

Review of Chicago Department of Aviation's Security Division:
A review of the security division following the incident on United Airlines Flight 3411

Commissioner Ginger S. Evans, MS, P.E.
Chicago Department of Aviation
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Executive Summary:

The safety and wellbeing of the travelling public is and has always been the highest priority of the Chicago Department of Aviation (CDA), and it is imperative that its employees interact with the traveling public in a manner that not only protects their safety but also conveys dignity and respect. The events that took place on April 9, 2017, where a passenger was forcibly removed from United Airlines (UA) Flight 3411, were completely unacceptable and CDA initiated a thorough review of the current security practices, policies and procedures with the goal of preventing a situation like this from occurring again in the future.

The following is the overview of CDA's analysis into the current security structure, as well as the policies and procedures that apply in situations like the incident on UA Flight 3411. This includes an explanation of the roles and responsibilities of all security personnel at the airports, a review of the roles and responsibilities of ASOs, and a review of the relevant best practices and structure of airport security at the 30 largest U.S. airports.

This review shows the Chicago security structure, which serves as a foundation to safely transport 100 million passengers each year¹, is very similar to that of other major airports across the nation. However changes in response to incidents or disturbances on aircraft have already been implemented, in coordination with airline tenants and Chicago Police.

This report details the immediate changes to the incident response protocols by CDA, as well as the ongoing work taking place to clarify the roles of ASOs overall and in response to disturbances. This work includes correcting older policies and procedures for the aviation security division, removing legacy markings from vehicles and uniforms, and incorporating best practices from other U.S. airport to develop and implement an updated training program.

All of these actions have been and will continue to be implemented in coordination with federal agencies, Chicago Police, Chicago Fire Department and airline tenants to maintain safety and expedient responses in and around our airports; ultimately protecting Chicago's traveling public and maintaining the highest level of customer service at our airports.

1.0 Background

On April 9, 2017 at 1808 hours, United Airlines called the O'Hare Communications Center and requested police to be dispatched to gate C-3 because "Two passengers are refusing to get off the aircraft when instructed by an agent and also a supervisor." When asked if the passengers were "drinking or something like that," the reply was negative, and "oversold or involuntary" was reported back. The first response was from an ASO at 1811 hours. At 1812 hours the ASO went to the aircraft with the United Airlines supervisor. A second ASO arrived after the first officer but did not report his arrival time. At 1817 hours, a third officer arrived at Gate C3 and at 1819 hours a Chicago Police officer arrived. At 1821 hours Emergency Management Services (EMS) was called. One passenger was forcibly removed from his assigned seat and seriously injured in the incident.

¹ In 2016, O'Hare International supported a total of 867,635 aircraft operations and served 77,960,629 passengers. Midway International Airport supported 253,046 operations in 2016, and served 22,677,589 passengers. These two large hub airports are operated by the Chicago Department of Aviation (CDA).

The details of the communications and actions during that incident were the subject of an expedited disciplinary review by the City of Chicago's Office of Inspector General (OIG). The Department has received the OIG's report and related evidence regarding the incident and is reviewing these findings and materials. Actions will be taken in response to these findings in accordance with requirements under the relevant collective bargaining agreement.

2.0 Structure of Security

Every U.S. airport serving the public is required to have an Airport Security Program (ASP), approved by the U.S. Transportation Security Administration (TSA), which defines the facilities and procedures for complying with federal requirements for airport security. Chicago joins other airports across the nation in employing a multi-layered approach to security. This security structure, developed by the TSA, consists of the following: federal agencies, the local law enforcement authority, which is the Chicago Police Department (CPD), Chicago Department of Aviation security staff, and contract security personnel.

The local and federal sworn law enforcement layer consists of the CPD, Federal Air Marshals, U.S. Customs and Border Protection (CBP), and the Federal Bureau of Investigation. CPD is responsible for enforcement of all local and state laws, and the federal agencies enforce all federal laws.

The non-sworn, unarmed security officer layer consists of ASOs and contract security personnel. ASOs and contract security personnel monitor access points to secure areas of the airports and enforce other federal regulatory requirements. In addition to these security personnel, many and varying types of automated screening are utilized for passengers, employees, carry-on luggage, checked luggage, and cargo.

The security structure includes sworn and non-sworn officers to fulfill the range of duties in secure and sterile areas of the airport. For example, non-sworn and unarmed security personnel are the appropriate personnel to staff areas of the airport where weapons are not permitted. Unsworn personnel are also able to provide assistance to CPD as an added layer of response to incidents or emergencies, and to perform duties, like regulatory enforcement, that fall beyond the CPD purview.

