Business Continuity Planning
for Airports
Airport Business Continuity Planning is Critical

- Disruptions create a cascading “multiplier” effect and impact on the financial “ecosystem” of airports:
  - Business
  - Tourism
  - Hotels
  - Car Rentals
  - Restaurants
  - Recreation

- BCP is an important element of:
  - Business resilience planning
  - Risk management strategy
  - Meeting contractual obligations
  - Complying with standards and guidance
  - Liability management

- Having no regulatory mandate for BCP in airports is remarkable.
  - Davos 2014 Risk Management Report specifically called on organizations to have BCP.
  - Cited natural catastrophes, meteorological risks and Cyber-risks among Top 5 CEO/Board issues.
  - DOT Advisory Circular FAA AC barely skirts the topic.

- Airport Risk Managers can help this to change.
Current Environment
Many airports lack sufficient business continuity plans.

BCP is widely misunderstood:
- Is rarely a strategic imperative in an operationally-oriented sector
- Confused with emergency management
- Difficult in an operating model where contractors, tenants, FBO’s and government agencies are responsible for operating essential functions

Three current models for airport BCP:
- Required by municipal, county or state decision to implement Continuity of Operations Planning (COOP) – Web-based compliant tool
- Implemented internally by progressive management with a proprietary plan
- Implemented on the Transportation Research Board’s automated BCP software – *Operational and Business continuity Planning for Prolonged Airport Disruptions*
Components of BCP
What IS Business Continuity Planning?

An ongoing management process that:

- Assigns specific responsibility for BCP
- Documents how all essential functions are accomplished, with a mix of core components that comprise every function:
  - people
  - technology
  - plant, equipment, tools, vital records and supplies,
  - processes
- Assigns recovery priority based on an accepted convention,
- Describes how the functional components will be recovered, and how to execute each function at some threshold level of performance – manually – until technology can be recovered via the IT Disaster Recovery Plan
- Describes how to “get back to normal”
- Provides for annual updates to the plan and periodic testing and exercising of the plan.
Business Continuity Plan Components

**Introduction**
- Organization
- Distribution and Access
- Mission Statement
- Scope
- Objectives
- Assumptions

**Concept of Operations**
- Roles and Responsibilities
- Individual Plan for Functional Recovery
- Functional Recovery Prioritization
- Plan Activation and Deactivation

**Functional Recovery Plans**
- Functional Description
- Mission Essential Functions and Recovery Priorities
- Business Recovery Teams
- Critical Resources
- Vital Records and Data
- Alternate Facilities
- Delegations of Authority
- Succession Planning
- Alert Notification Procedures and Call Lists

**Devolution**

**Reconstitution**

**Plan Testing, Training and Exercises**
BCP Tools in the Marketplace
34 Business & Operating Functions:

- Aeronautical Operations Support
- Ramp & Hangar Operations
- Airport Maintenance & Repair
- Purchasing, Receiving and Supplies
- Groundside Transportation
- ATCT Operations & NAVAIDS
- Shared Infrastructure
- Cargo Operations
- Terminal Buildings
- Information Technology
- Financial Reporting
- Aircraft Rescue & Firefighting
- Back-Up Power Sources
- Commercial & Aviation Tenants
- Environmental Operations
- Finance & Accounting
- Fixed Base Operators
- General Aviation
- Government Security & Controls
- Government Relations
- Grants and Projects
- Human Resources
- Infrastructure & Utilities
- Legal & Contracts
- Other Property Management
- Passenger Management
- Payroll & Benefits
- Public Parking Operations
- PR & Marketing Communications
- Public Safety
- Retail Concessions
- Winter Operations
- On-Site Fuel Supply
- Co-Located Military Units
Based on Industry Research

