



Strategic Plan 2013-2017



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INTRODUCTION

I-1. Executive Summary

Arizona Task Force One is one of 28 National Urban Search & Rescue Response System task forces that can rapidly deploy skilled personnel and state-of-the-art equipment to sites of natural disasters, terrorist attacks, and building collapses. In addition to search and rescue (SAR), task force members provide immediate medical treatment to survivors and Hazardous Materials (HazMat) monitoring and stabilization capabilities.



This strategic plan details the goals of AZ-TF1 to maintain its place as a premier US&R task force with performance-driven capabilities, attainable and sound goals for its program, while acknowledging the importance of an integrated, well-trained, highly-skilled membership.

This strategic plan describes AZ-TF1's mission to improve performance and its vision to continue setting a standard of excellence. It identifies goals for fiscal years 2013 through 2017, which address the following four areas:

- Response – Lead the emergency response community in structural collapse (urban) SAR operations to save lives and protect property in an all-hazards environment
- Readiness – Invest in and maintain AZ-TF1 to ensure optimal readiness
- Communication – Effectively exchange information and promote awareness of AZ-TF1
- Collaboration – Build strong and resilient partnerships across the emergency response community to share knowledge, build consensus, and enhance response capabilities



For each goal, this plan identifies objectives, strategies, and performance measures that will create the framework for success.



I-2. Overview

AZ-TF1 is comprised of members of the Phoenix Fire Department and 12 civilian affiliated personnel to fill task force positions that include the following:

- Canine Search Specialist
- Communications Specialist
- Hazardous Materials Specialist
- Hazardous Materials Team Manager
- Heavy Equipment & Rigging Specialist
- Logistics Specialist
- Logistics Team Manager
- Medical Specialist
- Medical Team Manager
- Planning Team Manager
- Rescue Specialist
- Rescue Squad Officer
- Rescue Team Manager
- Safety Officer
- Search Team Manager
- Structures Specialist
- Task Force Leader
- Technical Information Specialist
- Technical Search Specialist



AZ-TF1 responds as a Federal resource to disasters through a Response Cooperative Agreement with FEMA, to support local first responders. Its core mission focuses on structural collapse SAR in an urban environment, with the ability to operate effectively in the all-hazards environment. US&R is a multi-hazard discipline requiring highly-trained, skilled personnel, as well as canine search teams.



I-3. Vision

Lead the emergency response community and collaborate with our State and Federal partners to build capabilities and save lives during structural collapse SAR operations.

To achieve this vision, AZ-TF1 must continually improve, innovate, and encourage fresh perspectives. It must be capable of performing SAR operations in any



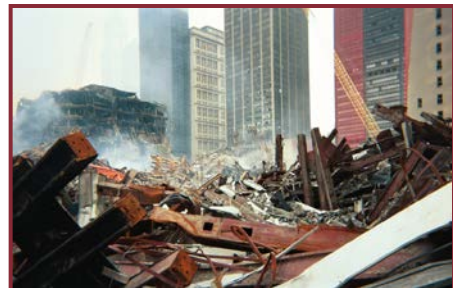
environment, while continuously refining its equipment, technology, and operational procedures. It must intensively train and exercise members and teams. At the same time, AZ-TF1 must proactively engage community partners at all levels to strengthen local capacity for SAR operations. AZ-TF1 will focus on responding to disasters and saving lives, while sharing knowledge and collaborating with partners in the emergency response community.

I-4. Mission

To build, sustain, and improve the ability to provide structural collapse (urban) SAR response capability needed to save lives and reduce suffering in communities locally, and throughout the nation, that have been overwhelmed by the impact of a catastrophic event.

