

Airport Risk Management

Scott Corzine, Managing Director

Business Continuity & Airport Emergency Plans within the GRC Framework

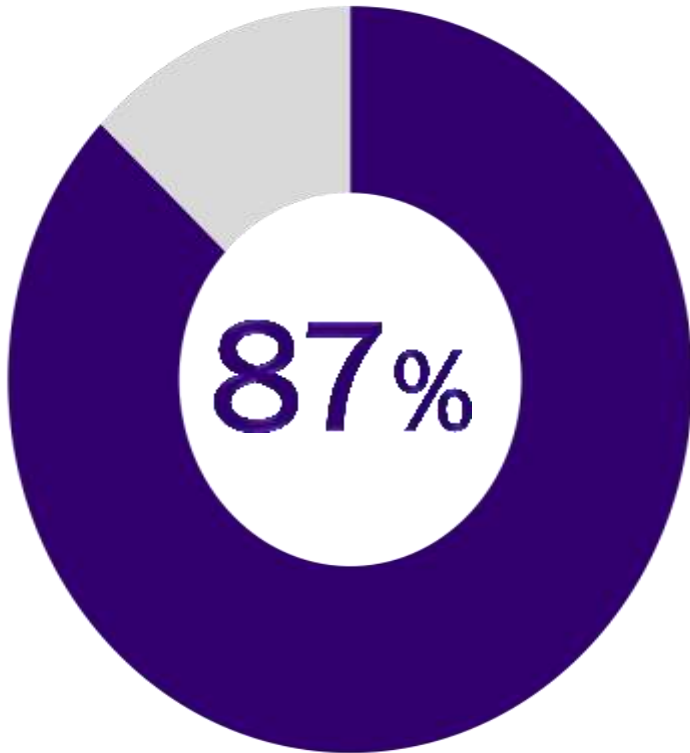
January 14, 2016

Operational risk is a major component of the best GRC frameworks.

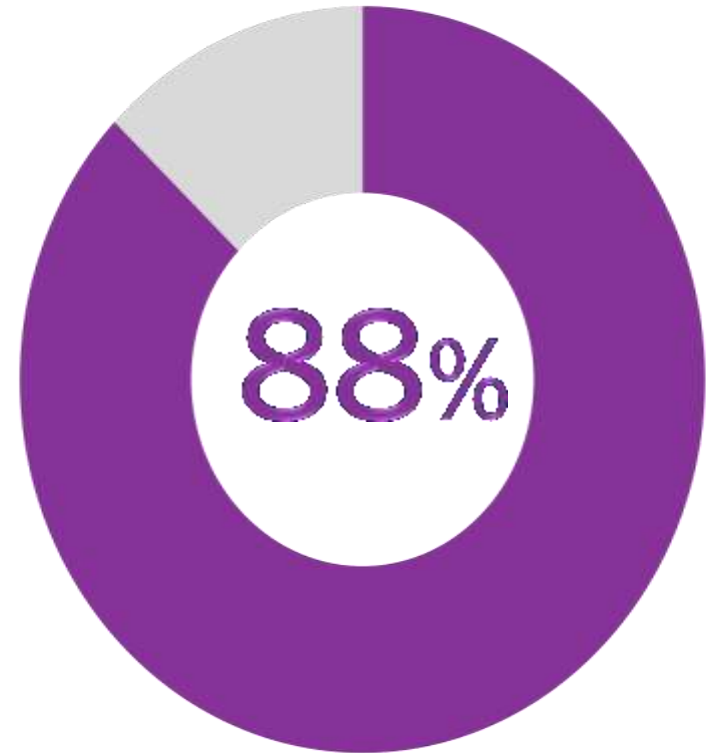
Top Concerns of the Top Brass

C-SUITE *	RISK PROFESSIONALS *	DIRECTORS **	GENERAL COUNSEL **
Legal or Regulatory Shifts	Data Security / Privacy	Data Security	Regulatory compliance
Litigation or Claims	Economic Conditions	Succession Planning	Data Security
Regulatory Compliance	Brand / Reputation	Operational efficiency	Brand / Reputation
Brand / Reputation	Natural Disaster	Regulatory Compliance	Crisis Preparedness
Economic Conditions	Regulatory Compliance	M&A transactions risk	FCPA
Workforce Health and Safety	Litigation or Claims	Brand / Reputation and Crisis Preparedness	Outside Legal Fees
Business Continuity / Crisis Management Execution	Legal or Regulatory Shifts	Executive Compensation AND HR/Employment (tie)	M&A
Talent Availability	Technology / Systems Failure	Internal Controls	Operational Effectiveness/Efficiency
Competitors	Supply Chain Vulnerability	Global Business Expansion	Succession Planning
Business Disruption	Business Continuity / Crisis Management execution	Company Culture	Executive Compensation

