Let’s work together - Airport emergency working groups

Wednesday, February 19, 2020
2:00-3:30 PM ET
Learning Objectives

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

• Describe a systematic approach to fuel pricing that builds in direct and indirect costs
• Evaluate fuel sales and effectively communicate results with stakeholders
• Discuss the legal and operational issues associated with fuel farms
• Identify the governance documents and ownership models airports use to operate fuel farms
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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Today’s Speakers

• Keila Walker-Denis, keila.walker@goaa.org
• Jim Smith, JFSmith@SWVA.net
• Robert Merrill, robert.merrill@united.com
• Hank Shaw, HShaw@massport.com
Let’s Work Together: Airport Emergency Working Groups

James F. Smith, PhD, P.E.
Robert Merrill
Harold Shaw
Presenter & Principal Investigator: James F. Smith

- President, Smith-Woolwine Inc.
- Author or co-author of 17 ACRP reports and syntheses
- Former consultant to airports and airlines on emergency planning
- Former Technical Director, Port Resiliency Program for Caribbean, Mexico, and Central America
Co-Presenter: Robert Merrill

- Co-Chair, SFO EWG
- His airline’s Area Manager, Ramp Operations
- Member, Emergency Response Team for his airline at SFO
- Deployed for Asiana 214 as responding airline
Co-Presenter: Harold H. Shaw

- Chief Security Officer, Director of the Corporate Security & Emergency Preparedness Department, Massachusetts Port Authority
- Former Special Agent in Charge of the FBI Boston Division
- Special Agent in Charge of the Counterintelligence Division of FBI New York Division
ACRP Synthesis 99 Oversight Panel

Stewart Dalzell, Massport, Boston, MA
Kirk A. Demers, Virgin Australia International Airlines, Los Angeles, CA
Sergey Kireyev, Oviedo, FL
Carlos Lopez, SkyWest Airlines, Woodland, CA
Keila Walker-Denis, Orlando International Airport, Orlando, FL
Keith Bagot, FAA Liaison
Marc Tonnacliff, FAA Liaison
Gail Staba, ACRP Senior Program Officer
An EWG is

• A collaborative arrangement between an airport and its airlines, and sometimes among an airport, airlines, and other agencies and organizations that train and mobilize volunteers to support either the legislated airline or the airport with family assistance

• One method to promote collaboration, cooperation, and communication at an airport
ACRP Synthesis 99: Emergency Working Groups at Airports

- Emphasizes the essential role of collaboration in airport and airline preparedness, response, and recovery from emergencies.
- Documents development and activities of emergency working groups (EWGs) at U.S. airports.
- Presents five other types of collaborative arrangements as alternatives to EWGs.
- Presents decision tree for deciding if an EWG is desirable at your airport.
- Includes a checklist for starting and sustaining an EWG.
- Published July 2019.
DATA SOURCES

- Literature review
- Interviews with 25 U.S. airports during September-December 2018

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- Interview with NTSB
- Five case examples: LAX, SEA, BOS, RSW, and PNS
EWGs are evolving fast and were found in all stages of development

- As of December 2018, 14 airports had operational or nascent EWGs
- Earliest efforts grew out of realization of need to coordinate in wake of 9/11
- Asiana 214 crash at SFO in 2013 ‡ SFO EWG
- More momentum from active shooter incidents ‡ all-hazards EWGs
- Importance of experience sharing at conferences
- International interest
Six ways to provide family assistance during 12 to 24 (or 48) hours before legislated airline’s care team arrives

- EWG
- A culture of collaboration
- Airport manages emergency response and family assistance working 1:1 with each airline
- Airport encourages airlines to make airline-to-airline mutual aid arrangements
- Airport manages entire family assistance response using its own employees and possibly traditional mutual aid partners (e.g., LE, EMS, fire, ARC)
- Airport uses a contractor for family assistance
Robert Merrill, who co-leads the EWG at SFO, will now introduce their program to you as if you were a new airline or a potential volunteer.
Emergency Working Group (EWG)

SFO EWG RESPONSE TEAM TRAINING
SUPER BOWL EVENT
EVACUATION
DEMONSTRATIONS
AIRCRAFT ACCIDENT
ACTIVE SHOOTER
SFO EWG RESPONSE TEAM TRAINING
Objectives

- What is the EWG?
- When is this group needed?
- Where can the EWG help?
- What can the EWG do to help?
- Partnerships and Resources
- EWG Go Bag
- How do you get activated?
- EWG Command Center Location
- What to bring
- Your Role
- Emergency Response Basics
## EWG Participants

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<td>Menzies Aviation</td>
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<td>American Airlines</td>
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What is EWG?

