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U.S. DEPARTMENT OF TRANSPORTATION  
FEDERAL AVIATION ADMINISTRATION  
WESTERN-PACIFIC REGION

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WP 1920.1  
CHG 1

JAN 22 1993

SUBJ: CRISIS MANAGEMENT CENTER PLAN

1. PURPOSE. This order establishes the Western-Pacific Region Crisis Management Center (CMC) and contains responsibilities and procedures for its operation during national defense, non-defense, and other types of operational emergencies.

2. DISTRIBUTION. This order is distributed to branch level and above in the regional office; Military Representatives in the regional office; all field offices and facilities to a limited level; all local coordinators; the Washington Operations Center (ADA-30), and Emergency Operations Office (ADA-20).

3. SCOPE. The Crisis Management Center serves as the operational command and control center in the Western-Pacific Region in support of defense, non-defense, and other types of special operational emergencies. The CMC is located on the sixth floor in room 6W30 adjacent to the Regional Operations Center (ROC). The emergency conditions which would result in activating the CMC include, but not limited to:

a. Defense emergencies, i.e., regional crises or hostilities, increased defense conditions (DEFCON's), declaration of national emergency or war.

b. Non-defense emergencies:

(1) Air piracy, sabotage, explosions, extortions, and terrorism.

(2) Major aircraft accidents.

(3) Major civil unrest, i.e., riots.

(4) Major National Airspace System operational disruptions.

(5) Major employee job actions or work stoppages.

(6) Actual or simulated civil readiness level changes.

(7) Natural disasters of major proportions.

(8) Major hazardous materials incidents/spills.

Distribution: A-X-3; A-FOF-0 (LTD) FAA Coordinators  
Military Representatives in Regional Office  
Info Copy: ADA-30, ADA-20

Initiated By: AWP-6

JAN 29 1993

#### 4. OPERATION.

a. The Regional Administrator or designee shall activate the Crisis Management Center and serve as the Crisis Manager unless otherwise directed. The decision to activate the CMC is based on the circumstances causing an emergency situation. Additionally, any division manager, or the Regional Duty Officer (RDO), may request activation of the CMC if they believe that circumstances warrant such action.

b. A Crisis Management team may consist of all Regional Management Team (RMT) members or part of it, and shall be notified as appropriate to the current crisis (See appendixes). For the purposes of this document, the Military Representatives are considered as part of the RMT. The Regional Administrator shall request the CMC be staffed by organizational managers or designees with functional responsibilities associated with the particular crisis situation.

c. The Regional Management Team shall convene in the CMC at the direction of the Regional Administrator as relayed by the Regional Operations Center or another designee. Information from the site of the emergency shall be forwarded to the CMC through the ROC.

d. When it is determined that the circumstances causing the activation of the CMC no longer exists, the Regional Administrator (or designee) shall be responsible for de-activation of the CMC.

(1) The Duty Officer in the ROC shall notify appropriate managers or designees when the CMC has been activated.

(2) Division managers shall notify affected facilities of activation of the CMC. Specific instructions shall be given by CMC for collection of information relative to the emergency. Information shall be collected and disseminated only through the CMC.

(3) During an operational emergency, the CMC is the focal point for processing information between field facilities, Washington Headquarters, and/or the general public. All communications relating to the emergency situation shall be through the CMC.

(4) The Operations Center shall ensure that the appropriate equipment, i.e., publications, overhead slide projectors, television/VCR, status boards Federal and Regional telephone directories, pencils, etc., are made available to the CMC.

d. (5) In emergencies where some of the workforce is considered non-essential, the CMC shall provide continuous updates on the emergency and when to report to work. Updates will be provided through recorded telephone messages originating from the Operations Center.

5. TESTING. In the event that there are extended periods of time where the CMC has not been activated for an actual crisis situation, a regional exercise may be used to test the region's ability to respond to a crisis situation.

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*Fanny K...*  
 for Carl B. Schellenberg  
 Regional Administrator

APPENDIX 1. MAJOR AIR CARRIER AIRCRAFT ACCIDENT CONTINGENCY PLAN

1. BACKGROUND. A major air carrier aircraft accident requires formalized regional action to supplement FAA's comprehensive investigative and reporting functions. Conduct of an accident investigation can be adversely affected when investigators are distracted from their duties by responding to inquiries generated by extensive interest from within the government, industry, public, and news media sources. Activation of the CMC will relieve investigators of extraneous activities not directly related to their responsibilities and will provide needed assistance to the coordinator.