This multi-layered security structure accounts for the highly regulated nature of airports, where staff must be engaged in regulatory compliance on a 24/7 basis. This requires a well-trained and vigilant workforce to continuously monitor both local and federal security regulations. At Chicago's airports, this involves oversight of not only the traveling public, but also the more than 48,000 badged workers to ensure that they have the proper clearance and displayed badge that permits them to enter secure areas of the airport.

This security structure is supported by policies, strategies, tools, processes, and integrates the efforts of several public agencies. All security units work together to prevent, and deter threats and enable effective security responses. They are deliberately varied from time to time and designed to be agile in order to adapt to changing threats and conditions and to ensure security protocols are followed in all areas of the airports.

Role of Chicago Police

Pursuant to the CDA's TSA-approved Airport Security Program, CPD is designated as the armed Law Enforcement Officer (LEO) entity at both O'Hare and Midway Airports. The Airport Law Enforcement Section (ALES) at both airports is comprised of Chicago Police Officers and supported by a chain of command structure and support protocols typical of all CPD units. The CDA and CPD are in regular and ongoing coordination with several federal agencies that operate at O'Hare and Midway Airports.

CPD handles all state and local law enforcement duties at both airports, including: armed officer patrols, active shooter response, SWAT officer patrols, trained tactical teams, carbine rifle trained officers, prisoner processing/lock-up facilities, crime scene processing, crime reporting, Detective Division criminal investigations, canine teams, bomb unit, vehicle impoundments, public vehicle enforcement, and traffic/parking citation issuance.

CPD is responsible for patrolling all public roadways and property within the city limits surrounding O'Hare and Midway Airports. While police officers are deployed throughout the airports daily based on areas of need; generally, more police are deployed in the landside areas where vehicles and persons have not yet been screened for weapons and explosives.

Additionally, CPD's duties include calls for law enforcement to the security checkpoints, in addition to all other areas of the airport. CPD officers often remain in close proximity to TSA security checkpoints, where issues tend to arise that require police evaluation and sometimes response. As such, CPD is typically able to provide swift response to incidents occurring at or near TSA staffed security checkpoints.

While their duties are largely focused on the landside, CPD also assigns armed law enforcement officers with vehicles to the Airfield Operations Area (AOA) to provide pro-active LEO support in the rare event of an incident on the secure side of the airport. The AOA is a restricted area where the presence of weapons is prohibited; therefore, only authorized LEO's and federal officers are permitted to be armed on the AOA.

CPD Training

Chicago Police Department recruit training includes a total of 24 weeks of training at the Chicago Police Academy, including 12 weeks of field training. Upon assignment to the airport, officers are given five days of training on airport specific procedures and regulations. All CPD officers employed at the airport have been sworn in by the Chicago Police Superintendent.

Role of Airport Security Officers

The chief duty of ASOs is to enforce local and federal regulations governing airport safety and security in restricted areas of the airport as mandated by the City of Chicago, Federal Aviation Administration (FAA) and TSA, and to ensure that persons in the secured areas of the airport have the proper clearance.

Because airports are highly regulated, ASOs are trained to enforce security regulations that inform the various levels controlled access in and around the airports. Below is a partial list of the duties for ASOs.

- Patrols airport terminal areas, grounds and perimeter to ensure areas are secure
- Identifies improper activity or irregularities and provides security and customer service to the public

- Monitors access to restricted and secured areas, stationed at designate checkpoints to check, verify and validate identification badges of individuals
- Issues citations for traffic violations on the airfield and airport roadways and non-traffic citations for security violations including failure to display identification badges by airport personnel
- Maintains crowd and traffic control in terminal areas; escorts vehicles and personnel onto the airfield and controls movement of vehicles on airside
- Conducts patrols and security checks in support of Transportation Security Administration (TSA) Airport security programs and the Federal Aviation Administration (FAA) Airport Emergency Plan (AEP)
- Administers first aid and cardiopulmonary resuscitation (CPR) and uses Automated External Defibrillator (AED) equipment as needed

While ASOs are responsible for enforcing regulations on the AOA, some are assigned at the interface between secured and non-secured areas inside the terminal. In these assignments, ASO provide continual oversight of airport staff and contractors to ensure that only those with proper clearance are in designated secure and sterile areas of the airport.