Representatives from the airport community who are trained to respond and support each other in the event of an emergency.
When is the EWG Needed?

Whenever assistance is needed due to an aircraft accident or large scale event (planned or unplanned).
Where can the EWG Help?

- In the Friends and Relative Reception Center (FRC)
- Passenger Reception Center (Survivor Center)
- Reunification Center
- Airline Command Center
- EWG Command Center
What can the EWG do to Help?

- Sit with friends and relatives in the FRC and fill out forms
- Sit with passengers/survivors in the PRC and fill out forms
- Act as escorts
- Gather supplies needed in the reception centers, command centers or EOC's
RECAP

EWG PARTICIPANTS
WHAT IS EWG?
WHEN IS THE EWG NEEDED?
WHERE CAN THE EWG HELP?
WHAT CAN THE EWG DO TO HELP?
How do you get activated?

**GroupMe** is an application which allows 2 way messaging with large groups via a smart phone or desktop.

Once you complete the training and join the **Response Team**, you will be added to the GroupMe chat.

If an event occurs requiring activation, you will:

1) be alerted via this chat
2) receive instructions on where to respond

**As a reminder – please do not self-deploy!**
EWG Command Center

EWG COMMAND CENTER

Emergency Working Group
SFO EWG RESPONSE TEAM TRAINING
EWG Go Bag

Go Bag Contents
- Vests with EWG logo
- Forms (friends & relatives, passenger)
- Wristbands
- Clipboard
- Pens & paper

What to Bring
- Cell phone chargers
- Airport badge
Your Role

Initial Deployment Steps
- Report to the EWG Command Center where you will:
  - Provide your cell phone number to EWG Command Center Leader
  - Get the EWG Command Center contact #
  - Determine your response location

Once at your response location, you will:
- Escort
- Assist with filling out forms
- Collect supplies and resources
- Scribe
- Assist with administrative duties
- Other duties as requested

Questions? Contact the onsite EWG Team Leader or EWG Command Center
Emergency Response Basics

Meet family members where they are (i.e. sit if they are sitting)

Introduce yourself – remove any company branding

It is OK to say "I am so sorry for what you are going through." or "I know this must be difficult."

Let family members know that the FAC is the best place to get reliable, up-to-date information

Offer passengers and family members food & beverage

ASK THEM what they need or if there is anything you can do for them at this time

DO NOT self-deploy to one of the reception centers. Follow the directions provide via GroupMe

Patience is key

Keep in mind any culture differences / best practices

Let the airline involved take the lead in any area.
Practice purposeful and timely self-care. Take breaks. Be honest about emotional and physical impact of the incident.
Partnerships and Resources

American Red Cross, Bay Area Chapter
- Mental Health Services
- Clergy Services
- Assist with patient tracking/coordination with the hospitals
- Provide needed supplies

SFO Emergency Management
Next Steps

How do you join?

SurveyMonkey

sfoewg@gmail.com

Core Team Introduction

- Meet every second Tuesday of the month from 1145-1315.
- Work through action items and get stuff done
- Committed attendance & participation
- Build upon and discuss overall EWG response plan
- Participate in SFO exercises
Thank you for attending!
Hank Shaw, Massport Chief Security Officer, will now describe the program at BOS:

- Daily engagement promotes and sustains the airport’s culture of collaboration.
- The effort at BOS grew out of a meeting on the afternoon of September 11, 2001.
Boston Logan International Airport

