branch Chief = P		X			Minor for ID and plan Major for implementation
		1.1.3.2 - Implement successful strategies and best practices for recruiting and sustaining canine teams.	Strategic Group	Branch Chief = P		X			Minor for ID and plan Major for implementation
		1.1.3.3 - Identify and establish a funding stream to account for succession planning and mentoring to facilitate a transition prior to an individual separating from service.	Strategic Group	Branch Chief = P		X			Major
		1.1.4.1 - Formalize a process to incorporate temporary assistance (FEMA Corps, presidential management fellows, presidential innovation fellows, system members, detailees) during times of increased need, also to assist in succession planning and understanding	US&R Branch	Branch Chief = P		X			Minor
		1.1.4.2 - Assess and investigate the opportunities for establishing pre-existing contracts (similar to ESF4) for airframes	US&R Branch	Command FG = P US&R Branch = S	X				Minor
		1.1.4.3 - Establish an efficient and cost-effective method for task force vehicle tracking.	Advisory Group	AO Chair = P Logistics FG = S	X				Major
		1.1.4.4 - Establish alerting, reporting, and information-sharing regarding task force/IST points of contact (TFL/PTM/LTM/SOF at a minimum for all resources).	Advisory Group	AO Chair = P Command/IST FG = S	X				Minor

915

Objective	Strategy	Performance Measure	Responsibility	Responsibility - Primary/Secondary	CY2024	CY2025	CY2026	CY2027	Fiscal Impact
	1.1.4 - Preparedness, Response, and Deployment	1.1.4.5 - Expand the System's Canine Search Teams capabilities and funding to include Canine Search Team-Human Remains Detection (CST-HRD) resources for each task force.	Advisory Group	AO Chair = P Operations FG = S			X		Major
		1.1.4.6 - Develop, review, and/or revise as needed standard equipment cache load configurations for various military and commercial aircraft to facilitate effective and efficient response.	Advisory Group	AO Chair = P Logistics FG = S		X			Minor
		1.1.4.7 - Continue to develop a strategy (which includes funding) for an acceptable peer-assessment verification and validation of the readiness capability of US&R resources in the nation, using an established readiness assessment system.	Advisory Group	AO Chair = P Finance/Admin FG = S				X	Major
		1.1.4.8 - Identify funding and opportunities to conduct multi task force exercises through both System and non-System sources.	Strategic Group	Branch Chief=P		X			Major
		1.1.4.9 - Ensure MOUs are in place and validated to confirm FEMA resource availability to deploy out-of-state	US&R Branch	Branch = P Strategic Group = S Task Forces = S	X				Minor
Objective 1.2 - Ensure a full-System approach to timely, accurate and transparent communications	1.2.1 - Best practices and information dissemination	1.2.1.1 - Evaluate the current System-wide communication, information distribution and provide recommendations on improving the distribution of information	Advisory Group	Management SG = P Public Information = S	X				Minor
		1.2.1.2 - Implement recommendations from the Advisory Organization to improve proper and timely distribution of information (GMs, PDs, IBs, etc)	US&R Branch	US&R Branch = P Task Forces = S	X				Minor
		1.2.1.3 - Create updated System-related literature for distribution, both electronic and hard copy	Advisory Group	PIO SG = P FEMA External Affairs = S	X				Minor
		1.2.1.4 - Identify and create a 'how-to' guidance for task force program management	Advisory Group	Senior Staff = P	X				Minor
		1.2.1.5 - Identify and incorporate AAR findings from all stakeholders into a System corrective action plan (CAP).	Advisory Group	Senior Staff = P	X				Minor
		1.2.1.6 - Establish information-sharing process and contact lists regarding ESF #9 primary and support agencies annually	US&R Branch	Admin/Finance Section Chief = P	X				Minor
	1.2.2 - System Marketing	1.2.2.1 - Identify marketing opportunities to enhance the awareness of the FEMA US&R System and what it is we do and how we do it.	Advisory Group	Senior Staff = P		X			Minor
	1.2.3 - Expansion of Capability	1.2.3.1 - Explore the possibility of adding a full-time FEMA external affairs coordinator assigned to the US&R Branch	US&R Branch	Branch Chief = P		X			Major
		1.2.3.2 - Expand the System-level understanding for requesting and integrating INSARAG US&R teams	US&R Branch	Preparedness FG = P Command FG = S	X				Minor
Objective 1.3 - Account for the increasing needs of US&R Members Behavioral Health and Wellness	1.3.1 - Peer Support and Behavioral Health Program	1.3.1.1 - Assess what behavioral health programs are currently available within the System for our members (peer support currently within agencies, FEMA-available resources, etc)	US&R Branch	Medical SG (Internal) = P Branch (FEMA) = P	X				Minor
		1.3.1.2 - Assess what behavioral health programs are currently available outside of the System to our members.	Advisory Group	Medical SG (Internal) = P Branch (FEMA) = P	X				Minor
		1.3.1.3 - Identify a long-term (>5 years) program and funding stream for members of the System and how that is managed regarding peer support and behavioral wellness	Advisory Group	Medical SG (Internal) = P Branch (FEMA) = P			X		Minor
		1.3.1.4 - Identify and implement peer support program and system for US&R Members, how they will be activated, and a funding mechanism for reimbursement.	Advisory Group	Medical SG (Internal) = P Branch (FEMA) = P			X		Major
		1.3.1.5 - Identify a methodology for a registry for tracking and maintenance of Behavioral Health concerns following deployments	Advisory Group	Medical SG (Internal) = P Branch (FEMA) = P			X		Minor

