



Emergency Management An Airport CEO's Perspective

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John Paczkowski

Sr VP Homeland Security and National Resilience





Outline

- A changing risk landscape
- What's important and why
- Recent experience - SFO / LAX
- An airport CEO's checklist
- Leadership imperatives
- Closing thoughts on readiness

Changing Risk Landscape

- 9/11 rocked aviation public safety and put focus on airport emergency management
- Growing awareness of a range of threats and hazards to the air transport system
- Heightened scrutiny of airports in a more complex external public safety framework
- Airports are in a highly charged fishbowl of increasing expectations and accountability
- Emergency preparedness can get lost in the competition for priority attention



What's Important and Why

- Conformance with TSA and FAA mandates is not enough to manage airport risks
- Emergency management must be tailored and well integrated among airport partners
- Plans, processes, equipment, and people must be tested to the point of failure
- Relationships, training, and performance under pressure are more vital than plans
- Executive leadership is essential across preparedness, response, and recovery



Lessons Learned from SFO

What Happened...

- Asiana Boeing 747 crashed on approach to runway 28L following a flight from Seoul
- Cartwheeled on impact losing its engines and tail section, coming to rest in the median
- Fire erupted as evacuation was underway, scores of injuries, and one post-crash fatality
- All runways were closed for four hours and flights diverted to other west coast airports
- Runway 10R/28L reopened six days later; repaired, repaved and ahead of schedule



Lessons Learned from SFO

Strengths...

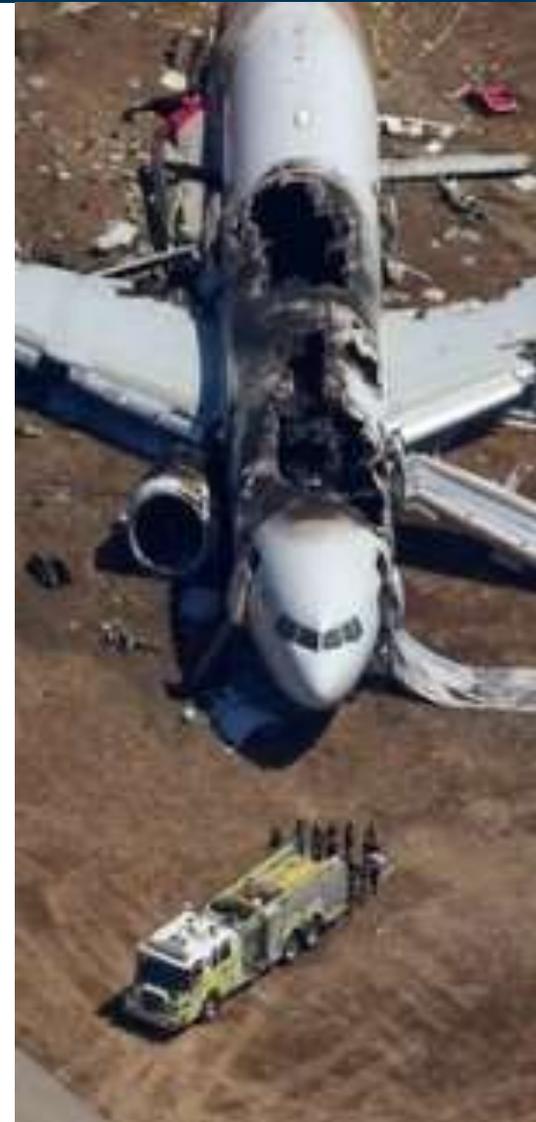
- On-scene cooperation among agencies was effective based on collegial relationships
- Police, fire, and EMS executed individual missions well, enabling a speedy response
- Airfield recovery began early, was well planned, and minimized airfield downtime
- Proactive public communications across all media with good use of social networking
- Leadership highly engaged throughout and SFO core values clearly a contributing factor



Lessons Learned from SFO

Challenges...

- Operational Communications
 - Initial alert notification was fragmented
 - Lacked interoperability and comm plan
 - Sharing of on-scene information stovepiped
- Incident Management
 - Incident command didn't fully evolve
 - Airport EOC didn't realize its potential
- Mass Care and Medical
 - Medical not fully integrated within IC
 - Issues with standardization of triage
 - Survivor accountability was problematic



Lessons Learned from LAX

What Happened...

- TSA Officer was murdered and three others wounded by a lone gunman at Terminal 3
- Triggered one of the largest multi-jurisdictional law enforcement operations in LA region
- About 4,500 people self-evacuated from the scene another 20,000 sheltered in place
- Screening operations resumed 7 hours later airport roadway access reopened in 9 hours
- Lasted almost two days impacting 1,500 flights and nearly 171,000 passengers



Lessons Learned from LAX

Strengths...

- Well established emergency management governance and planning framework
- LAWA PD and LAPD officers responded heroically and with great tactical skill
- There was an immediate and substantial response from agencies across the region
- Unified multiagency command was established and maintained throughout
- Acute awareness of a possible airport-wide threat and focus on public safety across LAX



Lessons Learned from LAX

Challenges...

- Operational Communications
 - Initial alert notification was disjointed
 - Lacked interoperability and comm plan
- Incident Command
 - Incident command was not fully built out
 - No EOC to Command Post interface
 - Resource management not well established
- Response Operations
 - Perimeter security was not flexible
 - Terminal clearing lacked coordination with ops
 - Pax aid and information slow and incomplete



Conclusions From SFO and LAX

- The incident command system (ICS) works but requires training and collegial partnership
- Airport civilian staff, tenants, and partners must be integrated into the ICS framework
- Visible personal leadership plays a key role in success or failure in a major emergency
- Don't assume that systems and processes (alert, radios, etc.) will function as advertised
- Challenges are typically at the seams between agencies and system interfaces



SFO and LAX Reports



General Observations

- ICS improving but issues around integration, joint operations, and decision-making remain
- Info sharing, common operational picture, and ICP/EOC interface still problematic
- Higher public expectations about service and information must be get greater consideration
- It all begins with sound governance, focused preparedness, and ongoing risk management
- Important for airports to ensure they are fully embedded in the larger regional framework



A CEO's Checklist

- Is accountability clearly assigned and a strong, collaborative, and ongoing framework in place?
- Has an independent risk assessment been done and risk mitigation plan established?
- Are all partners engaged in preparedness activities across a range of hazard scenarios?
- Are there enough trained personnel to scale incident command and are senior leaders prepared to fill vital roles in the ICS structure?
- Have systems and processes been critically evaluated and/or tested to point of failure?



Leadership Imperatives

- Stress partnerships and collaboration and find common ground in shared appreciation of risk
- Emphasize an integrated approach to public safety and remove functional walls or silos
- Communicate that meeting regulations is not sufficient and to critically look for weaknesses
- Demonstrate emergency management is a leadership priority and shared responsibility
- Challenge yourself as to whether you are personally ready and know your role



Murphy's Law

The questions you don't ask are the ones you will have to answer.

The event you plan for is not the one you will respond to.

**John Paczkowski
Senior Vice President
Homeland Security and National Resilience
ICF International**

Office: 703-934-3717

Mobile: 703-789-3480

E-mail: john.paczkowski@icfi.com