



**FORT LAUDERDALE-HOLLYWOOD
INTERNATIONAL AIRPORT**

BROWARD COUNTY, FLORIDA

January 6, 2017
Active Shooter Tragedy Briefing

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Officer



The Fort Lauderdale- Hollywood International Airport

- Two runways
- Four unit terminals
 - 7 Concourses, 63 contact gates
- Three parking garages (includes RCC)
- 36 million passengers in 2018
 - 19th busiest in U.S. – total pax
 - 9th busiest international
- 18,000+ employees



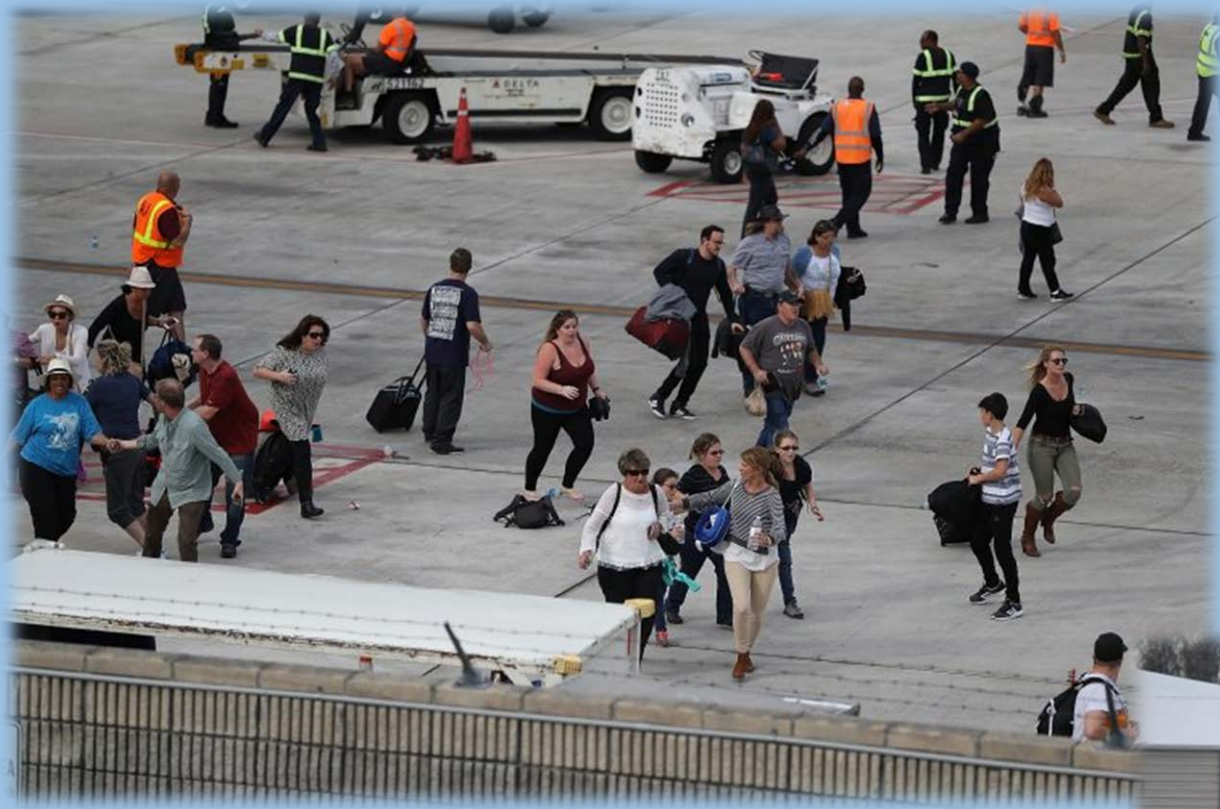
Primary Event

- At 1254L, gunman opened fire in Terminal 2 Baggage claim after loading his weapon in the restroom.
- Five people were shot and killed
- Six people were critically or seriously wounded, 53 total injured
- The Broward Sheriff's Office apprehended suspect in 85 seconds
- Passengers and employees in Terminal 2 self-evacuated or hid in concessions, closets and airline offices.



