Establishing a Coordinated Local Family Assistance Program for Airports

Wednesday, September 26, 2018
2:00-3:30 PM ET
Purpose

Discuss research from the [Airport Cooperative Research Program (ACRP)](https://www.acrp.org)’s [Research Report 171: Establishing a Coordinated Local Family Assistance Program for Airports](https://www.acrp.org/publications/rr171).

Learning Objectives

At the end of this webinar, you will be able to:

- Understand the fundamental elements of an effective airport disaster family assistance program
- Understand the roles of key stakeholders in disaster family assistance response, and strategies for establishing a successful stakeholder working group
- Identify how to access and use the materials included in the toolkit to develop, refine, train, and exercise an airport family assistance program
ACRP is an Industry-Driven Program

- Managed by TRB and sponsored by the Federal Aviation Administration (FAA).
- Seeks out the latest issues facing the airport industry.
- Conducts research to find solutions.
- Publishes and disseminates research results through free publications and webinars.
Five Ways to Get Involved!

1. Join the ACRP IdeaHub community
2. Volunteer for a project panel
3. Prepare a research proposal
4. Answer an ACRP survey
5. Apply the research results

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Current Opportunities to Get Involved!

Acrp
Ambassador

• Become an ACRP Ambassador!
  ➢ Attend industry events near you at minimal expense.
  ➢ Network, share experiences, and collaborate with fellow industry practitioners.
  ➢ Bring knowledge back to your own institution, agency, or employer.
  ➢ Gain a deep understanding of ACRP and help shape its future.
  ➢ Make a difference and give back to the airport industry.

Apply by **November 2, 2018** for next year’s program.
Upcoming ACRP Webinars

**October 11**
Understanding the Challenges of Airport Drinking Water Quality Events

**November 5**
Unmanned Aerial Systems at Airports

**November 14**
LED Airfield Lighting System Operation and Maintenance
Additional ACRP Publications Available on Today’s Topic

Report 12: *An Airport Guide for Regional Emergency Planning for CBRNE Events*

Report 22: *Helping Airport and Air Carrier Employees Cope with Traumatic Events*

Report 73: *Airport-to-Airport Mutual Aid Programs*

Synthesis 60: *Airport Emergency Post-Event Recovery Practices*

Synthesis 72: *Tabletop and Full-Scale Emergency Exercises for General Aviation, Non-Hub, and Small Hub Airports*

Visit online: [www.trb.org/ACRP](http://www.trb.org/ACRP)
Today’s Speakers

Sue Warner-Bean, Ken Jenkins, and Jennifer Stansbury Miller
NavAid Crisis Consulting Group

Trish Tucker
Reno-Tahoe Airport Authority

Ashlee Herring Delventhal
Denver International Airport

Presenting Report 171:
Establishing a Coordinated Local Family Assistance Program for Airports
ACRP Report 171: Establishing a Coordinated Local Family Assistance Program for Airports

Sue Warner-Bean
NavAid Crisis Consulting Group
Sue Warner-Bean
Principal Investigator

- Principal // Crisis Response Strategist
  NavAid Crisis Consulting Group

- Instructor – Family Assistance
  USC Aviation Safety & Security Program

- Former Director of Emergency
  Response Planning, Alaska Air Group
Co-Researchers / Co-Authors

Ken Jenkins
• Principal // Crisis Response Strategist
  NavAid Crisis Consulting Group

Jennifer Stansberry Miller
• Principal // Crisis Response Strategist
  NavAid Crisis Consulting Group
ACRP Report 171: Establishing a Coordinated Local Family Assistance Program for Airports

Webinar Agenda

Introduction to ACRP Report 171
- Background and purpose
- Guidebook familiarization
- Toolkit familiarization

Implementation case studies
- Denver International Airport
- Reno-Tahoe Airport Authority

Questions & Answers
ACRP Report 44
Oversight Panel

David E. DiMaria, Wayne County Airport Authority
Carlos Lopez, Skywest Airlines
Andrea Chiroff, Empathia, Inc.
David McCurdy, Tarrant County Administrator’s Office
Hilary Fletcher, Jviation Inc., Panel Chair
Trish Tucker, Reno-Tahoe Airport Authority
Michael Crook, NTSB TDA Liaison
Matt Cornelius, Airport Council Int’l - NA Liaison (not pictured)
Keri Lyn Lyons, FAA Liaison (not pictured)
ACRP Report 171: Establishing a Coordinated Local Family Assistance Program for Airports