In addition to regulatory work, ASOs perform a myriad of duties in response to the other layers of the security network, always in coordination with the O'Hare or Midway communication centers. Due to their presence in the terminals, ASOs will respond to passenger needs, including way finding and medical needs. ASOs draw upon their training to administer first aid and cardiopulmonary resuscitation (CPR) and use of Automated External Defibrillator (AED) as needed. These are valuable services to passengers who may have a short connect time, medical needs, or who may be travelling with vulnerable passengers, such as infants or senior citizens.

Current ASO Training

To date, upon initial employment, ASOs received 16 weeks of training at the Chicago Police Academy. However, the Illinois Law Enforcement Training and Standards Board has recently determined that new hires are precluded from attending an approved law enforcement academy. Probationary ASOs are required to complete a four-phase certification process as indicated below:

- Phase I - Administrative overview: This portion of training involves classroom instruction in all aspects of the ASO position.
- Phase II & III - On the job and rotational: These two phases are combined to form a seven-week training module that includes comprehensive training with a supervisor, 7 calendar-day rotational training cycle on each shift for a total of approximately 3 weeks, and followed by four weeks on the final rotation until Phase IV.
- Phase IV - Certification: The final phase requires appearance before the Aviation Security Officer Certification Panel and evaluation of ability to complete duties and responsibilities of the ASO job. This results in successful completion of certification, or a requirement for more on-the-job training.

The classroom training includes curriculum on a number of areas required for regulatory enforcement. This includes: emergency management, OSHA safety training, basic driving and airfield familiarization, and National Incident Management Systems. ASO training also includes guidance on FAA and TSA Code of Federal Regulations including, but not limited to the following: 49 CFR Part 1520 (sensitive security information), Part 1540 (Civil Aviation General Rules), Part 1542 (Airport Security) and the airport security program.

In large part, current training reflects the duties and responsibilities of the ASOs. However, CDA will adjust some areas of recurring and future training for ASOs based on a continued review, discussed further in a later section.

Role of Contract Security Workforce

The CDA primarily uses its contract security workforce for locations that require additional security forces throughout the airport and especially in construction areas, where the high level of traffic requires an increased level of personnel. Contract personnel are added or subtracted throughout the year as needed for construction projects or other needs. The CDA Aviation Security (AVSEC) division and construction teams manage the operational staffing provided by this contractor, however, no airfield driving privileges are authorized for contract security.

All contract security personnel are required to possess valid state licensure that indicates fulfillment of security training requirements. Contract personnel assigned to the airport are given two days of training on CDA security orders and procedures, as well as abbreviated training on TSA regulations.

U.S. Airports Related Practices

CDA reviewed an informal survey of the top 30 U.S. airports. All of these 30 airports utilize sworn, armed police officers acting as the LEO. Twenty-five of them utilize private contractors for all or some of their non-sworn, non-armed security functions. Seven utilize airport employees for all or some of their non-sworn, non-armed security services. One (Tampa) uses sworn law enforcement for all law enforcement and security functions.

One of the leading expert publications on aviation security, *Practical Aviation Security: Predicting and Preventing Future Threats*², describes in detail the most commonly found composition of security staffing at commercial service airports. This publication highlights the prevalence of an unarmed security workforce in addition to the designated law enforcement officers at airports across the nation.

It states that “An unarmed and unsworn private security officer does not help an airport or aircraft operator meet regulatory requirements for law enforcement coverage, but this individual can free up law enforcement personnel for other patrol and regulatory-enforcement duties. Security officers do help airport operators fulfill TSA-mandated minimum security staffing requirements for airfield personnel. Security officers can be used in a variety of areas including those listed in Table 12.2.” The below bullets are the contents of that table:

- Staffing airport perimeter gates and conducting vehicle and personnel searches of vendors and others accessing the airfield.
- Monitoring CCTV camera operations in a security operations center.
- Staffing airfield access doors, particularly high-activity doors, such as those used by flight crews and airport workers. These have a high rate of violations as employees tend to hold the door open for one another (as both have access/ID badges) or airline flight crews carry luggage and have a tendency to lag the luggage behind them, setting off people count alarms.

² Forrest, J.S., and Price, J.C., *Practical Aviation Security: Predicting and Preventing Future Threats*, Third Edition, Chapter 12 (Waltham, MA: Butterworth-Heinemann, 2016).