Second Event

- 90 minutes after primary event, reports of shots fired in multiple locations resulted in a mass self-evacuation of remaining terminals
- FLL was immediately closed
- Airport on lockdown (including responders in the Airport EOC)
- Estimated 2600 law enforcement officers responded
- 24 air carrier aircraft held on the AOA away from the terminal
- County EOC Activated
- Governor's Office notified
- Local, State, National elected officials took interest
- Several hundred media from as far away as China responded







Return to Terminals
Rental Car Return
Parking
↓

TO WEST TO TO
1 595 95
Ft Lauderdale
Port Everglades
↓ ↓

1 SOUTH
Dania Beach
Hollywood
NEXT RIGHT















11:08

76°



Things to Consider

- Passenger/public self-evacuation
- Large LEO Self deployment (Local and regional resources)
- Roadway Traffic
- Communication between Unified Command and EOC
- Post Traumatic Stress Counseling
- Fluidity of Incident
- Communication with Passengers
- Mass media response
- Disruption to normal airport operations/Airport closure
- Local/State/National political interests
- Passenger service and comfort
- Employee Training



Personal Effects Recovery

- BMS Cat used for reclamation
- Initial passenger reaction was negative
- Focus on readily identifiable items
- Airport Staff worked with BMS Cat
- Broward County set up a call center
- Over 10,000 calls taken/Intake form
- Delivering luggage locally to cruise passengers
- Those missing medication
- By January 13 only 1,000 items remained



FLL After Action Plan Next Steps

Together We Prepare for a Better, Safer Tomorrow

After Action Report

Airport CEO requested and Broward County approved/ commissioned a professional consultant firm to conduct an independent, objective and comprehensive study/evaluation report (Ross & Baruzzini)

FLL's After Action Report was released on August 15, 2017 and is now available on our website at FLL.net