2. CMC TEAM MEMBERS.

a. The officials listed below, or their designated alternates, shall staff the CMC when so directed:

Regional Administrator, AWP-1  
Deputy Regional Administrator, AWP-2  
Public Affairs Officer, AWP-5  
Manager, Regional Operations Center, AWP-6  
Assistant Chief Counsel, AWP-7  
Manager, Logistics Division, AWP-50

Manager, Flight Standards Division, AWP-200  
Regional Flight Surgeon, AWP-300  
Manager, Airway Facilities Division, AWP-400  
Manager, Air Traffic Division, AWP-500  
Manager, Airports Division, AWP-600  
Manager, Civil Aviation Security Division, AWP-700

b. Other division/staff office managers shall be assigned to the CMC as needed if the present or projected impact on their program responsibilities increase, or when they can contribute needed information or resources.

c. Members listed above are required to keep the Regional Operations Center, AWP-6, informed about their whereabouts at all times.

3. OPERATIONS.

a. Operation of the CMC is intended to deal with requirements for action above and beyond the agency's normal day-to-day routines and to relieve the designated FAA accident participants of distractions from their primary duties. It is also a focal point for coordination with various entities within the agency, providing assistance to investigators or recovery operations on matters within the scope of FAA responsibility.

b. The CMC team functions shall include, but not be limited to, the following activities:

(1) Establish coordination with the FAA accident coordinator and advise him/her of participating personnel and those who will attend the National Transportation Safety Board (NTSB) organizational meeting.

(2) Attend or ensure representation at NTSB organizational meetings.

(3) Arrange for additional technical specialists and equipment requested by the FAA accident coordinator.

(4) Answer inquiries and reports other than the FAA accident coordinator's progress reports.

(5) Provide technical assistance to the FAA accident coordinator.

(6) Make recommendations to the Regional Administrator relative to appropriate courses of regional actions and responses.

4. DIVISION RESPONSIBILITIES.

a. Each division represented in the active CMC is responsible to provide assistance, advice, and coordination to the Regional Administrator, FAA accident coordinator, and others in accordance with the needs of the situation.

b. Each CMC member shall use all available resources to provide required expertise as necessary.

c. Each Division Manager, or designated representative, shall notify and direct appropriate division personnel, to accomplish required tasks and produce desired results.

d. In the event that personnel are required at the disaster site, the CMC member shall determine who should respond and then dispatch that individual(s) to the scene of the event.

5. PUBLIC AFFAIRS.

a. The Public Affairs Officer is the designated spokesperson for the region and the Regional Administrator, unless this responsibility is delegated to a division or field facility manager.

b. If necessary, the Public Affairs Officer or designated representative may proceed to the scene of the event to coordinate with other federal investigators to obtain available information in order to respond appropriately to media inquiries.

c. The Public Affairs Officer shall ensure that a Public Affairs specialist is available to the Regional Operations Center to field public and news media inquiries. This person will gather essential information and perform as interface with public and media sources. This person shall also coordinate with the Duty Officer and Public Affairs Officer to disseminate the latest available information.

d. The Public Affairs specialist responding to media inquiries will generally be located in the Public Affairs Office during the critical activity time.

e. All information releases will be consistent with FAA/NTSB procedures and agreements.

f. Upon resolution of the crisis, or close of the Crisis Management Center, the Regional Administrator shall select key RMT members for further coordination with Public Affairs for follow-up media calls.

APPENDIX 2. CIVIL AVIATION SECURITY CONTINGENCY PLAN

1. BACKGROUND. This procedure deals with criminal acts and other emergency situations which may have significant impact and effect upon air commerce. When such incidents/emergencies occur, it is imperative that the expertise of several disciplines be utilized to contribute toward the solution.

2. PURPOSE.

a. This appendix establishes priorities and procedures resulting in personnel being alerted and briefed on the situation, enabling them to respond to critical decision-making needs. Regardless of the type or location of the event, normal reporting procedures must ensure that the information is furnished to the Regional Duty Officer by the most expeditious means.

b. During aircraft hijackings, the mission of the CMC is to support the Administrator and ACS-1 in their direction of that occurrence.