- Responding to incidents and contingencies such as increases to the color-coded DHS Alert System. Security guards often provide additional services during these increases, such as staffing incoming personal vehicle checkpoints in landside operations areas and providing additional security patrols throughout the concourse and terminal areas.
- Doing airfield vehicle patrols to watch for intrusions of the airfield perimeter; monitoring employee activities to ensure compliance with the ASP.
- Searching, evacuating, and providing re-sterilization assistance when a breach of security has occurred.
- Patrolling the internal terminal and concourse to monitor security (and safety) events and activities, including compliance with the ASP.
- Issuing notices of violations of the ASP to aviation personnel working on the airfield.
- Protecting the exit lanes of a screening checkpoint, particularly when the screening checkpoints are not in operation.

The duties described in *Practical Aviation Security* are consistent with the main duties of the CDA ASOs, and mirror findings from an informal survey by the CDA of policy in practice at many of the other top airports. Therefore, CDA's use of non-sworn, non-armed security personnel is an industry standard and mirrors best practice.

3.0 Current Policies and Practices

AVSEC Security Policies

The aviation security division is governed by the AVSEC Policy and Procedures Field Manual; Safety and Security Directives; Standard Operating Procedures; the TSA approved Airport Security Program; CDA- and City-issued policies; and federal rules and regulations.

This Field Manual includes directives for aviation security staff on conduct, duties, movement within the regulated area and other protocols related to access control and inspections and reporting procedures. Several directives address general appearance of officers, grooming standards, and employee demeanor. Overall these policies speak to the primary responsibility of AVSEC and how ASOs are to comport themselves while on duty.

Communication of official orders and directives to the ASOs is regularly achieved through memos, emails, verbal communications and roll call training. New and revised policies and procedures are issued through directives. Directives are formal documents created by AVSEC management to provide guidance and instruction, and to govern conduct for ASOs and Command Staff. New directives are read at each of the three roll calls for ASOs for five consecutive days, posted on the bulletin board for two weeks, and emailed to ASO departmental email accounts to ensure that each officer is made aware of the changes.

The AVSEC policy and procedures Field Manual was first published in May 2002 and has been updated continuously since 2013. To date, AVSEC practice has been to add new directives to the Field Manual and review those with the ASOs. This practice has balanced the need to keep many important foundational policies in place while adding critical new policies and protocols. However, a comprehensive revision of this manual to account for all current binding orders and policies and ensure consistency with current job descriptions and security procedures is needed to avoid any possible confusion from older policies and to provide consistent direction and enforcement.

AVSEC Chain of Command

AVSEC management oversees the adherence to all policies and procedures pursuant to the Field Manual, as well as enforcement of all directives and orders given by CDA management. The following chain of command provides structure for the day-to-day operations of AVSEC, including supervision of the ASOs.

ASOs receive staffing assignments and orders from supervisory staff, which consists of sergeants and the next highest ranking shift supervisors, also known as lieutenants—neither of which are CPD officers nor staff. The supervisory staff is responsible for conveying directives to ASOs and for presiding over roll call. At roll call, ASOs receive daily briefings on activities pertaining to their shift, as well as information on staffing assignments, and newly introduced policies and directives which apply to or impact their duties.

The supervisory staff also ensure accountability among all ASOs by: ensuring that each has met the full requirements for training; monitoring staffing assignments and attendance; reviewing and relaying newly issued memos, directives and policies; overseeing record keeping; presiding over disciplinary matters and review; and supervising to ensure all personnel are in compliance with code and conduct for the AVSEC unit.

Supervisory staff report to the assistant commissioner of security of either O'Hare or Midway, who report to the deputy for security, a managing deputy for security, and finally, the commissioner.

Incident Responses and Coordination with CPD

As outlined by the Airport Security Program, the Chicago Police Department is responsible as the first and primary point of contact for all emergency calls dispatched through the O'Hare Communications Center (OCC), and the Midway Operations Center, respectively. According to AVSEC standard operating procedures, both Centers are directed to dispatch CPD for all emergency calls in and around the airport, with ASOs dispatched to most incidents concurrently.

As discussed above, CPD officers are largely stationed at landside locations. ASOs, on the other hand, are on the airside enforcing federal security regulations, and issue citations for violations of ground motor vehicle or federal security regulations.

For specific incidents at Chicago's airports, federal and local law enforcement (CPD) officers respond with appropriate arms and backup within the secured area. These incidents may include, but are not limited to: security breaches, bomb threats, tower alerts, traffic accidents, disturbances or fights, incidents or special events. ASOs support CPD in these responses by conducting crowd management and controlling the public to stay away from the event and by providing updates during the response.