AZ-TF1 saves lives during structural collapse using state-of-the-art strategies, techniques, and equipment, and rapid response founded on careful operational and logistics planning, effective training, and exercising. AZ-TF1 is capable of a wide variety of services and is equipped and trained to conduct the varying aspects of structural collapse operations:

- Reconnaissance to assess damage and needs and give feedback to officials
- Wide area search and technical search
- Extrication of entrapped survivors
- Structural and hazard evaluations of buildings
- Hazardous materials surveys and evaluations
- 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, task force personnel, and canines
- ❑ Evacuation of residents from hazardous settings
- ❑ Stabilization of damaged structures, including shoring and cribbing operations

The overall mission of AZ-TF1 is to train and equip its members to respond quickly, safely, efficiently, and effectively, to save lives in the structural collapse (urban) SAR environment.

I-5. Strategic Goals

This strategic plan is organized around goals in four areas:



- ❑ **Response** – Lead the emergency response community in structural collapse (urban) SAR operations to save lives and protect property in an all-hazards environment
- ❑ **Readiness** – Invest in and maintain AZ-TF1 to ensure optimal readiness
- ❑ **Communication** – Effectively exchange information and promote awareness of AZ-TF1 and the National US&R Response System
- ❑ **Collaboration** – Build strong and resilient partnerships across the emergency response community to share knowledge, build consensus, and enhance response capabilities



CHAPTER 1: GOAL 1 – RESPONSE

Lead the emergency response community in structural collapse (urban) SAR operations to save lives and protect property in an all-hazards environment.

AZ-TF1 is a rapid-response, flexible, scalable resource. It focuses on meeting the unique emergency needs of the community in a wide variety of ways. In the case of a large-scale disaster with the potential to produce many casualties, it can rapidly deploy anywhere in the nation.

1-1. Objective 1.1 – Rapid Deployment



During disaster situations, the number of lives saved directly correlates to the amount of time required to arrive at the disaster scene and conduct SAR operations. Goals have been established by AZ-TF1 to deploy by ground within four (4) hours and by air within six (6) hours after receiving an Activation Order. These goals are for no-notice, sudden-onset events (e.g., earthquake) as well as for advanced notice events, such as a hurricane.

I. Strategy 1.1.1

AZ-TF1 should continuously exercise, measure, and train to improve deployment times.

A. Performance Measure 1.1.1.1

AZ-TF1 should validate, through mobilization exercises, the standard departure timeframes (4 hours ground, 6 hours air) that have been developed to ensure that mobilization is accomplished within these timeframes. Deployment timelines should be continually evaluated and revised as necessary to improve timing.

B. Performance Measure 1.1.1.2

AZ-TF1 should train, exercise, and continuously revise processes (including updating its Mobilization Plan) to facilitate improved task force response.



C. Performance Measure 1.1.1.3

AZ-TF1 should work with Luke AFB to reduce the time interval between task force arrival at Luke and aircraft embarkation with cache and personnel.



D. Performance Measure 1.1.1.4

AZ-TF1 should assess the current system for task force alerting and develop a faster, more efficient system.

E. Performance Measure 1.1.1.5

AZ-TF1 should produce an After-Action-Report (AAR) for each Mobilization Exercise, Training Exercise, and Deployment and ensure that analyses of operational shortcomings and gaps are fully considered and integrated into AZ-TF1's strategic planning process.



1-2. Objective 1.2 – Deployment Risk Management



SAR operations are inherently dangerous, particularly during catastrophic incidents. A risk assessment, regarding the operational safety and inherent risks in assuming the mission, must be made prior to any deployment and continuously updated throughout SAR operations, particularly if there is a change in mission or environment. Task force personnel must be afforded adequate safety and security in terms of force-protection, perimeter/site security,

personal protective equipment, hazard assessment, potential radiological exposure, and decontamination operations.

I. Strategy 1.2.1

Pre-Deployment Risk Management – AZ-TF1 should develop strategies for addressing potential operational risks during an incident.

A. Performance Measure 1.2.1.1

AZ-TF1 should update Mobilization Plans to specifically include potential risks and mitigation strategies during incidents.