3. CMC MEMBERS.

a. The officials listed below constitute the members of the CMC for a Civil Aviation Security type situation. Should the principal official not be available, an alternate member shall be designated and information given to the Regional Duty Officer, AWP-6.

Regional Administrator, AWP-1  
Deputy Regional Administrator, AWP-2  
Public Affairs Officer, AWP-5  
Manager, Operations Center, AWP-6  
Assistant Chief Counsel, AWP-7

Manager, Flight Standards Division, AWP-200  
Manager, Airway Facilities Division, AWP-400  
Manager, Air Traffic Division, AWP-500  
Manager, Civil Aviation Security Division, AWP-700

b. Other division/staff office managers shall be assigned to the CMC as needed if the present or projected impact on their program responsibilities increase, or when they can contribute needed information or resources.

c. All CMC members listed above shall keep the Regional Duty Officer apprized of their whereabouts at all times.

d. For acts of air piracy, only AWP-1 and AWP-700 shall be summoned initially to the CMC. Others shall be summoned as required.

4. SCOPE. Events/occurrences which could cause implementation of this plan, include, but are not limited to the following:

- a. Air piracy and crimes aboard aircraft.
- b. Sabotage against an air carrier, airport, or FAA facility.
- c. Explosions affecting an aircraft, airport, or FAA facility.
- d. Extortion against an air carrier, airport, or the FAA.
- e. Acts of terrorism against an air carrier, an airport, or FAA facilities.

APPENDIX 3. MAJOR NAS OPERATIONAL DISRUPTION CONTINGENCY PLAN1. BACKGROUND.

a. The Western-Pacific Region Crisis Management Center (CMC), when operational, is the focal point for receipt and dissemination of information to or from field facilities, Washington headquarters, or other parties during an operational disruption.

b. The CMC was designed as a tool which will ensure decisive, timely, and accurate responses to problems during the disruption.

c. The intent is to mitigate the impact of a disruption on the operation of the National Airspace System (NAS).

d. The CMC is a dynamic tool which brings to bear, during an operational disruption, all information, technical expertise, and operating authorities in the FAA Regional elements necessary to alleviate the impact of the problem on NAS users.

2. CMC MEMBERS.

a. The officials listed below constitute the members of the CMC for a Civil Aviation Security type situation. Should the principal official not be available, an alternate member shall be designated and information given to the Regional Duty Officer, AWP-6.

Regional Administrator, AWP-1  
Deputy Regional Administrator, AWP-2  
Public Affairs Officer, AWP-5  
Manager, Operations Center, AWP-6  
Manager, Airway Facilities Division, AWP-400  
Manager, Air Traffic Division, AWP-500

b. Other division managers shall be assigned to the CMC when the disruption has an impact on their program responsibilities.

c. All CMC members listed above shall keep the Regional Duty Officer apprized of their whereabouts at all times.

3. MANAGEMENT PRINCIPLES. The following management principles will be observed by CMC members:

a. The technical and advisory capabilities in each of the field facilities and offices must be fully brought to bear in mitigating the impacts of an operational disruption of the NAS system.

b. Because of the localized nature of operational disruptions, only the field office and facility managers and their staff can adequately assess the character and impact of the disruption and initial corrective actions.

c. Regional support elements will be utilized.

d. All lines of communication and responsibility must be made explicit.

e. Accurate and timely information flow is a necessity.

f. Continuity must be maintained throughout the management framework; therefore, the CMC is the coordinating element between the field and the Regional headquarters, and/or Washington headquarters.

g. All public statements concerning FAA actions emanate from one source to insure that accurate and timely information is released.

#### 4. RESPONSIBILITIES.

a. General. This section identifies responsibilities of each Regional element in the CMC.

b. Facility Managers at Centers and Level IV/V Towers.

(1) Appoint a coordinator responsible for communicating between the facility and the CMC during an operational disruption.

(2) Timely notification of events that could call for implementation of the CMC. All notifications shall go to the respective division managers through the Regional Operations Center, AWP-6.

c. Facility Coordinator. Provide timely status reports to the CMC on all aspects of an operational disruption.

d. Public Affairs Officer.

(1) Respond to media inquiries concerning operational disruption.

(2) Issue public statements on the operational disruption as necessary.

e. Regional Operations Center.

(1) Receive all calls from facility managers concerning possible operational disruptions and conference division managers and/or Regional Administrator.

