

Integration of Contingency Planning for Small Airports

October 1, 2024
1:00 p.m. – 2:30 p.m. ET

Today's Learning Objectives

- 1. Review the toolset developed to meet small airport contingency planning requirements**
- 2. Understand the role contingency planning tools play in managing operational disruptions, mitigating their impact, and recovering effectively**

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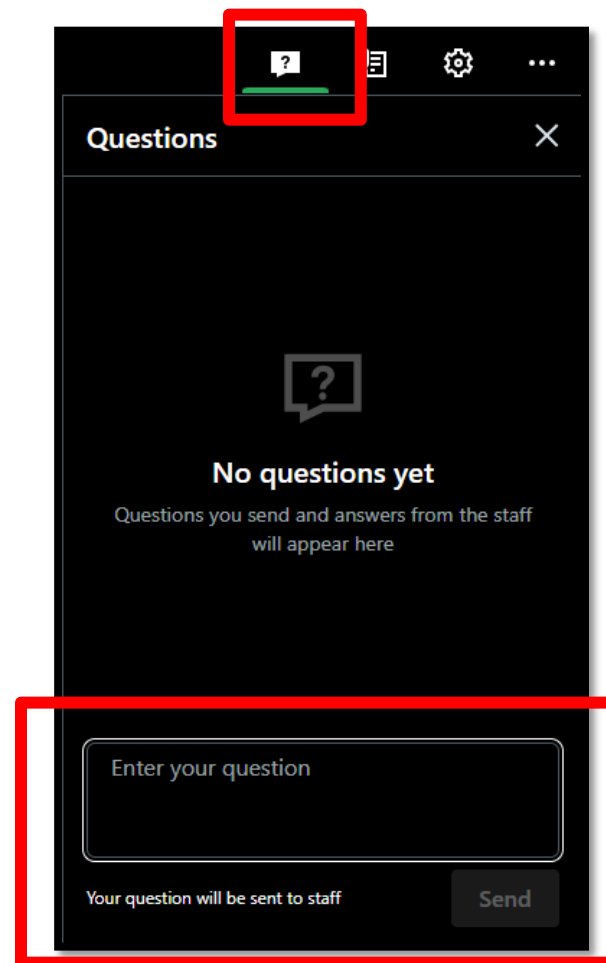
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Questions and Answers

Please type your questions into
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We will read your questions out
loud, and answer as many as
time allows

#TRBwebinar



Scott Corzine

Principal Investigator

- Managing Director,
CohnReznick, LLP
- Principal Investigator,
ACRP 04-19 (AEPs)
- Principal Investigator,
ACRP 03-18 (COOP)



Today's Presenters



Shaun Germolus
shaun@airportadmin.com
AirportAdmin, LLC



Julie Quinn
jquinn@quinnwilliams.com
QuinnWilliams, LLC

ACRP 03-68 Oversight Panel

Daniel Bartholomew, Aspen/Pitkin County Airport, Panel Chairman

Esteban Aguirre, Crawford, Murphy, and Tilly, Inc.

Berta Fernandez, Landrum and Brown, Inc.

Meaghan Smalley, Jacksonville Aviation Authority

Patrick Van Horne, Hagerty Consulting, Inc.

Michael Zonsius, Albany International Airport

Mark Cozad, FAA Liaison

Paul Eubanks, ACI-NA Liaison

Brittany Summerlin-Azeez, TRB Program Coordinator

Jordan Christensen, ACRP Senior Program Officer

Problem Statement & Background

Small airports (GA, non-hub, and small-hub commercial service)

- have limited resources and expertise,
- are often ill-prepared to address airport disruption that impact staffing, financial information, IT resources, infrastructure, facilities, and supply chains,
- have challenges in effectively coordinating and integrating contingency planning (COOP, BCP, AEP, financial sustainability and resiliency).

Research is needed to help small airports benefit by integrating all aspects of contingency planning to sustain operations and build resiliency.

Research Directive

Develop guidance to assist small airports to effectively integrate plans for operational and business continuity, emergency response, financial sustainability, and resiliency to respond to airport disruptions, using these considerations:

- Identify existing and available reports and resources that would assist in development of a reference library.
- Sample case studies at a variety of relevant types and sizes of small airports and other industry entities that reflect best practices of integration.
- Identify or develop tools that will assist in the integration.
- Flexibility in integration with respect to event complexity, airport size, and its available internal and external resources.
- A process for conducting a cost benefit analysis of integration.

Literature Review

The research team performed a disciplined Boolean search to “throw the widest possible net”, yet:

- The final literature review includes only 28 sources from the 200-250 originally consulted, due to their inapplicability to the project.
- Very few of these 28 sources effectively informed our research. Contingency plan integration proved to not be a well-researched or documented topic.

Research Ambivalence

- A surprising absence of published work on the integration of contingency plans, airport-focused or otherwise.
- Not meaningfully addressed from an academic, regulatory, industrial, operational, or functional perspective.
- No small airport respondent in our research universe identified contingency plan integration as an objective.
- None viewed plan integration as a focus.
- They struggled to see value in integrating their contingency plans in their resource-constrained operating environment.
- Contingency plan integration came across for many as a “first-world problem” for large, better resourced airports.