ASOs responding to any situation—dispatched or on view—are required to assess and stabilize the situation and wait for CPD unless an immediate threat exists. ASOs do not carry firearms, but do carry non-lethal weapons, such as ASPs and handcuffs that enable them to restrain offenders or actors posing a potential threat in emergency situations until CPD arrives.

A review of O'Hare Communication Center (OCC) logs shows that during the period of January 2016 through March 2017, ASOs were dispatched to a total of 220 incidents, with 52 of those incidents reported to be on the aircraft. A review of these records reveals that ASOs regularly respond to medical incidents, and also that ASOs have in the past boarded a plane to provide initial response.

However, there are no incident reports³ filed by the ASOs in any of these 220 cases. Yet CPD issues hundreds of General Offense Case Reports and Arrest Reports each year, including for incidents on aircraft. This suggests that incidents prompting a dispatch of ASOs to aircraft were addressed by the airlines, or by CPD or CFD, with ASOs providing support.

By contrast, ASOs issue hundreds of citations a year for violations of the Ground Motor Vehicle Operation regulations and for violation of local or federal security policy on the AOA. This indicates that the ASOs are performing according to their primary area of responsibility of regulatory enforcement, and that they are not acting as the lead respondent on higher-level security or emergency incidents that fall within the scope of CPD responsibilities.

ASO Title and Uniform

While ASOs perform important services to protect airport safety, ASOs are not special police or police officers. While current airport management and City officials have consistently reiterated that the ASOs are not police, older written procedures and past memos referring to ASOs as special police, as well as legacy elements of the ASO training program, have caused confusion in this area.

Pursuant to the ASO job description, their role is to perform security functions, not policing functions, which do not require police powers or special police authority. Municipal Code Sections 4-340-030⁴ and 4-340-060⁵ state clearly that certification as special police officers requires approval by the Chicago Police Superintendent. This workforce is not hired or appointed to serve as special police officers, and such authority has never been granted by the Superintendent. As such, special police is a term which does not reflect their actual duties as non-sworn personnel.

Furthermore, for more than 20 years under the Collective Bargaining Agreement (CBA) with SEIU Local 73, the union representing ASOs, the title has always been clearly stated as aviation security, not aviation special police. Underscoring this is a recent determination by the Illinois Law Enforcement Training and Standards Board, which, based on a number of factors, has concluded that ASO's are not law enforcement officers under Illinois law.

This review finds variance between the official title and responsibilities as outlined in the agreed upon contract, and the markings on cars and uniforms improperly conveying the title of "aviation police." While all policy and directives established by the current administration have stated a clear distinction between Aviation Security and Chicago Police, changes to markings on uniforms and vehicles, as well changes to old and incorrect policy documents from earlier management, are required to make markings consistent with ASO authority and duties.

³ ASOs are required to file an incident information report when they provide response to a disturbance-related incident or emergency.

⁴ Section 4-340-030 of the Municipal Code, page 25465 of the Council Journal, states the following: "An application of any person showing the necessity of appointment as a special policeman shall be made to the superintendent of police. The superintendent of police shall have power to appoint and swear in any number of special policemen to do special duty at any fixed place in the city, or at any of the necessary places for the protection of persons, passengers and property being transported in interstate or intrastate commerce within the city, at the expense and charge of the applicant."

⁵ Section 4-340-060 of the Municipal Code, page 25465 of the Council Journal, states the following: "The superintendent of police shall issue a special certificate of appointment to each person appointed as a special policeman, which certificate shall expire one year from the date of its issuance. The superintendent of police shall have power to renew any such appointment for a period of one year. He shall keep a correct list of all persons appointed as special policemen."

4.0 Actions and Revised Policies

As a result of this review, CDA is instituting several changes and updates of SOP and training programs to ensure that nothing like the UA Flight 3411 incident happens again. CDA has also commenced long-term initiatives, outlined further below, to examine and update AVSEC security policies and procedures. As ongoing reviews are completed, both by internal and external expertise, additional actions will be taken as appropriate.

