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Instituting Resiliency Through Security Operations and Exercise Planning

Vincent E. Henry, CPP, PhD

Professor and Director

Homeland Security Management Institute

National Transportation Security Center of Excellence

www.LIU.edu/Homeland

Panel 22 – Transportation System Resiliency

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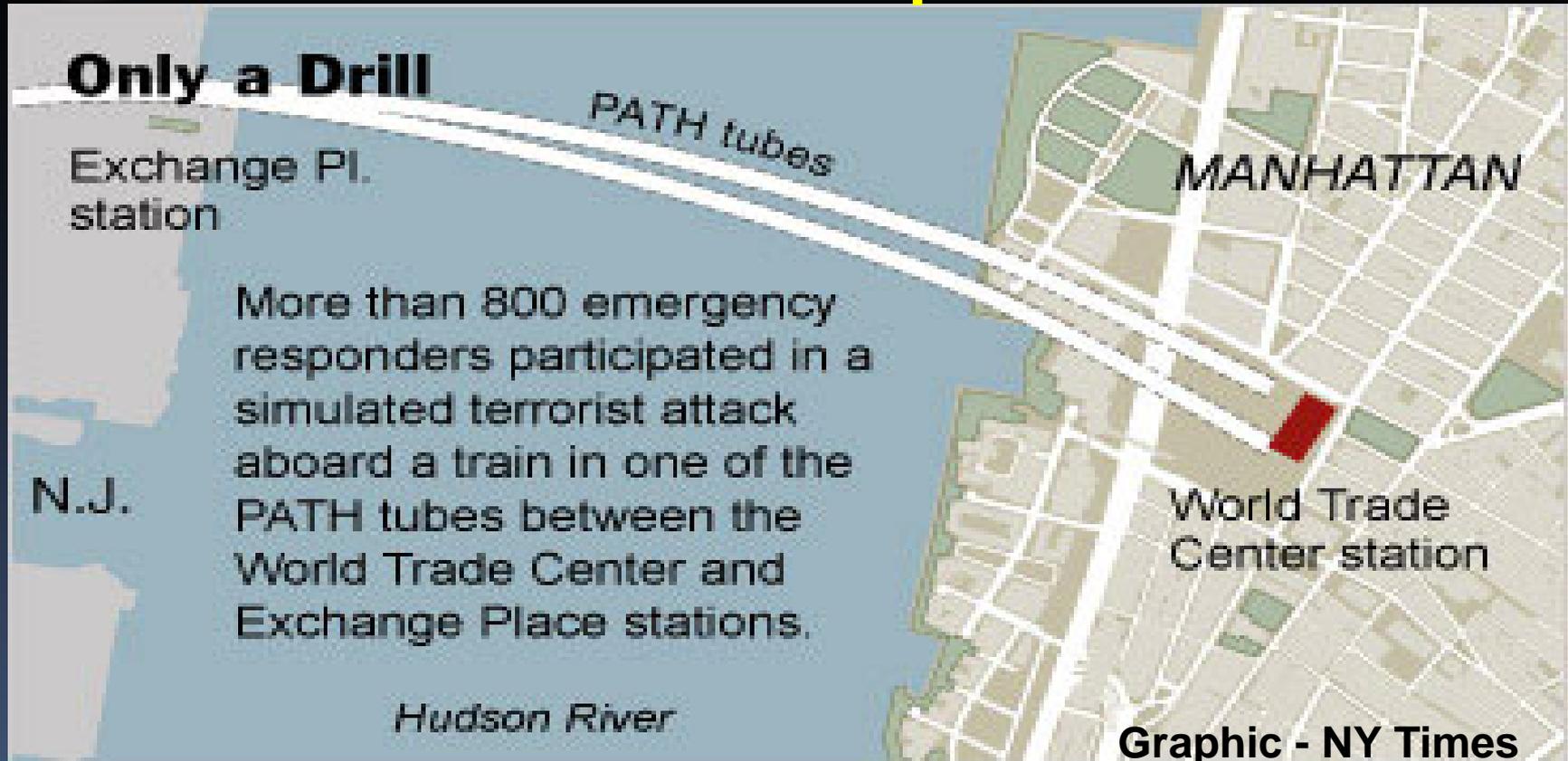




FULL-SCALE EXERCISE - MAY 17, 2009

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Operation Safe PATH



PATH Tubes Under Hudson River – Exchange Place to WTC

- Tunnel Length = 5,600 Feet (1.06 Miles)
- +/- 230,000 daily passengers





Operation Safe PATH

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Multi-Agency Full Scale Exercise – 1000+ Participants

- **800 First Responders** (NYPD; FDNY; Department of Environmental Protection (DEP); Department of Health and Mental Hygiene (DOHMH); NYC OEM; Port Authority Police Department (PAPD); PATH; Port Authority Office of Emergency Management (PANYNJ OEM)
- **150 CERT Volunteers / Boy Scouts** (Casualties and Evacuees)
- **100 Observers, controllers, Evaluators, Exercise Planners and Staff**





EXERCISE CONCEPT AND GOALS

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- “No Fault” learning environment – evaluate systems, procedures, processes and capabilities , not individuals.
- Realistic and plausible scenario, simulation conducted as if it were a real emergency.
- Operate in accord with
 - National Incident Management System (NIMS);
 - Incident Command System (ICS); and
 - NYC City-wide Incident Management System (CIMS).