- **Large Hubs:** DFW, JFK, SLC, DCA, DEN
- **Medium Hubs:** Cincinnati, New Orleans, San Antonio, Reno
- **Small Hubs:** Savannah, Moline, Wilmington, NC
- **Non-Hubs:** Juneau, Fort Wayne, Evansville, Grand Forks
- **Commercial Service:** Santa Fe, Block Island
- **General Aviation:** Ohio State University, Van Nuys, Chandler, Ft. Lauderdale Executive, Tulsa, Boeing Field
- **Relievers:** Teterboro, Worcester, St. Louis Regional
- **Cargo:** Louisville, Memphis, Miami, Sky Harbor
- **FBOs:** Signature Flight Support, Jet Aviation, Central Parking System, Meridian Air Group, Landmark Aviation, Shelt Air, Clay Lacey Aviation
- **Airlines:** UPS, Delta/Northwest, Jet Blue
....and Based on Key Findings

- Lack of awareness.
- Not a strategic priority.
- Confusion with emergency management.
- Misconception that BCP is an incident-specific recovery recipe.
- BCP is uniquely challenging at airports.
- No existing federal mandate for BCP at U.S. airports.
  - Closest is DOT Advisory Circular FAA AC focused on all-hazards emergency planning.
- Few states appear to mandate BCP for their airports.
- ACRP 03-18 deliverables are likely to have an impact.
  - But adoption will require time and funding.
General Restoration Priority Framework

1. Does Disruption Threaten Near Term Cessation of Airport Operations?
   - Yes → Would the Cessation be Immediate?
   - No → Does Impact of Disruption Threaten Ongoing Airport Viability?

2. Would the Cessation be Immediate?
   - Yes → Critical Function - Plan for Immediate Recovery
   - No → Does Impact of Disruption Threaten Ongoing Airport Viability?

3. Does Impact of Disruption Threaten Ongoing Airport Viability?
   - Yes → May Disruption Cause Contingent Impact on Airport Viability?
   - No → May Disruption Cause Eventual Negative Impact to Airport Operations?

4. May Disruption Cause Contingent Impact on Airport Viability?
   - Yes → Important Function - Plan for Short Term Recovery
   - No → May Disruption Cause Eventual Negative Impact to Airport Operations?

5. May Disruption Cause Eventual Negative Impact to Airport Operations?
   - Yes → Convenient Function - Plan for Eventual Recovery
   - No → Non-Essential Function
## Recovery Priority Scale

<table>
<thead>
<tr>
<th>Score</th>
<th>Priority</th>
<th>Definition</th>
<th>Factors</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Critical</td>
<td>Loss of these functions causes immediate closure of airport.</td>
<td>FAA certification revocation, loss of core aviation capacity/infrastructure, terminal penalties.</td>
<td>Must resolve immediately.</td>
</tr>
<tr>
<td>2</td>
<td>Important</td>
<td>Loss of these functions causes significant negative impact and threatens long term airport viability.</td>
<td>Significant revenue loss, penalties, unsustainably higher cost structure, serious reputation damage, violation of legal covenants and service level agreements.</td>
<td>Must resolve within one week.</td>
</tr>
<tr>
<td>1</td>
<td>Convenient</td>
<td>Loss of these functions causes modest or tolerable level of negative impact.</td>
<td>Moderate but recoverable negative impact.</td>
<td>Should resolve when feasible.</td>
</tr>
<tr>
<td>0</td>
<td>Non-Existent or Non-Essential</td>
<td>These functions are not present at airport, or not at all essential.</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
“Home” Screen

ACRP Business Continuity Survey / Intro

1. Enter the name of the airport, or your company name if you are a Fixed Base Operator (FBO).

Airport/FBO Name: Westchester County A
37. Indicate which types of physical facilities are required by this function, the specifications of each and their source.

<table>
<thead>
<tr>
<th>Office/Operations Space</th>
<th>Check all that apply</th>
<th>Source</th>
<th>Brief Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Airport Department</td>
<td>500 sq ft</td>
</tr>
<tr>
<td>Public Briefing Room</td>
<td></td>
<td>Airport Department</td>
<td>Chairs, podium, micro:</td>
</tr>
<tr>
<td>Media Studio</td>
<td></td>
<td>Contractor</td>
<td>500 sq ft</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>--Select Value--</td>
<td>size, material, etc.</td>
</tr>
</tbody>
</table>
essential functions that are part of passenger management, rank the relative importance and recovery priority of each (using the important - 1 = convenient scale), indicate who or what airport department provides it.

