

FIVE YEAR TRAINING PLAN



NY-TF 1

Acknowledgment

Our sincere thanks to the following members of New York Task Force 1 (NY TF-1) who have contributed time and effort to the evolution of the Training Plan. These members of New York Task Force 1 (NY TF-1) were the initial working group that was instrumental in the research and development that made this document a reality.

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Federal Emergency Management Agency Urban Search & Rescue New York Task Force 1 Training Plan

Executive Summary

In December 1993 a joint mobilization/orientation exercise was held between the three agencies that comprise New York Task Force 1 (NY TF-1). These agencies are the New York Fire Department (FDNY), New York Police Department (NYPD), and the New York City Emergency Medical Services (NYC*EMS). As a follow-up to this exercise, an after action briefing took place in January, 1994. As a result of the after action briefing it was decided to draft a comprehensive written development plan to address the training issues. This was necessary to meet Federal OSHA & FEMA training requirements for US&R Task Forces. Follow-up meetings were held throughout 1994 by a working group established and tasked with developing the multi-year plan addressing the training issues. During this period each agency would continue to train on its own independently. The reasons for this were purely financial and logistical. It would also keep all members of New York Task Force 1 (NY TF-1) at a high level of competency and identify deficiencies that could be easily corrected. These would be corrected at the agency level.

Logic

New York Task Force 1 (NY TF-1) is unique in several ways:

- Its team members come from several different agencies that operate independently with similar SOPs and training requirements
- Each agency has a different role and responsibility in the City's Emergency Response Plan, but, together form an integrated response system
- Its team members have many years of training & experience in handling the types of work tasks that would be required if a FEMA deployment were to occur.
- Many team members have additional knowledge and skills that are not necessary for the FEMA US&R Task Force but are relevant and might be needed to address typical US&R Operations.

In order for the training plan to be credible, a strategy had to be developed to identify how much training was necessary and how (NY TF-1) would evaluate its competency. Since the Federal Regulations say that both knowledge and skills are necessary, two different methodologies would be needed to address both these issues. Qualified instructors from (NY TF-1) at the state and national level would be used to develop the plan. We began to assemble course syllabuses and lesson plans of different training programs in the state as well as nationally. This would be our justification to warrant the modules and lesson plans that we feel are necessary to train (NY TF-1) It would also help illustrate to OSHA & FEMA that the development of the plan and the methodologies that would be employed to train (NY TF-1) were valid. As part of the development (NY TF-1) would identify its goals, identify the objectives with completion dates that would help us meet our goals and describe the methodologies that would be employed to meet the objectives.

<p style="text-align: center;">New York Task Force 1 (NY TF-1) Our Goals, Objectives & Methodologies</p>
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Goals

- To train (NY TF-1) to a high level of competency in the knowledge & skills necessary to operate as part of FEMA's US&R Task Force and comply with health & safety issues as required by Federal Regulations
- To develop a living document that outlines how (NY TF-1) will address the necessary training issues, improve coordination and implement that training.
- To identify our 5 year plan and review it on a regular basis, to make sure our that it is realistic & reasonable and can be met by the timetables we set.
- To amend our training plan as necessary when deficiencies are found in our training plan, when new technology becomes available and/or when regulatory requirements, changes in standards or directives from FEMA make it necessary to do so.

NOTE: Since our goals are very broad we have listed several objectives that will help the (NY TF-1) meet our goals. Each objective and methodology that has work that is not entirely completed is underlined so all members of (NY TF-1) and the working group know that this part of the plan needs to be completed.