FEMA US&R Goal 2: Guide and Lead the FEMA US&R System in Climate Awareness and Resilience					Completion Date				Fiscal Impact
Objective:	Strategy:	Performance Measure:	Responsibility:	Responsibility - Primary/Secondary	CY2024	CY2025	CY2026	CY2027	Minor/Major Funding ($50k threshold)
Objective 2.1 - Identify, utilize and leverage technology to identify and forecast changes in the US&R response and capability models	2.1.1 - Research and Development	2.1.1.1 - Create an R&D Subgroup to research, identify, and test new and upcoming technological advances specific to US&R (robotics, UAS, SARCOP, AI, etc).	Advisory Group	Senior Staff = P	X				Major
		2.1.1.2 - Evaluate the viability and effectiveness of evolving technologies in US&R operations to reduce risk to System members, primarily by reducing exposure.	Advisory Group	Senior Staff = P		X			Minor for ID and plan Major for implementation
	2.1.2 - External Partnerships	2.1.2.1 - Establish relationships and collaborate with FEMA Science and Technology Directorate and additional identified stakeholders (NIST, Lincoln Labs, DoD, NASA, private industry, etc) on future and current best practices	US&R Branch	Branch Chief = P	X				Minor
		2.2.1.1 - Establish a triennial SWOC with our external stakeholders to reevaluate the US&R System and priorities	Advisory Group	Senior Staff = P			X		Minor

Objective	Strategy	Performance Measure	Responsibility	Responsibility - Primary/Secondary	CY2024	CY2025	CY2026	CY2027	Minor/Major Funding ($50k threshold)
Objective 2.2 - Ensure the US&R System is prepared to respond to an increasingly complex disaster environment	2.2.1 - External Stakeholder Engagement	2.2.1.2 - Coordinate with external stakeholders to complete a capability assessment in support of the US&R Mission	Advisory Group	Senior Staff = P		X			Minor
		2.2.1.3 - Establish an annual review of external stakeholder capabilities	Advisory Group	Senior Staff = P			X		Minor
	2.2.2 - Internal Practices, Policies, and Deployment Responsibilities	2.2.2.1 - Establish a program directive to annually review and update the current equipment cache and cache movement plan (modify 2023-001 PD to read annually or bi-annually).	Advisory Group	AO Chair = P Logistics FG = S	X				Minor
		2.2.2.2 - Establish a cost-effective, long-term lease for FEMA CONUS and OCONUS US&R warehouse space.	US&R Branch	Branch Chief = P Operations Section Chief = S		X			Major
		2.2.2.3 - Update and refine current CONOPs and associated training and equipment for the core US&R response missions, including modular deployments of specific task force elements, on a triennial basis at a minimum.	Advisory Group	Senior Staff = P		X			Minor
		2.2.2.4 - Evaluate options for expanded resources sharing, beyond structural specialists, doctors, and canines.	Advisory Group	Senior Staff = P	X				Minor
		2.2.2.5 - Evaluate options for surge capacity through joint task force operations.	US&R Branch	Operations Section Chief = P	X				Minor
		2.2.2.6 - Establish a CONOP to utilize non-System volunteer civil engineers to ensure that structural components (e.g., buildings, bridges, etc.) are safe in the wake of a disaster through pre- response training or just-in-time training during a response.	US&R Branch	Senior Staff = P		X			Major
		2.2.2.7 - Continue to develop, train, and exercise on CONOPs to improve coordination, command, and control of SAR resources and operations.	Advisory Group	Senior Staff = P	X				Major
		2.2.2.8 - Identify, create, and distribute a document identifying most current reimbursable vs non-reimbursable items in a document to distribute to all TFs.	US&R Branch	Branch Chief = P Admin/Finance Section Chief = S	X				Minor