- Addresses legislated and non-legislated events
- Presents standardized terminology and definitions
- Provides strategic guidance on program development
- Identifies key response stakeholders, roles and responsibilities
- Provides both “big picture” and detailed guidance
- Addresses crisis communications plans
- Includes comprehensive toolkit with checklists, planning aids, forms, trainings, and exercise materials
- Published May 2017
Background

1980s and 1990s:

• High profile crashes with shortcomings in family assistance response
• Families lobbied congress
• Aviation disaster family assistance laws passed

Stansberry visits White House; Clinton signs bill to aid families

Airline reform
Crash victims’ families want better, faster answers

changed industry
The Problem

Airports’ roles and responsibilities were not addressed.
“...to simply tell people they had to keep waiting for the airline team to arrive from headquarters and then they would be given information was insufficient.”
Methodology

Literature Review

Interviews and Surveys

26 airports

8 air carriers

37 family members and survivors
Appendix 1: Abbreviations
Appendix 2: Key Terms and Definitions
Appendix 3: Planning Aids, Forms & Checklists (describes toolkit content)
Appendix 4: Training Materials (describes toolkit content)
Appendix 5: Exercise Development & Facilitation Tools (describes toolkit content)
Appendix 6: Research Results
Overview | Process and Terminology

PGA
Passenger Gathering Area

FRC
Friends & Relatives Center

FAC
Family Assistance Center
ACRP Research Report 171:
Establishing a Coordinated Local Family Assistance Program for Airports

Transportation Research Board’s (TRB) Airport Cooperative Research Program (ACRP) Report 171: Establishing a Coordinated Local Family Assistance Program for Airports provides airports with guidance and tools to develop a coordinated, compassionate, multi-stakeholder response to survivors and loved ones in the event of an aviation disaster.

The guidebook addresses the entire preparedness, response, and recovery cycle, providing insight on strategic planning and on roles and responsibilities of the airport and other responding organizations. It includes information and job aids for managing the local family assistance response: set-up and operation of the Passenger Gathering Area and Friends and Relatives Center, developing a family assistance communication plan, and strategies to address the logistical, informational, and emotional needs of affected survivors and families at the airport.

Guidebook highlights:
- Family Assistance Program Development
- Roles and responsibilities following an aviation crash
- Information management and communications
- Operations and logistics
- Case studies highlighting best practices and lessons learned

The guidebook is accompanied by a toolkit that includes:
- Customizable checklists and forms airports can use to support their Family Assistance Program,
- Training courses that provide an overview of the guidebook,
- A Homeland Security Exercise and Evaluation Program (HSEEP)-compliant materials,

and more. View TOOLKIT materials.
Guidebook Overview

Case Study Video

Crisis Communications Overview: Family and Survivor Support
Customizable, HSEEP-compliant materials for tabletop, functional and full-scale exercises

Templates for all supporting documents, such as:

- Situation Manual
- Exercise Plan
- Handbooks and Participant Guides

Exercise Presentation templates, including:

- Initial, Midterm, and Final Planning Meetings
- Briefings for actors, observers, players
For additional information:

ACRP Report 171
Establishing a Coordinated Local Family Assistance Program for Airports

• Sue Warner-Bean
  - sue.warner-bean@navaidccg.com

Ashlee Herring Delventhal, C.M.

- Airport Operations, Assistant Director, Training and Exercise Design
- Founder/Lead, DEN Emergency Working Group
DENVER INTERNATIONAL AIRPORT

- Annual passenger traffic: 61.4 million 2017
- Air traffic: ~1600 flights per day to 200+ destinations
- Max monthly passengers: 2.14 million July 2018
- Busiest screening day: 76,913 July 26, 2018
NEED FOR FAMILY ASSISTANCE

- Mass Care Series - Workshop, Seminar, and Tabletop (2016)
- Family Assistance Tabletop Exercise (2017)
- Part 139 Full Scale Exercise (2017)
FIRST STEPS

• Emergency Working Group founded April 2016
• Initial focus on airline coordination, building relationships
2017 PART 139 FULL SCALE EXERCISE