B. Performance Measure 1.2.1.2

AZ-TF1 should work jointly with the US&R HazMat Work Group to develop procedures for testing members' exposure to radiation before, during, and after deployments.



CHAPTER 2: GOAL 2 – READINESS

Invest in and maintain AZ-TF1 to ensure optimal readiness.

AZ-TF1 is made up of approximately 200 highly-trained specialists that are prepared to deploy whenever called upon to respond to any type of emergency in any part of



the nation. Many of our members are retiring, and new leaders and subject matter experts must be recruited and trained. The task force must be comprised of personnel who are prepared, physically able, safe, highly trained, and supplied with the best equipment available to perform a variety of SAR missions. A continuing investment in both physical and human resources is required to maintain AZ-TF1 in this state of optimal readiness.

2-1. Objective 2.1 – Recruitment and Retention of Trained Members

A process is needed to foster and enhance programs to recruit and retain personnel and to promote the health and safety of skilled and motivated task force members.

I. Strategy 2.1.1

Recruit qualified task force personnel, including those needed for difficult-to-fill specialist positions such as Canine Search Teams, Physicians, and Structural Specialists.

A. Performance Measure 2.1.1.1

AZ-TF1 should develop successful techniques and best practices for recruiting personnel, including those needed for difficult-to-fill positions.

B. Performance Measure 2.1.1.2

The AZ-TF1 Canine Group should implement successful strategies and best practices for recruiting purposes and for sustaining canine deployments, including the passing of qualification tests. Historically, the deployable life of a canine is considerably shorter than the deployable life of its handler.

II. Strategy 2.1.2

Retain qualified personnel, including those preparing for roles as leaders and subject matter experts, to serve as members of Incident Support Teams, Operations Work Groups, and as instructors.



A. Performance Measure 2.1.2.1

AZ-TF1 should strive to develop successful techniques and best practices that can be implemented to develop personnel as leaders and specialists.

B. Performance Measure 2.1.2.2

AZ-TF1 should develop succession plans to ensure the success of the task force in the future.

2-2. Objective 2.2 – Safety during Training, Exercises, and Disaster Response

Strategy 2.2.1

Ensure task force members' health and safety during and after disaster deployments through comprehensive hazard assessments, personal protective equipment (PPE), and decontamination policies and procedures.

Performance Measure 2.2.2.1

AZ-TF1, in conjunction with the Phoenix Fire Department Health Center, should review and update health and safety protocols for task force members including pre-deployment and post-deployment medical screening.



2-3. Objective 2.3 – Adequate, Sustainable Equipment

A standardized cache list of equipment for task forces provides inherent advantages in terms of training, interoperability, resource sharing, and mission readiness. The AZ-TF1 equipment cache is rugged and well-suited for use in austere environments. The cache is transported and supported by a variety of fleet resources—rolling stock (tractor-trailers, box trucks), support vehicles (sport utility vehicles, pick-up trucks), and command vehicles.



AZ-TF1 currently has two caches. An original cache (also called the first cache or old cache) was accumulated between 1990 and 2005 and is comprised of rescue, technical, communications, planning, medical, and logistics equipment. After 9/11, additional SAR specialty caches were added for operations involving HazMat/CBRNE and water safety. During 2005-2007 an additional cache (also known as the 2nd cache or new



cache) was acquired by FEMA and distributed to AZ-TF1 and the other US&R system task forces. The intent was to replicate the original cache but excluded medical, HazMat/CBRNE, and water safety equipment. Obsolete communication equipment in the original cache was replaced by this new cache.



Currently, the equipment cache can be configured for two mission types. A Type I, heavy cache to support a 70-person task force, typically used for structural collapse of reinforced concrete and steel, and a Type III, light cache to support a 28-person task force, is used during weather-related events.