FEMA US&R Goal 3: Advance and Sustain a Ready and Prepared FEMA US&R System

					Completion Date				Fiscal Impact
Objective:	Strategy:	Performance Measure:	Responsibility:	Responsibility - Primary/Secondary	CY2024	CY2025	CY2026	CY2027	Minor/Major Funding ($50k threshold)
Objective 3.1 - Institutionalize a robust and validated US&R professional development and leadership program	3.1.1 - Succession Planning	3.1.1.1 - Identify opportunities within the system to incorporate succession planning (including shadow, trainee, deputy positions) to include Branch-level positions	US&R Branch	Training Subgroup (Preparedness) = P Response Subgroup (Command) = S		X			Minor for ID and plan Major for implementation
		3.1.1.2 - Identify opportunities outside of the system to incorporate succession planning (including shadow, trainee, deputy positions)	Advisory Group	Training Subgroup (Preparedness) = P		X			Minor for ID and plan Major for implementation
		3.1.1.3 - Develop implementation plan once opportunities for succession planning has been identified.	Advisory Group	Branch (Funding) = P Command FG (Implementation) = P Training (Tracking) = S			X		Major
		3.1.1.4 - Provide examples of succession plans for subsequent dissemination throughout the System and incorporate with other succession planning efforts.	Advisory Group	Training Subgroup (Preparedness) = P			X		Minor
	3.1.2 - Member Development	3.1.2.1 - Create a professional development plan (path from day one member throughout the entire System)	Advisory Group	Senior Staff = P	X				Minor
		3.1.2.2 - Once professional development plan is created, identify the mechanism for incorporation and distribution System-wide outside of a GM/PD.	Advisory Group	Senior Staff = P		X			Minor
		3.1.2.3 - Create a time-in-grade recommendation for each position to be incorporated into the professional development plan	Advisory Group	Training Subgroup (Preparedness) = P	X				Minor
		3.1.2.4 - Identify and create, or refine position task books (PTB).	Advisory Group	Senior Staff = P		X			Minor
		3.1.2.5 - Incorporation of a qualification review committee (QRC) based off the adopted IST Qualifications Review Board and Member Qualification Process.	Advisory Group	Training Subgroup (Preparedness) = P IST Subgroup (Command) = S Response Subgroup (Command) = S		X			Minor
		3.1.2.6 - Develop, implement, or identify a training program for System instructors to include a diverse, equitable, inclusive and accessible (DEIA) training cadre.	Advisory Group	Command FG = P Training Subgroup (Preparedness) = S		X			Major
		3.1.2.7 - Recruit and retain System members serving on an IST, the Advisory Organization, and as instructors by providing appropriate support for the purpose of System knowledge, succession planning and new member development.	Advisory Group	Command/IST FG = P		X			Minor
		3.1.2.8 - Develop and implement a diverse, equitable, inclusive, and accessible (DEIA) mentorship/ trainee program consistent with the National qualifications system (NQS) in which command and general staff positions on both task forces and ISTs carry a trainee position.	Advisory Group	Command/IST FG = P		X			Minor for ID and plan Major for implementation
		3.1.2.9 - Develop and implement a leadership development and mentoring program (within professional development plan) for System members (tie into qualification system).	Advisory Group	Command/IST FG = P		X			Minor