- Family Assistance was successful
- One affected carrier, with on site support from eight carriers
- Good coordination, but needed structure
LEGACY HIGH BUS CRASH

- Varsity and Jr Varsity football teams
- 1 fatality (driver), 18 injuries (minor students)
- Reiterated the need for an all hazard family assistance plan
BUILDING AN ALL HAZARD PLAN

• Emergency working group already established
• Transitioned to a Family Assistance focus
• Added Emergency Preparedness Quarterly
• One year family assistance workplan using ACRP 171 as a blueprint
WORKGROUP MEMBERS

- American Red Cross
- CCD Office of Emergency Management
- CCD Office of Behavioral Health Strategies
- DEN Airside Operations
- DEN Concessions
- DEN Customer Service
- DEN Security
- DEN Technologies
- DEN Training and Exercise Design
- DEN Terminal Operations
- Denver Fire Department ARFF
- Denver Paramedics
- Denver Police
- Denver Public Health
- Frontier Airlines
- Lufthansa
- United Airlines
<table>
<thead>
<tr>
<th>PHASE</th>
<th>TIMEFRAME</th>
<th>TASK</th>
<th>REFERENCES</th>
<th>TOOLS</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>April 2018</td>
<td>Establish working group, review existing plans, SWOT analysis</td>
<td>• ACRP Guide Section 2</td>
<td>• Developing the Airport Family Assistance Plan</td>
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<tr>
<td>2</td>
<td>May 2018</td>
<td>Identify organizations, resources, partners, facilities, airport responders, accessibility</td>
<td>• ACRP Guide Section 3</td>
<td>• Potential Local Resources and Responding Agencies</td>
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<td>3</td>
<td>June 2018</td>
<td>Relate roles and responsibilities to response phases</td>
<td>• ACRP Guide Section 4</td>
<td>• EOC Airport Family Assistance Checklist • Time and event log • Airport Family Assistance Org Chart • Responder Readiness • Working with Affected Friends, Families, and Survivors</td>
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<tr>
<td>4.1</td>
<td>July 2018</td>
<td>Operations and Logistics: Overview</td>
<td>• ACRP Guide Section 7 • Appendix 3</td>
<td>• Time and event log • Go-Kit Supplies for PGA and FRC</td>
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<td>4.2</td>
<td>August 2018</td>
<td>Operations and Logistics: Passenger Gathering Area</td>
<td>• ACRP Guide Section 7 • Appendix 3</td>
<td>• Passenger Gathering Area Operations Checklist • Passenger Information Form • Sign-in Form • Unaccompanied Minor Data Collection Form • Passenger Gathering Area Briefing – Airlines • Passenger Gathering Area Briefing – Airport • Passenger Gathering Area Trifold • Schematic PGA Room Overview</td>
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<td>4.3</td>
<td>August 2018</td>
<td>Operations and Logistics: Crew Reception Area</td>
<td>• ACRP Guide Section 7 • Appendix 3</td>
<td>• Passenger Information Form</td>
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<td>4.4</td>
<td>September 2018</td>
<td>Operations and Logistics: Friends and Relatives Center</td>
<td>• ACRP Guide Section 7</td>
<td>• Friends and Relatives Center Operations Checklist</td>
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## WORKPLAN USING 171