Objectives

- Objective #1 Assign a working group to review what is necessary.
- Objective #2 To improve coordination of the training
- Objective #3 To draft a training plan
- Objective #4 To review the training plan
- Objective #5 To revise the training plan
- Objective #6 To develop training modules
- Objective #7 To develop lesson plans
- Objective #8 To develop a method for evaluating competency
- Objective #9 To identify the team members who need to be trained through competency testing
- Objective #10 To identify what training will be required for each individual.
- Objective #11 To develop and prioritize a time line and a Preliminary Five Year Training Plan

1994

- Develop initial working Group
- Identify goals for the 5 year training plan
- Identify the objectives to meet the goals
- Formulate 5 year training document
- Gather existing lesson plans from participating agencies
- Identify the training required for each individual
- Develop methods for testing competency
- Obtain approval for competency testing from PESH
- Continue agency level training
- Conduct one (1) Call Out and Notification Procedure Exercise

1995

- Draft Training Plan Submitted
- Review & revise the training plan
- Develop needed lesson plans
- Develop competency testing for the knowledge requirements
- Develop performance evaluations for the skills requirements
- Continue agency level training
- Conduct one (1) Full Field Operations Exercise
- Conduct one (1) Call Out and Notification Procedure Exercise

1996

- Mobilization to Point of Departure Exercise
- Continue agency level training
- Conduct two (2) Full Field Operations Exercise
- Conduct two (2) Call Out and Notification Procedure Exercise
- Conduct one (1) Aircraft Loading and Flyaway Procedure Exercise
- Complete competency testing for the knowledge requirements at agency level
- Complete performance evaluations for the skills requirements at agency level
- Review training plan and amend as necessary

1997

- Mobilization to Point of Departure Exercise
- Continue agency level training
- Conduct two (2) Full Field Operations Exercise
- Conduct two (2) Call Out and Notification Procedure Exercise
- Conduct one (1) Aircraft Loading and Flyaway Procedure Exercise
- Complete competency testing for the knowledge requirements at agency level
- Complete performance evaluations for the skills requirements at agency level
- Review training plan and amend as necessary

1998

- Mobilization to Point of Departure Exercise
- Continue agency level training
- Conduct two (2) Full Field Operations Exercise
- Conduct two (2) Call Out and Notification Procedure Exercise
- Conduct one (1) Aircraft Loading and Flyaway Procedure Exercise
- Complete competency testing for the knowledge requirements at agency level
- Complete performance evaluations for the skills requirements at agency level
- Review training plan amend as necessary and develop the 2nd Five (5) Year Training Plan

Objective
Assigning a Working Group

This objective was easily accomplished. We had many individuals who were well qualified to assist in the development of this plan. Two problems occurred almost immediately and were resolved quickly. First, we came from different agencies and it began difficult to meet. This problem was solved in two ways. The working group at the direction of Raymond Downey (Task Force Leader) would meet on a regular basis and alternate the location so as not to create a burden on any one location or individual. Jack Fanning (logistics Officer) would purchase 3 identical computers set up exactly the same and issue one to each agency. All agencies would develop material at their locations on the exact same programs which would then be collated and kept in the computer assigned to the FDNY logistics. This would save a tremendous amount of time and help all agencies better communicate. The information that would be available would include but not be limited to:

- Individual Training Records
- Training Manuals
- Lesson Plans
- Competency Testing Procedures
- Corrections of Deficiencies
- Qualifications of Instructors

(The team when activated would bring all three (3) computers, the above mentioned information on disk as well as hard copies of all the information. This was being done in the unlikely event of (NY TF-1) being asked to produce training records or other related information By OSHA while deployed)

The working group continues to meet on a regular basis and will do so in the future.

Objective
**To Identify what training will be required
for each individual.**

The working group examined the FEMA US&R Task Force Readiness Evaluation Process to determine what was required. We had found several flaws in areas that were under-developed or non-existent. We not only wanted to comply with the FEMA requirements, but wanted to place the health & safety of the (NY TF-1) members at the top of our priority list. The working group looked at the Code of Federal Regulations (CFR) with particular emphasis being placed on 29 CFR. Based on the equipment that the team was being required to have in their respective inventories. We felt as a group, we had to meet additional training requirements that were not mentioned by FEMA. Regulations that we felt were relevant. These are included in the reference section

Objective
Draft a Training Plan

The initial draft was reviewed by members of the working group who agreed in principle to the goals, objectives and methodologies. Each member of the working group was asked for input and was given an opportunity to review the material and make recommendations to get the draft copy out for all members of the team to review and comment. The Task Force Leaders would then examine the comments and confer with the working group on the best alternatives which would become part of the plan.