National Urban Search & Rescue Response System – Strategic Plan 2024-2027

Objective	Strategy	Action	Responsible	Lead/Support					Effort
Objective 3.2 - Use data-driven decision making to align the goals, strategies, and objectives with the US&R Mission	3.2.1 - Internal Review	3.2.1.1 - Conduct an analysis of the current number of personnel on TF's (210) to upsize to a recommended level	Advisory Group	Senior Staff = P	X				Minor
		3.2.1.2 - Conduct an analysis of the current number of task forces within the System (28) to make a recommendation on an appropriate number	Advisory Group	Senior Staff = P		X			Minor
		3.2.1.3 - Conduct an assessment of the 28 Task Forces to equip and staff additional resource requests (T1/T3, T1/MRP, etc.)	Advisory Group	Senior Staff = P	X				Minor
		3.2.1.4 - Realign System recommendations every other year (even years) by reviewing existing nationally-recognized standards for PPE.	Advisory Group	Safety SG = P Logistics FG = S	X				Minor for ID and plan Major for implementation
		3.2.1.5 - Realign System recommendations every other year (even years) by reviewing existing nationally-recognized standards for decontamination procedures.	Advisory Group	Safety SG = P Hazmat FG = S	X				Minor
		3.2.1.6 - Update US&R policies specific to non-Stafford Act responses and in regards to health, safety, and financial responsibility during training, exercises and international responses based on recommendations from FEMA OCC.	US&R Branch	Branch Chief = P Admin/Finance Section Chief = S		X			Minor
		3.2.1.7 - Update US&R policies and procedures for tracking member claims per recommendations from the Department of Labor.	US&R Branch	Branch Chief = P Admin/Finance Section Chief = S	X				Minor
		3.2.1.8 - Develop a cache-revitalization plan based on a life-cycle analysis (unit cost, expected life) of the current assets of task force, IST, and HEPP caches.	Advisory Group	Senior Staff = P		X			Major
		3.2.1.9 - Integrate analyses of operational shortcomings and gaps are fully considered for integration into annual strategic planning and budgeting cycles.	US&R Branch	Branch Chief = P Admin/Finance Section Chief = S		X			Minor
		3.2.1.10 - Review and provide a recommendation on the need for all 28 TFs to create their own strategic plan.	Advisory Group	Branch Chief = P Admin/Finance Section Chief = S	X				Minor
		3.2.1.11 - Review and provide a recommendation regarding who facilitates the readiness assessment program and whether it fits within the AO, Branch, or elsewhere	Strategic Group	Branch Chief = P	X				Minor
	3.2.2 - Response Capability	3.2.2.1 - Create a feasibility review for the purchase, maintenance, staffing, and use of FEMA-dedicated airframes	Advisory Group	Logistics = P Branch = S	X				Minor
		3.2.2.2 - Execute the option for timely pre-deployment of resources on Surge and FOS on notice events	US&R Branch	Branch = P	X				Minor
		3.2.2.3 - Identify additional opportunities to utilize airframes to transport personnel and cache to deployment areas	Advisory Group	Logistics = P Branch = S	X				Minor
		3.2.2.4 - Identify the ability for ground transport on deployment following airframe movement (DoD, Heavy Trucking, local jurisdictions, etc.)	Advisory Group	Logistics = P Branch = S	X				Minor
		3.2.2.5 - Using data analysis (threat and weather), to determine which assets are most suited for prepositioning in regard to IST, Hazardous Materials Equipment Push Package (HEPP), and any other specialized equipment caches on a triennial basis at a minimum (2024, 2027, 2030, etc.).	Advisory Group	Command/IST FG = P Response = S	X				Minor
		3.2.2.6 - Develop and implement a CONOP for prepositioning System resources to decrease response times.	Advisory Group	Command/IST FG = P Response = S		X			Minor
	3.2.3 - Best Practices	3.2.3.1 - Triennially reassess the SARCOP or current intelligence platform to ensure it is the current best practice (2024, 2027, 2030, etc.).	Advisory Group	Senior Staff = P	X				Minor
		3.2.3.2 - Provide training and understanding of SARCOP or current intelligence platform to ensure proper situational awareness at the LOFR and Administrative level.	US&R Branch	Branch Chief = P Operations Section Chief = S	X				Minor
		3.2.3.3 - Analyze the success of CONOPs, deployment plans, and/or response models following any deployment to refine and improve effectiveness and accuracy.	Advisory Group	Senior Staff = P	X				Minor
		3.3.1.1 - Coordinate an annual meeting, tabletop exercise, or round-table with FEMA DoD Liaison, NorthCOM stakeholders and Senior Leadership in order to formalize an agreed to operational stance and deployment model.	US&R Branch	Strategic Group = P Branch = S	X				Minor
		3.3.1.2 - Identify and create national-level trainings that incorporate SUSAR and local search and rescue resources	Advisory Group	Exercise Subgroup = P		X			Major
		3.3.1.3 - Identify and implement an awareness-level seminar or workshop (US&R 101) for Senior FEMA Leadership, FEMA Regions, and IMATs as to roles, responsibilities, needs, workflow and best practices during an activation or disaster.	US&R Branch	Branch = P	X				Minor