<table>
<thead>
<tr>
<th>Check all that Apply</th>
<th>Recovery Priority: 3 Critical</th>
<th>Responsibility: who/what airport dep</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passenger Routing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passenger Transport (courtesy carts)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical/First Aid/Clinic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complaint Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Address System</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Caps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Information/Concierge</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

30. For each essential staff member required to recover this function after a disruption, indicate their primary and secondary replacements, special licenses/skills/certifications they must possess, if they are or must be union members and, if they are contractors, the name of the contractor which can fill the position.

<table>
<thead>
<tr>
<th>Select</th>
<th>Item</th>
<th>Essential Staff:</th>
<th>Primary Replacement:</th>
<th>Secondary Replacement:</th>
<th>Special Licenses/Skills/Certifications/Training:</th>
<th>Organized Labor:</th>
<th>Union:</th>
<th>Contractor:</th>
<th>Contracting Agency:</th>
</tr>
</thead>
</table>

Add as many items as necessary to fully answer the question. To edit an item, select the corresponding checkbox and click “Edit”. To delete an item select one or more checkboxes and click “Delete”.

```html
<!DOCTYPE html>
<html lang="en">
<head>
    <meta charset="UTF-8">
    <meta name="viewport" content="width=device-width, initial-scale=1.0">
    <title>Survey Screen Shots</title>
</head>
<body>
    <div>
        <table>
            <thead>
                <tr>
                    <th>Select</th>
                    <th>Item</th>
                    <th>Essential Staff:</th>
                    <th>Primary Replacement:</th>
                    <th>Secondary Replacement:</th>
                    <th>Special Licenses/Skills/Certifications/Training:</th>
                    <th>Organized Labor:</th>
                    <th>Union:</th>
                    <th>Contractor:</th>
                    <th>Contracting Agency:</th>
                </tr>
            </thead>
            <tbody>
                <tr>
                    <td><input type="checkbox"/></td>
                    <td>Create new item</td>
                    <td>Delete</td>
                    <td>Edit</td>
                </tr>
            </tbody>
        </table>
    </div>
    <div>
        <form>
            <label>Essential Staff: <input type="text"/></label>
            <label>Primary Replacement: <input type="text"/></label>
            <label>Secondary Replacement: <input type="text"/></label>
            <label>Special Licenses/Skills/Certifications/Training: <input type="text"/></label>
            <label>Organized Labor: <select></select></label>
            <label>Union: <input type="text"/></label>
            <label>Contractor: <select></select></label>
            <label>Contracting Agency: <input type="text"/></label>
            <button>Create an item</button>
            <button>Cancel</button>
        </form>
    </div>
</body>
</html>
```
Westchester County Airport
240 Airport Road
West Harrison
New York
10604

Business Continuity Plan
Examples of Web-based Tool Approach
Examples of Web-based Tool Approach

Welcome to CoopChicago.com!
The City of Chicago's Continuity of Operations Planning System

Welcome, Peter Hodes. Your username is peterhodes. Your access level is Site Administrator. My Account - User Manager
Instance: i-2f303d4d

Main Menu
City of Chicago - Department of Aviation - Executive - (COOP) - (35)

Main Menu
City of Chicago - Department of Aviation - Executive - COOP

Welcome to CoopChicago.com! This web-based planning system is the City of Chicago's on-line source for developing and maintaining Continuity of Operations Plans (COOP) for each of its city departments.

CoopChicago.com creates an easy-to-use, standardized planning environment for COOP plan development. The system not only produces a hard copy COOP document, but also a "living plan" for the City of Chicago which can be viewed, modified and printed at any time by simply having an internet connection.

Using the buttons to the left, you can navigate through each section of your COOP.

For security purposes, please be sure to log-off when finished with your session.

For technical support or to request assistance with your COOP plan development, please contact us at Help@BoldPlanning.com.