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<tr>
<th>Column 1</th>
<th>Column 2</th>
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</table>
| 4.5      | October 2018 | Operations and Logistics: Forms | • ACRP Guide Section 7  
• Appendix 3 | • All forms and checklists |
| 4.6      | October 2018 | Operations and Logistics: Badging | • ACRP Guide Section 7  
• Appendix 3 |
| 4.7      | October 2018 | Operations and Logistics: Parking | • ACRP Guide Section 7  
• Appendix 3 |
| 4.8      | November 2019 | Operations and Logistics: Reunification | • ACRP Guide Section 7  
• Appendix 3 | • Reunification Checklist  
• Passenger Crew Status Report  
• Sign-in Form |
| 4.9      | November 2019 | Operations and Logistics: Additional Considerations | • ACRP Guide Section 7  
• Appendix 3 |
| 5.1      | December 2019 | Communications Plan | • ACRP Guide Section 5 | • Communications Checklist |
| 5.2      | December 2019 | Survivor and Friends and Family Communications Plan | • ACRP Guide Section 6  
• ACRP Crisis Communication ppt | • Family Assistance Briefing Considerations  
• Friends and Relatives Center Briefing – Airlines  
• Friends and Relatives Center Briefing - Airport |
<p>| 6        | January 2019 | Recovery | • ACRP Guide Section 9 | • Site visit checklist |
| 7.1      | March 2019 | Draft Plan Complete |
| 7.2      | March 2019 | Review of Draft Plan |
| 7.3      | April 2019 | Final Plan Complete and Approved |</p>
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<thead>
<tr>
<th>HELPFUL</th>
<th>HARMFUL</th>
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<tr>
<td><strong>STRENGTHS</strong></td>
<td><strong>WEAKNESSES</strong></td>
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<tr>
<td>• A lot of resources</td>
<td>• Isolated/remote</td>
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<td>• Internal communications</td>
<td>• Reunification</td>
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<td>and notifications</td>
<td>• Lack of space</td>
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<td>• CATS program</td>
<td>• Security – restriction of movement</td>
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<td>• Partnerships with airlines</td>
<td>• Construction – Great Hall Project/</td>
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<td>• Training and education</td>
<td>Concourse expansion</td>
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<td>• Resources 24hrs per day</td>
<td>• Hospitals and medical connection</td>
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<td>• Strong Operations group</td>
<td>• Feds vs local politics</td>
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<td>• RTD train – can move</td>
<td>• Lack of staff emotional support</td>
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<tr>
<td>people</td>
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<td>• Busing Contingency</td>
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<td><strong>OPPORTUNITIES</strong></td>
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<tr>
<td>• Build overarching plan</td>
<td><strong>THREATS</strong></td>
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<tr>
<td>• Identify resources</td>
<td>• Time</td>
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<tr>
<td>• Use technology to connect</td>
<td>• Transient population</td>
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<td>out of town families</td>
<td>• Social media</td>
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<td>• Build relationships</td>
<td>• Chaos effect</td>
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<td>• Annual or refresher training</td>
<td>• Loss of communications</td>
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<td>• Trauma informed training</td>
<td>• Loss of power</td>
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<tr>
<td>• Reach out to other airports</td>
<td>• Cyber Attack</td>
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<td>• Partnership with CCD OEM</td>
<td>• Recovery of reputation</td>
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<td>• Connections with FLL and</td>
<td>• Human trafficking – separated children,</td>
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<td>other airports</td>
<td>unaccompanied minors</td>
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<tr>
<td>• DPRD Crisis Services</td>
<td>• Volunteers, donations, memorials (if</td>
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<td>Division</td>
<td>not properly planned for)</td>
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<tr>
<td>• District Attorney</td>
<td>• People take advantage of victims and</td>
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<tr>
<td>• Review other airport plans</td>
<td>families</td>
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<tr>
<td><strong>EXTERNAL</strong></td>
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LESSONS LEARNED

• Reception area plans will take longer than expected
  • Triggers support functions
• Identifying team make-up and leadership
  • Team engagement and training is an ongoing activity
• Overwhelming at the start.
  • Plan in segments. Use ACP 171 to break it down into pieces
Trish Tucker
Family Assistance Co-Lead
Reno-Tahoe Airport Authority

- Manager of Air Service Development & Community Engagement, Reno-Tahoe Airport Authority
- Manager of Public Relations & Customer Service, Reno-Tahoe Airport Authority
- Manager of Customer Service, Southwest Airlines (El Paso International & Reno-Tahoe International airport stations)
Reno-Tahoe Airport Authority

- Reno-Tahoe Airport Authority (RTAA) – owners & operators of
  - Reno-Tahoe International Airport (RNO)
    - Annual passenger traffic: 4 million, 2017
    - Air traffic: 9 airlines with 130 daily flights to 23 non-stop destinations
  - Reno-Stead Airport (RTS)
    - 5,000 acre general aviation facility
    - Home of the National Championship Air Races & an FAA Designated UAS test range
Why Airport Authority Focus on Family Assistance?