Objective 3.3 - Ensure continued coordination and enhance stakeholder partnerships through collaborative education, training and exercise	3.3.1 - Interagency Coordination	3.3.1.4 - Meet annually with federal and military stakeholders that have air support capability to evaluate availability and reliability of transportation resources to support the US&R Mission.	US&R Branch	Branch Chief = P	X				Minor
		3.3.1.5 - Identify additional training opportunities with FEMA's Integration Team (FIT), IMATs and FSARCG to better understand roles and responsibilities as they directly relate to ESF 9 and ISTs during deployments.	US&R Branch	Branch = P	X				Minor for ID and plan Major for implementation
		3.3.1.6 - Engage with community partners at all levels (public and private agencies, organizations, voluntary associations, trade groups, and professional associations) to strengthen local capacity for SAR operations through attendance at select identified System meetings.	Advisory Group	Senior Staff = P	X				Minor
		3.3.1.7 - Support System members' participation on System-related technical committee standards (e.g., National Fire Protection Association 1006, 1951, and 2500; and NIMS typing).	Advisory Group	Senior Staff = P		X			Minor
	3.3.2 - Internal Training	3.3.2.1 - Incorporate Senior FEMA Leadership participation during national level exercises (NLE), tabletop exercises (TTX), etc.	Strategic Group	Branch = P		X			Minor
		3.3.2.2 - Conduct IST and IMAT Leadership tabletop exercises on an annual basis.	US&R Branch	Command FG = P Aviation Ad Hoc = S Branch = S	X				Minor