(2) Provide communications support during the disruption, both during duty hours and non-duty hours.

f. Division Managers - Air Traffic and Airways Facilities.

(1) Advise the Regional Administrator, upon notification, of a potential operational disruption.

(2) Follow up, as necessary, to determine if a significant operational disruption is likely.

(3) Staff the CMC and call in specialists as necessary.

(4) Redeploy resources as necessary, to minimize the duration and extent of the operational disruption.

(5) Notify counterpart headquarters offices of an operational disruption.

g. Assistant Chief Counsel.

(1) Provide legal advice, counsel, and clearance as required.

(2) Provide and direct legal representation during investigative proceedings.

(3) Coordinate on all legal matters, as required, with Washington legal elements.

h. Regional Administrator. Notify AOA-1 of operational disruption and provide updated reports.

APPENDIX 4. CRISIS MANAGEMENT CENTER TELEPHONE NUMBERS

<u>POSITION</u>	<u>FTS NUMBER</u>	<u>COMMERCIAL NUMBER</u>
Crisis Manager	796-3260	(213) 643-3260
Assistant Crisis Manager	796-3261	(213) 643-3261
Public Affairs	796-3262	(213) 643-3262
Logistics	796-3263	(213) 643-3263
Flight Standards	796-3264	(213) 643-3264
Flight Surgeon	796-3265	(213) 643-3265
Airway Facilities	796-3266	(213) 643-3266
Air Traffic	796-3267	(213) 643-3267
Airports	796-3268	(213) 643-3268
Security	796-3269	(213) 643-3269

1. Above numbers are primary position assignment incoming numbers.

2. Depending upon the nature of the crisis, other participants may be assigned to any of the above listed positions. In that event, the participant shall advise those people with whom they are interacting of the telephone number by which to contact them.

APPENDIX 4. CIVIL DISTURBANCE CONTINGENCY PLAN

1. BACKGROUND. Civil disturbances may occur without warning and can affect widespread areas. The potential threat of bodily harm to government employees and their families living in, or transiting, affected areas becomes the immediate concern of the Regional Management Team (RMT).

2. PURPOSE.

a. This appendix establishes priorities and procedures resulting in activation of the Crisis Management Center (CMC).

b. Establish a contingency plan that enables the RMT to make timely decisions when dealing with civil disturbances. Civil disturbances includes, mass civil protests, riots, or other civil unrest which could adversely effect the National Airspace System (NAS), and the FAA's ability to effectively and safely protect the work force and function as a Regional Office.

3. CMC MEMBERS.

a. The CMC is a location or a means where command and control decisions can be performed. The CMC also provides the RMT with a forum to gather and assess intelligence during any crisis situation.

b. In situations involving civil disturbances, the likelihood of riots strongly exists. It may be initially unclear what the level of the disturbance or violence may be, but once it has started, the assumption should be that the civil disturbance will spread. It is therefore necessary to assemble the RMT as soon as possible either by TELECON or at the CMC to discuss the situation and to decide on a contingency plan.

c. At the direction of the Regional Administrator (RA) or his/her designee, the Regional Operations Center (ROC) shall immediately notify the RMT members of the activation of the CMC or of their participation in a RMT TELECON.

4. RMT RESPONSIBILITIES

a. It is the responsibility of the RMT to assess a situation and, based on known intelligence being presented, determine a course of action best suited to meet the type of civil disturbance taking place. This contingency plan should include resolution of the following issues:

(1) Protection of the National Airspace System (NAS) which includes the Air Traffic System, Navigational Aids, and other support functions and NAS personnel.

(2) To the extent possible, protection of essential personnel transiting through an affected area. Discuss possible alternate transitional routes.

(3) Personnel issues, ie, who is considered essential or non-essential personnel during a civil disturbance, and what action is taken to make the required notifications. Decisions should be made based on the need to ensure the safety of the employee.

(4) Security of the Regional Headquarters.

(5) A plan to relocate the Crisis Management Center to the Emergency Operating Facility (EOF) in the event that the Regional office becomes vulnerable to the civil disturbance or if adequate security cannot be guaranteed to protect the building and its personnel.

(6) Available emergency communications to maintain command and control.