REALISTIC, EVENT-BASED SCENARIO

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***** PATH Tunnel Plot – July 2006. Foiled AQ-linked plot, IEDs concealed in backpacks. Specific threat to PATH trains**

Madrid Train Bombings – March 11, 2004. Coordinated bombings (13 IEDs) on 4 commuter trains, 191 fatalities, 2000 injured

London Bombings – July 7, 2005. Coordinated suicide attacks on trains and bus during rush hour, 52 fatalities, 700 injured

Mumbai Train Bombings - July 11, 2006. Lashkar-e-Taiba (LeT) explodes 7 bombs in 11 minutes on suburban railway, 209 fatalities and over 700 injured

Samjhauta Express Bombings – February 18, 2007. IEDs set off in 2 cars filled with passengers, 68 fatalities, dozens injured

Exercise Scenario:

Two simultaneous IED explosions on a PATH train at mid-tunnel during rush hour (700 to 800 passengers on board). Explosions do not breach tunnel. Heavy smoke conditions, tunnel lights and fans operational. Elevators and escalators operational.

Tunnel communications disabled.



PATH trains are Attractive High-Value Terrorist Targets



EXERCISE OBJECTIVES

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Six Key Objectives: Implement and Evaluate:

- A Unified Command Structure - Citywide Incident Management System (CIMS);
- Multi-agency tactical communications;
- Assessment Task Force to conduct a thorough scene assessment and form a Rescue Task Force to perform victim rescue and extrication operations;
- Triage, treatment, and transport of patients from the incident site;
- Multi-agency security perimeter; and
- Investigation and intelligence operations.

Agency-specific Objectives

- Assess and evaluate individual agency goals and objectives





STRATEGY

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- **Strategy:** PATH and PANYNJ are bi-state entities (NY and NJ). Planning and exercises began with NJ jurisdictions, followed by planning and exercises with NYC. Next step is integration of NJ and NY agencies in a bi-state exercise.
- Planning and exercising process is identical for NY and NJ agencies.
- Port Authority's Emergency Readiness Team, in conjunction with multiple law enforcement, fire, emergency medical, and emergency management agencies in NY and NJ, conducted a series of successively larger and more complex multi-agency tabletops, drills and exercises.
- Capabilities-based planning process, developed by multiple key stakeholders, realistically exercised to facilitate effective and coordinated interagency response and rapid restoration of rail service.





CHALLENGES

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- **Coordination of multiple agencies and functions**
- **PATH Trains are attractive, high value terrorist targets**
- **Safety of First Responders / familiarity with tunnel hazards**
- **PANYNJ is a bi-state entity; PATH trains and tunnels are inter-state**
- **Evacuate 700 - 800 passengers, multiple fatalities and injuries, from narrow, mile-long tunnel**
- **Triage and medical treatment for multiple injured**





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PARTICIPATING AGENCIES

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NJ Agencies:

Port Authority of NY & NJ
Port Authority OEM
PAPD
PAPD Emergency Services Unit
PATH
Jersey City Police Department
Jersey City Fire Department
Jersey City Police ESU
Jersey City Medical Center EMS
Jersey City OEM
New Jersey State Police OEM
North New Jersey EMS Task Force

NY Agencies:

Port Authority of NY & NJ
Port Authority OEM
PAPD
PAPD Emergency Services Unit
PATH
NYPD
NYPD Emergency Services Unit
NYC OEM
FDNY
NYC EMS
Dept. Environmental Protection (DEP),
Dept. Health and Mental Hygiene (DOHMH)





BUILDING BLOCK APPROACH





OUTCOMES

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- PANYNJ's "Building Block" approach is being emulated by other agencies for emergency planning and exercise development (NYPD, Connecticut, etc.)
- "Building Block" approach to Full-Scale Exercises applied to other PANYNJ facilities (Newark Intl. Airport, Bus Terminal, NJ Marine Terminal, Exchange Place PATH Station, etc.)
- "All Hazards" approach – success of United Flight 1549 Hudson River rescue attributed in part to relationships / capabilities created in earlier Full-Scale Exercises
- Ultimately, multi-agency Full Scale Exercises to be conducted at all PANYNJ transportation facilities





OUTCOMES

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- HSMI Center of Excellence Faculty and Students designed and conducted the Full Scale Exercise (Exercise Director and Senior Controller)
- HSMI Center of Excellence is incorporating this exercise (and ‘Building Block” approach) as case study in new graduate course - ***Exercise Development and Strategic Operational Planning in Homeland Security***, and in a training course for transportation professionals – ***Planning and Exercises for Transportation Facilities Security***.





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For More Information, Contact

Vincent E. Henry CPP, PhD

Professor and Director

Homeland Security Management Institute

**DHS National Transportation Security Center
of Excellence**

Vincent.Henry@LIU.edu

631-259-9074

www.LIU.edu/Homeland



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