Field Research

TABLE 1. CASE STUDIES

	Entity/Organization	Size	State	Completed
1	Cotulla – La Salle County Airport (COT) ⁴	GA Basic	TX	August 9
2	Eugene Airport (EUG)	Small Hub	OR	August 10
3	Lakeland Linder Regional Airport (LAL)	GA Reliever Regional	FL	August 19
4	Lincoln Airport (LNK)	Non-hub Primary	NE	August 31
5	Range Regional Airport (HIB)	Commercial Service	MN	July 21
6	Tallahassee International Airport (TLH)	Non-hub Primary	FL	August 4
7	Tucson International Airport (TUS)	Small Hub	AZ	August 1
8	Aspen Pitkin County Airport (ASE)	Non-hub Primary	CO	August 17
9	Port of Vancouver	Maritime Port	WA	August 11
10	State of Nevada Emergency Management via Washoe County Office of Emergency Management	Complex community context for airports (LAS, RNO, CXP, HND, RTS)	NV	August 16

Field Research Findings

- Tools must be easy to learn, implement, and use.
- “Policy-level” plans were less valued than “Action-level” plans.
- Flexible enough to accommodate the relationships between airport and public entities (City/County).
- Address the After-Action Reports and Improvement Plans.
- Provide real, new insights to improve responses.
- Training exercises provide integration opportunities.
- Funding is a perpetual issue, so tools must be free and not time consuming.

From “Integration” to “Development”

- Focus shifted from plan integration to tool development.
- We applied our team’s emergency management, operational continuity, and resilience experience to the research insights and problem statement objectives.
- We derived a set of criteria from the small airport fieldwork to guide tool ideation.

Tool Development Considerations

- We concluded that contingency plan integration could be as straightforward as plan deconfliction and cross referencing – both methods of simple integration.
- We also considered how airports might integrate contingency plans in a more complex, useful, and meaningful way.
- To be effective, the integration tools had to meet nine (9) criteria to be:
 - realistically considered,
 - credibly trialed,
 - operationally adopted, and
 - regularly used by busy small-airport staff.

Tool Development Considerations

→ Action-oriented:

- focused on integration of the operational/behavioral dimensions, not planning or documentation.
- tactical, not strategic, to provide value during the uncertainty of actual events small airport staffs face.

→ Operational:

- exclude financial resilience plans, which are a focus of CFOs, not contingency plan actors.
- omit facility security plans, due to the SSI often present.

→ Flexible & scalable - applicable for small to medium-sized airports.

→ Improve communication and coordination – to help responders communicate among numerous agencies and roles.

Tool Development Considerations

- Easy to use, easy to learn, easy to implement, and accessible:
 - brief – there was no interest in complex documented tools.
 - hard copy – during active contingency responses, only hard copy tools were shown to be of interest.
- Free:
 - no subscription fee or cost.
 - eliminated technology subscription tools from our analysis.
- Accretive, not additive for time-constrained response staff:
 - tools cannot add another burden or layer of documentation.
 - they must be de-conflicted and reference other plans.

Tool Development Considerations

- Brief – there was no interest in complex documentation
- Integrate role of city, county government partners which are especially important to the overburdened contingency response staffs of small airports.

Tool Set

→ The research team then developed nine (9) integration tools sorted into three (3) categories:

- Plans and Planning Tools
- Action Tools
- Communications Tools



1. Checklist of Contingency Plans RE



2. Contingency Planning and Integrat



3. Contingency Plan Deconfliction Tool FIN



4. Succession Planning Tool FINAL.p



5. FEMA Course Selection Guide FINAL



6. Checklist & Calendar-Triggers for



7. Checklist of Exercise Types FINAL₁



8. EOC Integration Tool REVISED FINAL.p



9. Crisis Communications Inse

Airport Reception & Feedback

- Pilot testing by Tabletop (Triennial full-scale) Exercise.
- Utilized tools to prepare and organize.
- Tools assist with organization, planning and saved staff time.
- Tools assist identifying plans to integrate.
- Deconfliction Tool coordinates outside agency plans.
- Succession Planning Tool was broadly appreciated.
- Valued checklist/calendar. Notification for reviews.
- Appreciated ease-of-use, no-cost, electronic format and that tools were efficient.

