

UTAH TASK FORCE 1



STRATEGIC PLAN

2014-2018

Federal Emergency Management Agency
Department of Homeland Security



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Introduction

This is the Strategic Plan for Utah Task Force 1 for the years of 2015-2018. It includes the mission and philosophy of the Task Force along with goals, objectives and strategies. Because the availability of resources and changing requirements directly impact the accomplishment of objectives the Strategic Plan should be reviewed annually, or whenever there is a change in mission or a substantial change in resources available.

A Decision Making Process along with the organization to facilitate decision making and strategic planning is included as **Annex A**.

Questions or comments on the plan should be addressed to the Program Manager of Utah Task Force 1.

Utah Task Force 1

6726 South Navigator Drive
West Jordan, UT 84084

Mission and Philosophy of Utah Task Force 1

Mission of Utah Task Force 1

Utah Task Force 1 maintains preparedness and responds to locate, extricate, provide immediate medical treatment to victims trapped in collapsed structures, and conduct other life-saving and search and rescue operations in support of Federal and State of Utah Emergency Support Function (ESF) #9, including capabilities to operate in Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) and water environments (swift and flood water).

Philosophy of Utah Task Force 1

Utah Task Force 1 will be ready to save lives and ease suffering through diligent training and preparation. The Task Force rescue services are given without respect to race, religion, gender, age, national origin or nationality. Our conduct will be guided by the Sponsoring Agency, Unified Fire Authorities values of quality, customer focus, teamwork, selfless service, fiduciary responsibility, and safety, the State of Utah and the Federal Emergency Management Agency, Urban Search and Rescue National Response System, Code of Conduct.

GOAL 1.

Maintain National and Statewide Search and Rescue Capability

OBJECTIVE 1.1. Provide a statewide FEMA Typed search and rescue capability, and the capability to assist the State of Utah or the nation when activated by FEMA.

Metrics: Operational ready team.

Outcome Measure:

1. Utah Task Force 1 (UT-TF1) maintains one response team that is adequately organized, equipped, maintained, and trained.
2. Accomplish all assistance missions to those jurisdictions identified by the State of Utah
3. Account for all response contact hours (# response hours x # responders).

Strategy 1.1.1. Recruit and Train Team.

Metrics: Percentage of rostered, trained, deployable personnel.

Output Measure:

UT-TF1 maintains one response team that is adequately organized and trained in 19 functional positions. Additional disciplines include; ground support and Water Specialists/ Boat Operators.

Efficiency Measure:

Output measure achieved without exceeding FEMA Cooperative Agreement and any Sponsoring Agency funds allocated.

Action Plan 1.1.1.1.

1. Conduct graded Phase I self-assessment annually.
2. Conduct Full-Scale and/or Mobility Exercises annually.
3. Conduct or send current deployable members to Advanced Level Discipline Training.
4. Conduct training for task force members to meet minimum qualification training requirements as approved by the Task Force Program Manager, US&R Training Manager & the Steering Committee.

Strategy 1.1.2. Equip Team

Metrics: Percentage of on-hand and ready equipment.

Output Measure:

UT-TF1 maintains equipment for one Type I response team.

Efficiency Measure:

Output measure achieved without exceeding FEMA Cooperative Agreement and General Funds allocated by the Sponsoring Agency.

Action Plan 1.1.2.1.

- Procure needed equipment, based on the current US&R Cache list.
- Maintain accurate equipment inventory, written and computer based.
- Establish calibration and PM maintenance schedules.
- Perform required calibration, maintenance & inventory as required.
- Rotate shelf life items as required.
- Maintain a cache replacement and spend plan for all cache items.
- Maintain all rolling fleet, heavy and light.
- Properly dispose of property through established surplus policies.

GOAL 2.

Build capability to Simultaneous Support Typed FEMA Activation and a Separate Typed State of Utah US&R Team Activation.

OBJECTIVE 2.1. Obtain equipment sets to support simultaneous Type III deployments by December 31, 2018.

Metrics: Total equipment as a percentage of requirements.

Outcome Measure:

Achieve at least 200% of required equipment levels

Strategy 2.1.1.

Determine cost to increase sets and the amount of funding that can be used for expanding the equipment cache.

Metrics: Amount of annual FEMA funding available to expand equipment caches.

Output Measure:

At least 5% of the estimated cost to increase the sets is available annually.

Action Plan 2.1.1.1.

- Determine equipment to procure to desired capacity by December 31, 2018 using the FEMA approved cache list.

- Determine any equipment that will require replacement during the buildup period by October 1, 2016.
- Begin personnel identification for in-state responses, July 2016.
- Provide a cost estimate for increases and replacements by October, 2016.
- Prioritize the order of equipment procurement by July 1, 2017.
- Begin equipment purchases in Fiscal Year 2017.

Strategy 2.1.2

Incorporate all equipment and supplies from FEMA into cache to further expand cache.

Metrics:

Number of shipments and quantities of items received from FEMA to expand caches.

Output Measure:

Increased implementation/incorporation of FEMA supplied items into overall caches. Anticipate 5-10% annually.

Action Plan 2.1.2.1

- Maintain database with ability to track items received from FEMA and the State of Utah
- Track shortages and report to FEMA annually
- Goal to complete a Type III (secondary) cache as a priority by December 2018
- Goal to complete a Type I (secondary) cache by August 2021

GOAL 3.

