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
AA Flight 11 Hit the North Tower

UAL Flight 175 Hit the South 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
NEW YORK CITY CLOSED TO ALL TRAFFIC

ALL FLIGHTS CANCELLED
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