Historically, task forces have been permitted to utilize Readiness Cooperative Agreement funds to purchase and maintain transportation resources. However, in 2004-2005 each task force was provided Federal funding specifically to acquire a more standardized transportation fleet, including prime movers, trailers, box trucks, and support/command vehicles sufficient to transport a Type I equipment cache and associated personnel.

Furthermore, the current convoy plan does not include all of the support entities that accompany a task force cache, and with the addition of the water operations component, an updated convoy standard needs to be developed.

Finally, ownership of equipment and transportation assets is divided between AZ-TF1 and FEMA. Equipment purchased by AZ-TF1 using Readiness Cooperative Agreement funding is owned by the task force. Equipment purchased or furnished by FEMA is owned by FEMA. Consequently, two different systems are used to manage comingled property.

I. Strategy 2.3.1

Mission clarity is needed regarding the purpose and configuration of the Type I equipment cache and the convoy that transports it. All task forces currently have sufficient equipment to deploy as a Type I US&R task force. However, no standardized concept of operations for employing any additional equipment is currently in place.

Possible operational functions of the additional equipment include a Type I variant (e.g., modular rescue squads or canine search teams), establishing a training cache, establishing a Type III cache, or using the cache for Type I spare parts. Additionally, no clear direction has been provided regarding the sustainment of the original cache.



A. Performance Measure 2.3.1.1

AZ-TF1 should work through the US&R Logistics Work Group to analyze potential concepts of operations and determine equipment impacts through a mission gap analysis.

B. Performance Measure 2.3.1.2

AZ-TF1 should work through the Logistics Work Group to evaluate the current equipment cache, as well as support needs, and update the US&R system convoy plan, taking into account present and future additions to the rolling stock.



C. Performance Measure 2.3.1.3

Review each task force discipline equipment needs, with the goal of reducing duplication and overall cache size.

D. Performance Measure 2.3.1.4

Work with the US&R program office to establish one uniform property management system for the two caches.

II. Strategy 2.3.2

Most of the items in the equipment cache are low-cost consumable items which are routinely replaced when they break, wear out, or are used up. However, some items, such as transportation resources, radios, shelter systems, atmospheric monitoring equipment, self-contained breathing apparatus, and defibrillators are capital assets. Capital assets have a higher unit cost, longer useful lifespan, may be highly specialized, and are typically repaired rather than replaced.



During 2003-2005, one-time supplemental Federal funding was provided to acquire capital assets for AZ-TF1. Now, the task force must develop a replacement strategy for these capital assets. For example, the current radio system (XTS-5000) is ten years old and HazMat/CBRNE capital assets must be replaced every five years, due to technological obsolescence; but no replacement strategy exists for these assets. AZ-TF1 must develop a strategy to finance replacement of capital assets in the equipment cache and transportation fleet.



A. Performance Measure 2.3.2.1

AZ-TF1 should conduct a replacement life cycle analysis (unit cost, expected life) of the current task force capital assets.

B. Performance Measure 2.3.2.2

Based on the replacement life cycle analysis, work with the US&R program office to determine strategies to finance replacement of these capital assets.



III. Strategy 2.3.3

Adequate Warehouse Resources – AZ-TF1 does not currently have adequate warehouse space to securely store the equipment cache and fleet resources as described in the readiness cooperative agreement Statement of Work.

A. Performance Measure 2.3.4.1

AZ-TF1 should utilize funding from the cooperative agreement to complete renovations to the building that was previously the program office, to return it to its original state, which was a warehouse facility.

B. Performance Measure 2.3.4.2

A recent report from the General Accountability Office (GAO) cited the GSA for having a large number of excess and underutilized warehouse properties. AZ-TF1 should investigate opportunities to obtain cost-effective, suitable warehouse space for its fleet resources through GSA.



CHAPTER 3: GOAL 3 – COMMUNICATION

Effectively share and exchange information and promote awareness of current events within the National US&R Response System and AZ-TF1.