Search and Rescue Training Facilities

OBJECTIVE 3.1. Ensure Urban Search and Rescue training facilities/infrastructure keep pace with new technology and increasing training demands.

Metrics:

Percentage of skills that can be practiced/trained.

Outcome Measure:

Training facilities allow at least 70% of skills to be trained on-site. Sustain and update Sponsoring Agency Urban Search and Rescue training facilities.

Metrics:

Number of projects included in the Sponsoring Agency Capital Improvement Plan.

Output Measure:

All Task Force / Sponsoring Agency approved additions to Urban Search and Rescue training facilities / infrastructure are included in the Agency Capital Improvement Plan.

Action Plan 3.1.0.1.

- Assess capacity of Urban Search and Rescue training facilities/infrastructure annually.
- Determine Urban Search and Rescue tasks and skills not currently supported by the training facilities annually.
- Based upon the annual evaluations of capability to skills determine proposed infrastructure additions for desired skills.
- Prepare and submit request to Sponsoring Agency for infrastructure improvements.

STRATEGIC PLAN, ANNEX A

Task Force Decision Making Process

It is critical that the task force develop and implement a decision making process. The process may be modeled on the FEMA National US&R Response System decision-making process or on the Sponsoring Agency process that the task force management is familiar with. Its purpose is to ensure a coordinated approach to doing business. This process allows the US&R Program Manager the opportunity to manage resources more effectively, since he or she is not required to “touch” each aspect. The ability to delegate these command and control functions frees the Program Manager of many daily tasks. In addition, the process ensures efficient information exchange, diverse ownership of program, and a coordinated approach to decision making.

Task Force Guiding Documents

- Internal Task Force Manuals
- Administration Manual
- Mobilization Manual
- Training Plan 2015-2018
- Strategic Plan 2015-2018
- National US&R Operations Manual 2012
- US&R Concept of Operation Manuals
- FEMA US&R Statement of Work

State of Utah Emergency Operations Plan, Search and Rescue ESF #9

The purpose of the annex is to define the organization, operational concepts, responsibilities, and procedures to accomplish search and rescue requirement in Utah. As outlined in the State of Utah Emergency Management Plan, the Search and Rescue Emergency Support Function (ESF) is responsible for coordinating the provision of personnel, equipment, and resources to assist local governments in search and rescue efforts.

Concept of Operations for Search and Rescue in Utah / Unified Fire Authority. Organization and assignment of responsibilities of ESF #9 in the State of Utah. Direction and control of emergency response and recovery operations within Utah.

Federal Emergency Management Agency (FEMA), National Urban Search and Rescue Response System Operations Manual

The Operations Manual provides a detailed overview of the FEMA US&R National System and:

- Describes the composition and capabilities of the Federal Urban Search & Rescue (US&R) assets.
- Describes the process through which US&R task forces will be alerted, activated, and deployed upon implementation of Robert T. Stafford Act authorities during a major disaster.

- Delineates organizational responsibilities and roles.
- Outlines how Federal US&R assets will be allocated in times of a disaster.
- Provides procedures and guidelines for transporting task forces to and from a disaster area.
- Describes the purpose of the mobilization center, staging areas, and activities related to the task force's occupation of these facilities.
- Identifies the procedures for on-site operations, task force reassignment, and demobilization.

Task Force Advisory Organization

Sponsoring Agency Chief

The Sponsoring Agency Chief or his assigns is responsible for the selection and appointment of qualified individuals to fill staff vacancies in the UT-TF1 Program Management Office.

Steering Committee

Steering Committee members are appointed and serve at the discretion of the Task Force Program Office Management. This group is comprised of Task Force members assembled to perform specific functions or tasks to meet ongoing goals and objectives of the Task Force, either project or position based. Steering Committee members will identify issues and solutions that affect task force tactics and field operations. Steering Committee members will address issues of consequence within a discipline and forward recommendations to the Task Force Staff. The Steering Committee will follow the FEMA US&R model and are composed of Task Force Leaders, Managers and Specialists from respective disciplines.

Task Force Executive Board

Provide approvals of planning recommendations from the Task Force staff by: Meeting formally at least one time a year.

Providing professional support and technical assistance to the Sponsoring Agency, Sponsoring Agency Chief, Task Force Program Manager, Grants Manager and the Task Force Staff on policy, fiscal, and procedural issues that influence the State of Utah and National Urban Search and Rescue Response System as well as Participating Agencies.

Providing continued support toward the development, operation, and maintenance of the Task Force.

Program Manager

The Task Force Program Manager is responsible for administering all aspects of the Sponsoring Agency's requirements to the National US&R Response System in accordance

with the terms outlined in the Memorandum of Agreement and the Readiness Cooperative Agreement. The Program Manager is responsible for the development and maintenance of a US&R Task Force, to include preparedness, training, ensuring that equipment is securely stored and maintained for rapid mobilization when required. In addition, the Program Manager is required to prepare and manage the annual budget, implement internal procedures, collect and store all relevant data, and maintain the facilities required to support the Task Force.

Task Force Leaders

The Task Force Leaders are responsible for the Task Force during assignment and provide command and control of all personnel and equipment during deployments. In addition the Command & General Staff, assigned Task Force Leaders communicate on a regular basis to discuss and advise the Program Manager on the tactical solutions and ongoing goals and objectives of the Task Force.