- Per Federal Aviation Regulations (FAR) Part 139 – the RTAA tests the Airport’s Emergency Plan (AEP) on a triennial basis with a full-scale exercise
- 20+ year focus on Family Assistance due to
  - Small hub with limited resources
    - Southwest is largest air carrier with 47% of flights
    - Many airlines have contracted ground handlers running their operations
  - Location – closest commercial airport 2 hours away
- May 25, 2011 – Executed a full-scale disaster exercise with 18 local agencies
  - Tested Washoe County Multi-Casualty Incident Plan
  - Included activation of a Family Assistance Center
- Less than 4 months later – Training put into action
National Championship Air Races 2011

- September 16, 2011 – Planes fly 450 mph, 75 feet off the ground
- A P-51 Mustang crashed into spectators. 10 people killed and 69 others injured
National Championship Air Races 2011

- Challenges included an “open population” and who would take the lead with the media and running a Family Assistance Center (FAC)
  - RTAA does not put on or organize the races
  - The National Championship Air Races are coordinated by a private organization
  - Washoe County did not have a FAC plan for a mass casualty incident
A Community on the Mend

This Sept. 16, 2011 file photo shows debris from the plane that crashed at the Reno Air Races are seen scattered in front of the grandstand at the Stead Airport in Stead, Nev. Federal investigators are looking at evidence that a piece fell off a modified World War II-era racing aircraft as it climbed, rolled and spectacularly crashed nose-first into spectators, killing 11 during air races in Reno. (Andy Barron/RGJ)

James L. Connell offers flowers at the memorial at Reno-Stead Airport for victims of Friday's tragedy where a plane carrying eight people plummeted into the stands after its fuel lines ruptured. Photos: AP Images
Preparing for the 2017 Triennial Exercise

- March 8, 2017 – FRC/FAC in-house training
  - Incorporated Draft ACRP Research Report 171 Information & Videos
    - Showed ACRP 06-03 Case Study Video
    - Presented PowerPoint on “Crisis Communications Overview – Family & Survivor Support”
    - Shared Family Assistance Program Support Materials
      - Planning Aids, Forms, Checklists & Trifolds
  - April 4, 2017 – The National Transportation Safety Board (NTSB) held a Family Assistance Workshop for the region
2017 Triennial Exercise

• April 27, 2017 - Triennial Exercise Family Assistance Focus
  • Friends/family intake form that is multifunctional – used for airport, airline & hospital
    • Attempt not to duplicate requested information
  • In-terminal emergency customer service team
    • Not only to direct friends & family to FRC and/or FAC
    • Helps with in-terminal operational challenges & customer service issues
    • Provides eyes and ears “in the field”
Looking Forward

• RTAA preparations for the next Triennial Exercise - Spring 2020
  • Develop quarterly meeting schedule with community partners
  • Combine the RTAA WebEOC with County WebEOC
  • Hold a specific pre-triennial FRC/FAC Table Top Exercise
  • Focus on Passenger Gathering Area (PGA)
Suggestions:

• Fit program to your airport
  • Take what you want, tweak what you want, discard what you don’t want – It is all just a guide

• Building your team
  • Be choosy – not everyone is a good fit
  • Build bench strength – the event may last awhile and/or staff could be on vacation
  • Keep training – turn-over & new hires necessitate this

• Enhancements
  • Always look to improve
  • This is a work in progress

• Partner with your airlines!
Today’s Participants

- Hilary Fletcher, Jviation, Inc., hilary.fletcher@jviation.com
- Sue Warner-Bean, NavAid Crisis Consulting Group, sue.warner-bean@navaidccg.com
- Ashlee Herring Delventhal, Denver International Airport, ashlee.delventhal@flydenver.com
- Trish Tucker, Reno-Tahoe Airport Authority, ttucker@renoairport.com
- Jennifer Stansberry Miller, NavAid Crisis Consulting Group, jen.stansberrymiller@navaidccg.com
- Ken Jenkins, NavAid Crisis Consulting Group, ken.jenkins@navaidccg.com
Panelists Presentations


After the webinar, you will receive a follow-up email containing a link to the recording
Get Involved in ACRP

• Submit a research idea to ACRP.
• Volunteer to participate on a project panel.
• Prepare a proposal to conduct research.
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• Take part in the Champion or Ambassador Programs.

For more information:
http://www.trb.org/acrp/acrp.aspx
TRB turns 100 on November 11, 2020

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- Promote the value of transportation research;
- Recognize, honor, and celebrate the TRB community; and
- Highlight 100 years of accomplishments.

Learn more at www.TRB.org/Centennial