Good communication is important for the daily operation of any organization. Effective communication will improve program development and performance and is essential to the continued success of AZ-TF1.

3-1. Objective 3.1 – External Communications

Good external communications are necessary to establish the identity of the task force and to convey information about the task force to people outside of the task force (other task forces, general public, etc..) who have an interest in what is going on with AZ-TF1. Traditional sources of external communications such as radio and television have been replaced and reshaped by the Internet and social media that lends itself to more interactive communication.

I. Strategy 3.1.1

AZ-TF1 should assess the use of the Internet and social media for opportunities to make communications more effective and more responsive to the general public.



A. Performance Measure 3.1.1.1

AZ-TF1 should evaluate the effectiveness of the task force website and identify improvements that can enhance the information sharing with interested outside parties. A great deal of current information on the task force website is outdated and the website itself is underutilized. The task force website should provide information of general interest to the public as well as providing a means for interactive communication with members having protected access.

3-2. Objective 3.2 – Internal Communications

During day-to-day operations, effective information dissemination ensures that task force members receive the latest information and changes related to US&R management and policy, as well as SAR operational concepts, training, and equipment, which promotes interoperability within the US&R Response System and improves overall operational performance.



I. Strategy 3.2.1

AZ-TF1 should continuously assess methods to improve and expedite communications within the task force.

A. Performance Measure 3.2.1.1

AZ-TF1 should publish an informal, monthly blog that offers news, current event information, upcoming training opportunities, and glimpses of US&R System activities.

B. Performance Measure 3.2.1.2

AZ-TF1 should evaluate emerging technologies and develop a method of informal communication directly with task force members.



II. Strategy 3.2.2

Foster collaboration among the various position specific Leads, C&G Staff, program staff, Work Group members, IST members, and TFR to maintain strong and resilient capacity and support.

A. Performance Measure 3.2.2.1

AZ-TF1 should conduct quarterly meetings or conference calls to facilitate communication across the task force.

B. Performance Measure 3.2.2.2

AZ-TF1 should schedule annual meetings of Sponsoring Agency Chiefs, TFR, and Program Manager to share information and perspectives within the task force and to review and make annual revisions to this strategic plan.



CHAPTER 4: GOAL 4 – COLLABORATION

Build strong, resilient partnerships across the emergency response community to share knowledge, build consensus, and enhance response capabilities.

During disaster response and operations, it will be necessary for AZ-TF1 to interact with a wide range of Federal, state, and local, partners. In some cases, interaction may result in joint SAR operations with non-Federal task forces, such as state US&R resources or the Department of Defense. In other cases, that interaction may be with an agency that provides specialized support, such as geospatial mapping or force protection. In anticipation of this interaction, AZ-TF1 should seek collaboration with these groups to develop SAR concepts of operation, conduct joint training and field exercises, and become familiar with the capabilities and assets of these partners.



4-1. Objective 4.1 – Building Response Partnerships

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

I. Strategy 4.1.1

Expand relationships with Federal, state, and local partners such as the Arizona National Guard, Luke Air Force Base, Arizona Department of Emergency Management, and Arizona Department of Homeland Security, to strengthen integration of response and on-scene coordination during disasters.



A. Performance Measure 4.1.1.1

AZ-TF1 should proactively engage with Federal, state, and local partners at all levels (including public and private agencies, organizations, voluntary associations, trade groups, and professional associations) to strengthen local capacity for search and rescue operations. Appropriate partners should be invited to participate in SAR-related training and exercises.



B. Performance Measure 4.1.1.2

AZ-TF1 in conjunction with Arizona Department of Emergency Management (ADEM) should explore the idea of creating a State Urban Search & Rescue (SUSAR) task force to respond to large scale emergency incidents that occur within the state of Arizona. Currently, the only available statewide emergency response resource is the Phoenix UASI Rapid Response task forces which have limited SAR capabilities compared to AZ-TF1.