919
920
921
922
923
924
925
926
927
928
929
930
931
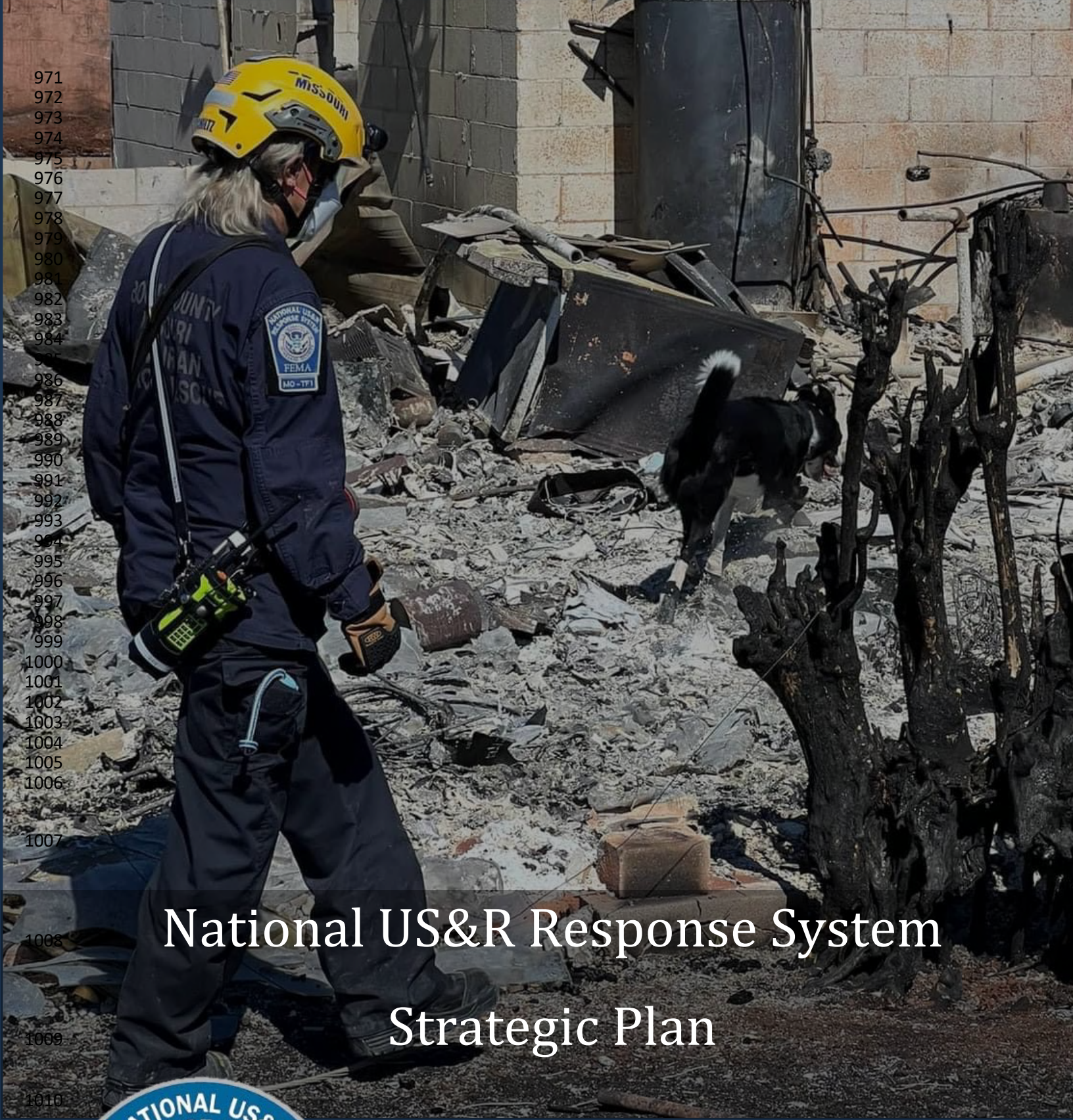932
933
934
935
936
937
938
939
940

This Page Intentionally Left Blank

941

Appendix B: Abbreviations and Acronyms

942

943
945

946 AAR   After-Action Report
947 ARE   Administrative Readiness Evaluation
948 CBRNE   Chemical-Biological-Radiological-Nuclear-Explosive
949 CERT   Community Emergency Response Teams
950 CONOP   Concept of Operations
951 COP   Common Operating Picture
952 DoD   Department of Defense
953 EMAC   Emergency Management Assistance Compact
954 ESF   Emergency Support Function
955 FEMA   Federal Emergency Management Agency
956 FSARCG   Federal Search and Rescue Coordinating Group
957 GSA   General Services Administration
958 Hazmat   Hazardous Material
959 HEPP   Hazardous Material Equipment Push Packages
960 IMAT   Incident Management Assistance Team
961 IST   Incident Support Team
962 MERS   Mobile Emergency Response System
963 NIMS   National Incident Management System
964 OCC   Office of Chief Council
965 OREE   Operational Readiness Exercise Evaluation
966 OREEP   Operational Readiness Exercise Evaluation Program
967 PPE   Personal Protective Equipment
968 SAR   Search and Rescue
969 SUSAR   State Urban Search and Rescue
970 US&R   Urban Search and Rescue

National US&R Response System

Strategic Plan

2024 -2027