CDA implemented the following actions directly after the UA3411 incident:

1. Three officers and a supervisor were placed on leave very soon after the 3411 incident, and the City of Chicago's Office of Inspector General (OIG) has conducted a disciplinary investigation. CDA will take action in response to the OIG's findings and in accordance with requirements under the collective bargaining agreement.
2. On April 10, supervisors issued a direct order at Roll Call that ASOs are not to board an aircraft unless an aviation security sergeant or CPD is on scene. This order contained some exceptions permitting ASOs to board without a sergeant or CPD on the scene only if there is a medical emergency or a battery in progress.

This corresponds with the City Council's passage of the Passenger Protection Ordinance, Amended Municipal Code 2-20-035, "which outlines the circumstances under which City employees may involuntarily remove, or assist airline personnel in the involuntary removal of a passenger from an aircraft." This ordinance will go into effect July 28, 2017.

3. On April 17, CDA issued a directive to all security personnel instructing them to thoroughly review and adhere fully to the Use of Force Directive. Supervisors reviewed this directive at Roll Call for the following 3 weeks.
4. Effective April 20, CDA, in consultation with the Chicago Police Department, instructed the O'Hare Communications Center (OCC) to dispatch only Chicago Police Officers to disturbances on aircraft.

As a result of this review, CDA is instituting the following initiatives in progress:

5. Measures are being taken to consistently reinforce and communicate the ASOs role as a workforce distinct from Chicago Police. The word "police" will be removed from uniforms and vehicles in coming months. Union representation has been informed of mandatory uniform changes, including new badges and removal of other insignia that incorrectly refer to ASOs as aviation police.
6. CDA continues to update current directives guiding how ASOs may be dispatched. A new comprehensive directive has been drafted that mandates that ASOs will be dispatched for disturbance calls only when requested by CPD, and updates protocol for all on-view

⁶ Amended Municipal Code 2-20-035, states the following, "No employee of the City shall involuntarily remove, or assist airline personnel in the involuntary removal of a passenger from an aircraft at any airport owned or operated by the City of Chicago, unless in response to a potential violation of law, federal security regulations, or in response to a potential public safety matter or a medical emergency."

disturbance and medical emergency responses. When finalized, it will replace all existing directives, memos and emails articulating protocol for disturbance related responses in and around the airport including the April 10 order.

7. CDA is preparing a comprehensive review and revision of policies, memos and SOPs to provide the security division a clear and concise understanding of terminology, duties and training required of them. CDA has undertaken a series of directives in the past year to clarify the roles of ASOs and security personnel, and more work is needed to rescind older written material that is inconsistent with ASO duties.

CDA is updating the AVSEC Field Manual and procedures manual to integrate all SOPs and directives in a way that incorporates best practices in aviation security, and that will provide a streamlined process to make ongoing modifications as necessary. This will include new reporting formats in the procedures manual, and other changes to remove obsolete language and to fully address the roles and responsibilities of the ASOs.

8. CDA has initiated a review of existing ASO training, comparing and incorporating best practices at other U.S. airports, to develop and implement an updated training program for ASOs. The current training module for ASOs will be evaluated with respect to the duties of the ASOs, the physical environment, report writing, other entities involved with security at Chicago's airports, other U.S. airports' best practices and emerging industry information about human factors in learning and public engagement. Any modifications to AVSEC policies and procedures will be included in an updated training program going forward.

5.0 Conclusions and Summary

CDA is working hard to learn from the regrettable incident that took place on UA Flight 3411 and doubling efforts to strengthen policies, procedures and training to ensure that something like this never happens again.

The Department is committed to a layered approach to security, which has proven effective at our complex and large airport properties, as well as consistent with industry standards. It is our CDA security personnel who provide support to passengers with unique needs, challenges and dilemmas on a regular basis. And our security personnel will continue to play an integral role in responding to and maintaining a safe environment for the traveling public. Over the next few months, significant changes improve the consistency of terminology, duties and training will be achieved using both internal management and external expertise. CDA remains dedicated to the passengers we serve, and with these changes, the department is confident that the overall experience of its traveling public stands only to improve.

CDA is also moving forward with discipline of the ASOs involved in the UA 3411 incident based on the investigation and findings from the OIG. Actions will be taken in response to these findings in accordance with requirements under the collective bargaining agreement.

CDA is proud of the dedicated professionalism of staff in all departments who work tirelessly to provide safe, efficient and comfortable facilities for the more than 100 million passengers traveling through our airports. This work is done in partnership with our federal agencies who continue to assert confidence in the security program at our airports and appreciation for the support of our CDA staff. Together with these federal and airline partners, we will continue working to ensure the highest level of safety and customer service for our traveling public.