

Lessons Learned From 9/11

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Port Authority of New York and New Jersey

■ Airports

- Teterboro
- Kennedy International
- La Guardia
- Newark International

■ Ports

- Port Newark
- Port Elizabeth
- Howland Hook Marine Terminal
- Auto Marine Terminal

Port Authority of New York and New Jersey

- **PATH rapid transit**
- **Port Authority Bus Terminal**
- **Interstate Crossings**
 - George Washington Bridge
 - Lincoln Tunnel
 - Holland Tunnel
 - Bayonne Bridge
 - Goethels Bridge
 - Outerbridge Crossing



UAL Flight 175 Hitting South Tower



AA Flight 11 Hit the North Tower

South Tower Blast





Difference between Management and Leadership

Secondary Impacts

- Uncertainty
- People dislocated
- Interstate crossings closed
- PATH shutdown
- Commercial flights grounded
- Port closed

Most Important Asset:

- PEOPLE

- Some more fragile than others
 - Need to recognize stress

Communications, Communications, Communications

- List of employees kept off-site
- Telephone net



Alternative Operations Site

- Prior planning
- List of employees and communications at site
- Location known to staff

Need to Improvise

- Empower managers
- Cut red tape



Keep Staff Informed

- Tendency toward information containment
- Good for morale
- Necessary for coordination
- Need for feedback

Continued Operations



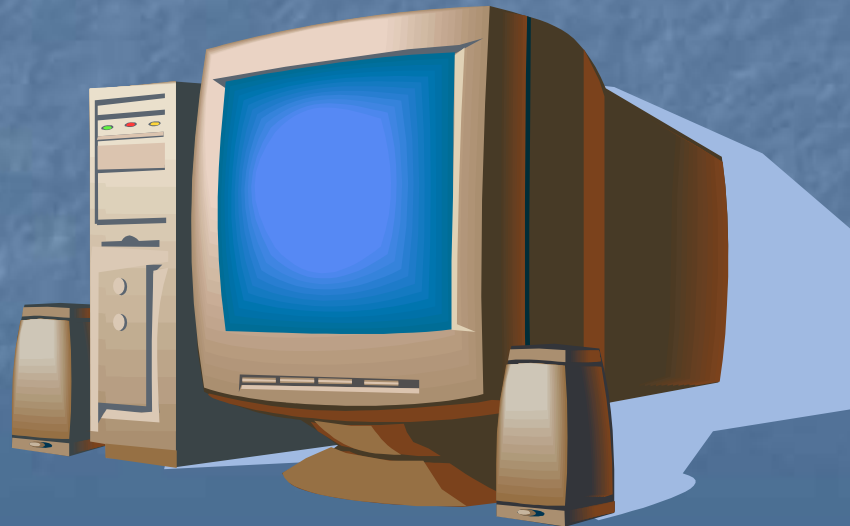




Daniel Shanken / AP

Computers

- Back up data
- Remote internet connections
- Availability of hardware



Records

- Records off site
- Blueprints of facilities
- Insurance information
- Leases and contracts



Procurement

- Possible need to suspend bidding
- Continued need for financial accountability

Insurance

- Legal, financial and political concern
- Annual review of all insurance
- Exclusions and exceptions?
- Need for immediate information regarding coverage

Public Relations

- Dreadful distraction
- Speak with one voice



Prior Planning

- Saves lives
- Evacuation drills
- Information off site



Leadership Principles

The End