Objective
**To Develop and Prioritize a time line and a
Preliminary Five Year Training Plan**

Time lines were selected by the working group to meet the objectives and methodologies. Each years methodologies were reviewed and the working group felt that most of these were achievable only if Moines that would be required for implementation became available. The members of NY TF-1 would work within our resources to achieve this multi-year training plan.

Objective

Review & Revise the Training Plan

Flaws in the Plan Reviewing the training plan is necessary for many reasons. One of the items that would have to be addressed is when members of (NY TF-1) identified flaws in the current training document. The working group would examine the flaw; research what needed to be done to correct the flaw, change the flaw and then notify all NY TF-1 members of the change to bring them up to date on the changes. Making the notifications of the change would be simple because of the data bases now being kept on each individual member.

Changes in Laws, Regulations and Standards would make it necessary to review what is currently taught, identify if NY TF-1 meets the new requirements, and make the changes as necessary. This would not only apply to federal regulations and policy changes by FEMA. The NY TF-1 stated its intention in our goals to make the health and safety of our members our #1 priority. We would look at consensus standards of interested parties such as the NFPA, ACGIH, ANSI, NIOSH, NFA etc....We were committed to provide the standard of care that was necessary and as much as reasonably achievable to meet this goal.

Changes in technology and Engineering Controls would make it necessary to revise the training plan. As new equipment was introduced to NY TF-1 all members would have to be trained, lessons plans amended, evaluation procedures established, members tested for competency with deficiencies corrected, with the equipment then being placed in service. As new Engineering controls are developed that improve operations all members will be trained to improve the safety of operations.

Objective
Develop Training Modules

Some of the training modules already exist, that is to say each agency already trains its members to perform the work tasks expected by FEMA US&R Task Forces. However some of the required FEMA required training material is non existent. The NY TF-1 and its members will continue to develop under developed areas to keep our members fully trained and in a high state of readiness. It is our intention to assemble all the relevant training material from each agency for a particular module. Combine it into one comprehensive training module, review it jointly and amend as necessary and issue it to each agency to continue its in house agency training. This will be done to make sure no voids occur in the training.

Objective
Develop Lesson Plans

As each module is developed, lesson plans will also be developed to be used by the Instructors in each respective agency. Note: It should be mentioned here that the development of the training material for NY TF-1 does not restrict any agency from providing additional training to its members. Its only purpose is improve coordination of the team members when activated and/or deployed and to make sure no gaps in the training exist. All training material will be kept up to date on the NY TF-1 computers with disk and hard copy backup.

Objective
**To identify deficiencies of team members
who need to be re-trained through
competency testing**

Sample of competency testing for the knowledge level:

Evaluation Instructions

1. Very Important: Use only #2 Pencil.
2. Use the answer sheet provided.
3. DO NOT write or mark on this test booklet!
4. On the answer sheet, fill in as follows:
 - **In place of your Name:** Your position in NY TF-1
 - **In place of the Subject:** Course Title that you see at the very top of this page. (Book 5)
 - **In place of the Date:** The date you last attended a school that you were sent to by the FEMA Task Force
 - **In place of the Hour:** List the year you came to NY TF-1
5. Select the ONE (1) answer that is the most correct. Mark the letter on your answer sheet that corresponds with the choice you have selected.

Do not guess, if you are unsure or uncertain go to the next question. You would not be expected to guess in the field at actual operations, do not guess here.
6. This is a non graded evaluation where we are more interested in what is not known to determine what training or retraining is required
7. You will have all the time you need to complete this evaluation. If a run/job comes in while your taking this evaluation simply put your answer key in your folder and get back to it when you come back from the run/job.
8. Completed answer sheets will all go in the same folder marked completed answer sheets. When all are completed they will be sorted by test # and processed on the Scan-Tron System
9. The following breaches of security may invalidate this process
 - Do not discuss this with the other members of NY TF-1 you will only be hurting them and yourself.
 - Do not make copies or notes of the evaluation questions.
 - No conversation is permitted during the evaluation process.