(7) Plans for Coordination between the field sites and the CMC in order to provide a continuous flow of information.

b. It shall be the responsibility of all Regional Management Team members to provide the Operations Center with a current roster of their home and office telephone numbers and a current home address.

c. It is the responsibility of each RMT member or his/her designee to be in attendance at the CMC, or if so directed, by TELECON, when a decision is made to activate the CMC.

d. Each RMT member shall use all available resources to provide expertise for their particular field if called upon.

e. When a decision has been made in regards to the work force status, it is the primary responsibility of the Division or Staff Manager to notify their subordinates in order to make necessary notification to their employees. The Operations Center whenever possible will assist as directed in making notifications to their subordinates.

f. Staffing of the Crisis Management Center may be reduced after the initial decisions have been made regarding a contingency plan. Divisions Managers and their employees who are considered as non-essential work force to the emergency, may be directed to remain at home until advised.

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5. OPERATIONS CENTER RESPONSIBILITIES

a. The Regional Operations Center shall provide telephone recorded message updates on the civil unrest and to inform the non-essential workforce of their work status.

b. When directed, the Operations Center shall assist the RMT in the notification process of the branch managers or other subordinates so they may notify their personnel of work status.

APPENDIX 5. TELEPHONE INSTRUMENT KEY FUNCTIONS

All telephone instruments have common function keys as described below.

1. RING CUT OFF - During periods when the Crisis Management Center is not active, this key, when lighted, turns the ringer off so that if the primary incoming number is dialed inadvertently, there is no audible ring to disrupt other proceedings in the room. When it is desired that this unit ring to signal an incoming call, depress this key to extinguish the green LED.
2. CALL FWD ALL - When this key is depressed, lighting the green LED, dial a Dimension extension to which all calls shall be forwarded. Then after hearing the three-beep confirmation tone, hang up the handset. To release call forwarding, pick up the handset and depress this key extinguishing the green LED.
3. CALL PICK UP - If an unattended position telephone is ringing, pick up your handset and depress this key to pickup the incoming call to the unattended position. This alleviates the need to move to the unattended position to answer that call.
4. CALL WAIT ANS - If you hear a tone indicating another call waiting, while you are already on a call, advise the other party to standby, and then depress this key to answer the waiting call. Depressing this key places your present call on hold and changes to the waiting call. When the second call is completed, placing the handset on hook will cause your telephone to ring again. Picking up the handset will return you to your original call.
5. 297-???? - To call any 297 CENTREX number in the regional office building, depress this key. When the tone is heard, dial only the last four digits of the desired office number. This alleviates having to dial the entire number each time.
6. AWP-XXX - This is an automatic speed-dial to the Dimension telephone located in the office represented by the number XXX.
7. NET - This key accesses a line that may be connected to a net for coordination purposes. This line is only for use between the Duty Officer and the CMC position. It does not ring for an incoming call.

8. OUT - This key accesses the outgoing line from this position. It is to be used for outgoing calls, thus leaving the primary incoming number open for incoming calls.
9. 643-XXXX - This key accesses the primary incoming line. This is the only line that rings on the telephone instrument.
10. HOLD - Places the current call on hold, allowing use of another line.
11. "0" BUTTON ON KEYPAD - Depressing the zero (0) button on the keypad is a quick method of dialing the Duty Officer in the Operations Center.
12. R BUTTON (LOWER LEFT, NEAR HANDSET) - Depressing this button returns dial tone if you should make an error dialing a number. This is also known as the flash hook button.

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APPENDIX 6. CRISIS MANAGEMENT CENTER TELEPHONE NUMBERS

<u>POSITION</u>	<u>CMC TELEPHONE NUMBERS</u>
Crisis Manager	(310) 643-3260
Assistant Crisis Manager	(310) 643-3261
Public Affairs	(310) 643-4362
Logistics	(310) 643-3263
Flight Standards	(310) 643-3264
Flight Surgeon	(310) 643-3265
Airway Facilities	(310) 643-3266
Air Traffic	(310) 643-3267
Airports	(310) 643-3268
Aviation Security	(310) 643-3269

\*The above telephone numbers are the primary position assignment incoming numbers.

\*\*Depending upon the nature of the crisis, other participants may be assigned to any of the above listed positions. In that event, the participant shall advise those people with whom they are interacting of the number by which to contact them.

OPERATION CENTER TELEPHONE NUMBERS

Regional Duty Officer	(310) 643-3200
Manager	(310) 643-3203
Foreign Exchange	(213) 772-5711
Message Center	(310) 297-0616
* Recorded Messages	(310) 297-0961
	(310) 297-0962