- BOS has 41 separate airline operators, of which 32 are non-U.S. carriers. Many airlines have only one or two flights a day, but these are often wide-body aircraft with many passengers.
- Some airlines have small footprints at BOS in terms of on-site airline employees.
- BOS has strong mutual aid arrangements with more than 110 local partners.
- BOS is primarily an O&D airport with many international passengers.
BOS did not consider forming an EWG because the purposes and benefits of an EWG were already present at the airport. Three factors appear to account for this:

(1) a strong culture of collaboration among all stakeholders at BOS that dates back to the immediate aftermath of 9/11;

(2) being one of the first airports to create an airport family assistance program; and

(3) a policy of strongly urging airline-to-airline mutual aid for family assistance.
The centerpiece of BOS’s culture of collaboration is the daily morning brief that has occurred at 8:30 a.m. every day since 9/11.
BOS MORNING BRIEF

Director of Aviation presides.

Duration less than 30 minutes unless something unusual is happening or expected to happen.

Person presiding asks department by department, agency by agency, and airline by airline if there is anything the group needed to know that day. People with an issue speak up and state what help or accommodation they need.

Focus is maintained on solutions, not on problems.

From its beginning, the morning brief has been all-hazards.

Always conducted as a fault-free forum.

Short-term working groups come together for specific objectives. Such working groups always include airlines.
Orienting New Participants/Sustaining Collaboration

- New station managers, new key agency personnel, and significant visitors are introduced at the morning brief.
- The details of the morning brief are given to each new station manager when he or she arrives at BOS.
- The same in-brief explains the culture of collaboration at the airport and what the airline can expect from the airport, other airlines, agencies, and other stakeholders.
Boston Logan International Airport

Related programs

✈ BOS Family Assistance Program

✈ Encouragement of mutual aid within airline alliances

✈ Encouragement of non-alliance airlines to partner with established airlines with large footprints at BOS
WHO BENEFITS FROM COLLABORATION?
TIMELINE TO CREATE AN EWG

Selling
Organizing & FA Planning
Training, Exercising, Evaluating & Revising
Expanding Scope to All-Hazards

Figure 3. Timeline for EWG Development
Airport emergency management, including an EWG, is all about building relationships and collaboration.

EWGs can further collaboration and relationships.

EWGs almost always are formed to support family assistance in the case of an aircraft accident, but they can later transition into an all-hazards function. Managing this transition takes careful planning and clear communication of goals and objectives.

At least one strong CHAMPION is needed to start an EWG. Champions may be from an airline or the airport’s staff.

An EWG may be a good idea at any Part 139 airport if there are needs in the area of family assistance that are not being met by an existing collaborative or airport-only program.
CONCLUSIONS (Part II)

EWGs are workable at an airport dominated by one carrier or at one without a dominant carrier.

The biggest potential beneficiaries of an EWG are airlines with a small footprint or a virtual airline with zero footprint at an airport; these types of airlines feel least able to participate fully in an EWG.

EWGs can be built from the bottom up (e.g., LAX) or from the top down (e.g., HNL). It may be advantageous for an airport to start with a contact from one of its airlines’ corporate emergency preparedness and business continuity office.

After the 18 to 24 months it takes to establish a functional EWG, it will take continuing efforts to sustain the EWG.
EWG training and meeting agendas need to be relevant, with presentations given by subject matter experts from among the EWG members, from potential members, from outside.

EWGs function best when clearly structured; such structure may be formal or informal.

Like all preparedness programs, EWGs need the application of the continuous improvement cycle: plan, train, exercise, evaluate, and revise.
ACRP Synthesis 99 includes these tools to decide IF you want an EWG and HOW to create and sustain one:

- Criteria for deciding if an EWG is desirable at your airport
- Worksheet/checklist for creating an EWG
- Worksheet/checklist for sustaining an EWG
- Sample EWG operations manual
- Sample NTSB Family Assistance Operations workshop agendas
- Sample airport EWG meeting agendas
- Sample EWG recruiting materials
- Sample org charts showing position of EWGs
THANK YOU
Let’s Work Together: Airport EWGs

Q & A
Jim Smith
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Download ACRP Synthesis 99 at
http://www.trb.org/Main/Blurbs/179619.aspx
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- Seeks out the latest issues facing the airport industry.
- Conducts research to find solutions.
- Publishes and disseminates research results through free publications and webinars.
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