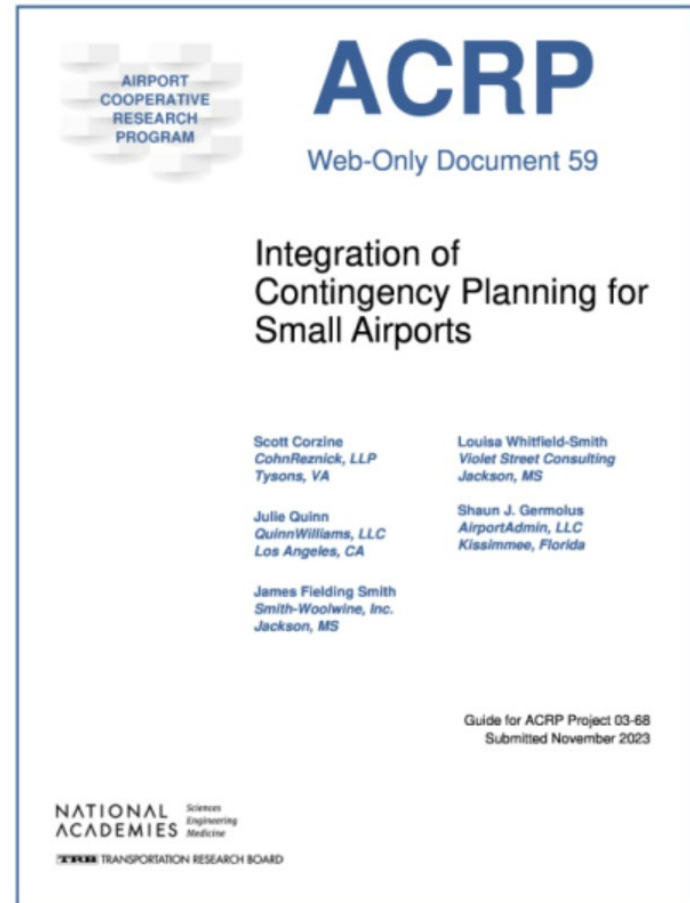
FOR ADDITIONAL INFORMATION

Web-Only Document #59:

<https://nap.nationalacademies.org/catalog/27656/integration-of-contingency-planning-for-small-airports>

Scott Corzine

Scott.corzine@cohnreznick.com



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Shaun Germolus

shaun@airportadmin.com

AirportAdmin, LLC



Julie Quinn

jquinn@quinnwilliams.com

QuinnWilliams, LLC



Scott Corzine

scott.corzine@cohnreznick.com

CohnReznick, LLP

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October 22, 2024

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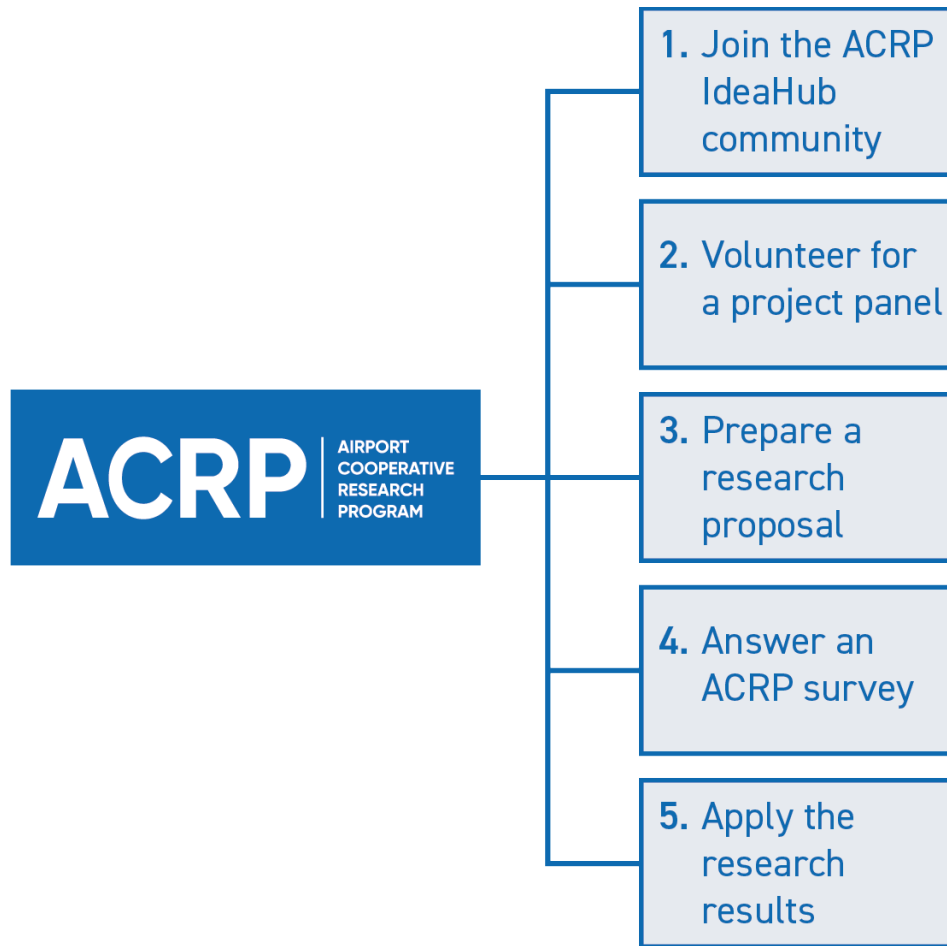
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