Objective/Capability	Recommendations	Action Class	Action Item	Corrective Action	Action Term (Short, Med, Long)	Primary Responsible Organization	Agency Point of Contact	Status	Comments
Objective 1: Airport-Wide Response									
Capability 1.1 – Interoperable Communications: Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, state, and local first responders.									
1.1.1 – Emergency Planning									
1.1.1.1 (4.1.1.1) – Within the BCAD AEP, clarify the assignment of the Incident Commander and address how BSO Incident Commanders should interact with the BCAD Seniority of Personnel stated on page Basic-1 of the AEP.	Policy	Policy Reinforcement	Collaborate with BSODLE & BSODFRES Chiefs	Medium		BCAD-EM/BSODLE/BSODFRES	Jason Alvero/Aimee Russo/Rob Palestrant	Completed 10/4/2017	The assignment of the Incident Commander will be under a Unified Command approach in which that comprises all necessary responding authorities making collective decisions that are in the best interest of the persons, property and environment. In the event that an Incident Command is determined to be the best option, this must be agreed upon by all responding agencies and notifications are to be sent appropriately. Additionally, BSO Incident Commanders will keep the BCAD Seniority of Personnel abreast of all tactics, resource requests, and outside mutual-aid partnerships as it relates to the response and recovery phases of the incident through any all communication means. (AEP to be updated)
1.1.1.2 (4.1.1.3) – Within the BCAD AEP and Continuity of Operations Plan (COOP), clarify roles, responsibilities, authorities, communication requirements, and reporting structure of BSO staff (both law enforcement and ARFF) during airport emergencies.	Policy	Plan Update/Development	Update COOP plan to support recommendations and identified gaps.	Medium		BCAD-EM	Jason Alvero	In-progress	COOP currently under complete rewrite.
1.1.1.3 – Within the BCAD AEP and other pertinent emergency response plans, clarify participants and communication responsibilities between the ICP, the BCAD EOC, and the County EOC.	Planning/Policy	Plan Update/Development	Update AEP & other response plans	Medium		BCAD and airport stakeholders	Kevin Wu, Sean Driscoll	In-progress	Aircraft accident response section under review, other sections to be addressed accordingly; FAA advised to not veer away from AC 150/5200-31C and that all non-139 plans to remain under separate cover
1.1.1.4 (4.1.1.4) – Within the BCAD AEP, address mutual aid response by law enforcement agencies similar to Basic Page 2 of the AEP which addresses mutual aid deployment and staging of fire/rescue agencies.	Policy	Plan review/update	Review current plan and update accordingly.			BCAD-EM, BSODLE, BSODFRES	Jason Alvero, Rob Palestrant, Rob Furman	Completed 9/15/2017	All mutual aid responders are to utilize the identified staging areas and await instructions for deployment unless otherwise instructed by the Incident Commander. (AEP to be updated)
1.1.1.5 (4.1.1.17) – Consider developing a Tactical Communications Plan for first responders during high volume events when radio and cell phones are busy, not working or overwhelmed.	Policy	Plan Development	Write Plan	Medium		BCAD-EM, ORCAT, BCAD-IS, BCAD-Ops	Jason Alvero, Jose, Angie Scott, Rob Kelley	In-progress (2/9/18)	Plan identified as needed and is on agenda for construction. ORCAT and IS additional partners for developing plan
1.1.1.6 (4.1.1.5) – Within the BCAD AEP, clarify the role of the FBI and coordination protocols with BCAD during an active shooter event as it relates to criminal investigation, logistical needs, holding and release of airport passengers including those on aircraft, and arrival and departure of aircraft after the event.	Policy	Plan Development	Development MOA, MOU, or other applicable policy to codify FBI involvement.	Short		BSODLE	Aimee Russo, Rocco Inneo	Completed 3/5/18	FBI is a first responder until threat is contained. SA's will then work with BSO Command on crime scene and criminal investigation. A FBI S/A should respond to the ICP. FBI mutual aid from other field offices will stage at one of the 3 BSO staging areas (MASA, Taxi/Uber Lot or Snyder Park)
1.1.1.7 – Within the BCAD AEP and in coordination with BSO, review and update procedures for establishing and maintaining an ICP.	Policy	Unified Command Post Procedures	Establish and codify UCP procedures	Short		BCAD, BSODFRES, BSODLE	Jason Alvero	Completed	Unified Command Post determined as best practice. However, the airport utilizes a hybrid command in which all UCP responders post, but will report to a single authority Incident Commander. Each agency will follow their plans/procedures in a collective manner that meets the objectives determined at the Command Post. (AEP to be updated)
1.1.1.8 (4.1.1-6) – Within the BCAD AEP, address EOC staffing for events anticipated to extend past twelve (12) hours and which require multiple shifts.	Policy	AEP/EOC Manual Review & Update	Develop and incorporate EOC structuring and operational periods	Short		BCAD-EM	Jason Alvero	In-progress (10/01/17)	EOC organization chart constructed; operational periods of no more than 12 hours identified as typical across many industries and is FEMA recommended. (AEP and EOC manual to be updated)
1.1.1.9 – Develop a Risk Communication Plan to support accurate and consistent messaging to tenants, the public, and the media and to convey clear methods of contacting BCAD. The plan should address: 1) Displaced and sheltering passengers; 2) Passengers and crew on aircraft that are being held on a ground stop; 3) In-bound aircraft that have to be diverted and associated communications with the airlines and airports affected; 4) First responder radio systems including use of earpieces in lieu of open microphones; 5) Airline and non-airline tenant management and employees working throughout the airport (rental cars companies, concessionaires, ground transportation providers, FBOs, etc.); 6) Airline corporate operations centers; 7) Private sector ambulance companies; 8) Airports impacted by diverting flights; and 9) Cruise lines, local and corporate.	Planning	Plan Development	Create communications plan that addresses public announcements (i.e. wireless alert, AM radio, social media, ADA compliant campus system), mass notification system, internal communication, communication with external stakeholders	Medium		BCAD-All, Stakeholders (internal/external)	Jason Alvero/Rob Kelley/Greg Meyer/EWG	In-progress	Several systems in place to broadcast information and additional means of communication currently being identified. The Communications Plan is on the agenda for construction.
1.1.1.10 (4.1.1-7) – Review and update the mass notification system groups to include all key tenants and stakeholders (concessionaires, rental cars, ground transportation entities, and tenants outside the terminal area).	Communications	Add members/groups to MNS	Add members/groups to the BCAD MNS to ensure all agencies and respective personnel are capable of receiving notifications	Short		BCAD-AOCC	Rob Kelley	In-progress	Everbridge was initiated in 2015 for all emergency notifications. Common themes found: some did not follow directions provided to them in email, some people were new to FLL and unaware, many thought all airport personnel would be on the distribution list, many did not set-up their notification profile properly. Recommendation: Add Everbridge to SIDA badge, establish Everbridge sign up link that notifies AOCC of user request.
1.1.2 – Training and Exercises									
1.1.2.1 (4.2.1) – Develop a mandatory initial and recurring ICS training course for all potential Incident Commanders for FLL events and include a thorough overview of the AEP.	Training	NIMS Training	Develop training guideline for all BCAD positions, ICS Position Specific, and recurring training	Med		BCAD-EM	Jason Alvero	In-progress	Training guideline 90% complete to include 6 levels of training, position specific, certification paths; additionally all EOC positions to be trained/certified

Airport Employee Training

- Cloud-based program
- Required for ALL airport employees (legislated as paid training)
- Approximately a 3 hour course
- Includes:
 - Basic overview of the airport
 - Review of the airport emergency plans and procedures
 - Review of terminal evacuation plans/shelter-in-place for various emergencies
 - Communications
 - Until Help Arrives
 - Customer Service/Welfare issues



Thank you for your attention. We hope this information sharing was helpful, and that you never have to experience this type of event. However, please take this afternoon's discussion, along with the AAR and prepare/plan accordingly.

Contact Information

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