Reputational Risk: #1 Concern Worldwide



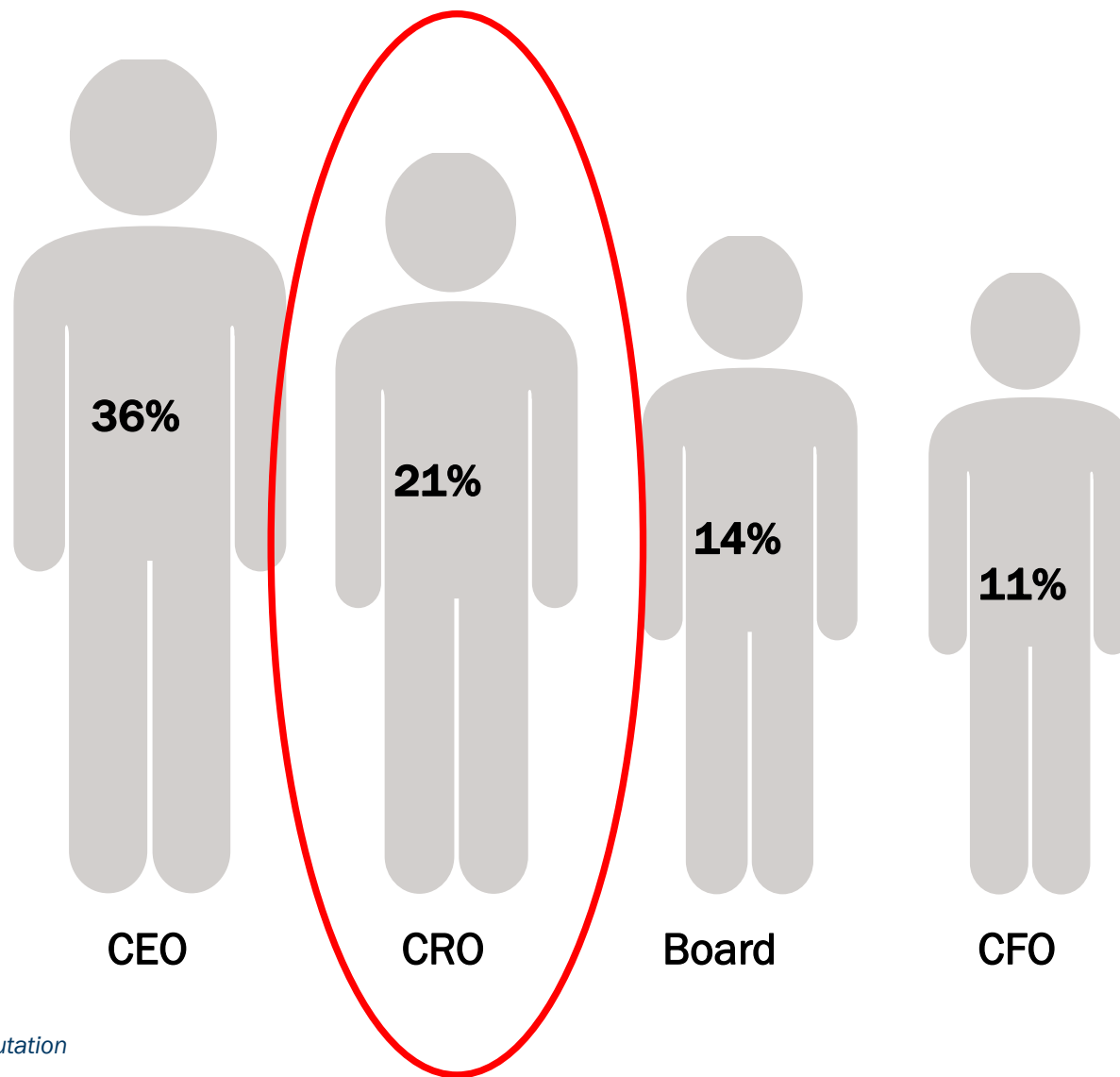
Of business executives rate reputation risk as more important than other strategic risks



Say that their organizations are now focusing specifically on reputation risk

Source: Deloitte, 2014 Global Survey of Reputation Risk
+300 Respondents from Americas, EMEA, and Asia Pacific. Nearly all C-Level and respondents came from all major sectors of the global economy

How Blame is Assigned



Source: Deloitte, 2014 Global Survey of Reputation Risk

Business Continuity Management Governance Model



Current Environment



The Situation - BCP

- Many airports lack business continuity plans.
- Some municipalities/states require plans within COOP statutes.
- BCP is widely misunderstood, often not a strategic imperative.
- Critical in the context of cybersecurity risk to IP networks and industrial control systems
- Progress is being made:
 - ACRP Synthesis Project 11-03/Topic S01-11
 - ACRP Report 93 and Automated BCP software – *Operational and Business continuity Planning for Prolonged Airport Disruptions*
 - Bold Planning cloud-hosted ACP software
 - Proprietary plans becoming more common



What IS Business Continuity Planning?

- Documents how all essential functions are accomplished with:
 - people
 - technology
 - plant, equipment, tools, vital records and supplies,
 - processes
- Assigns recovery priority based on criticality
- Describes how functions will work with the loss of technology/automation.
- Describes how recovery will take place, to “get back to normal”.
- Exercises the plan so everyone is familiar with the “playbook”.



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

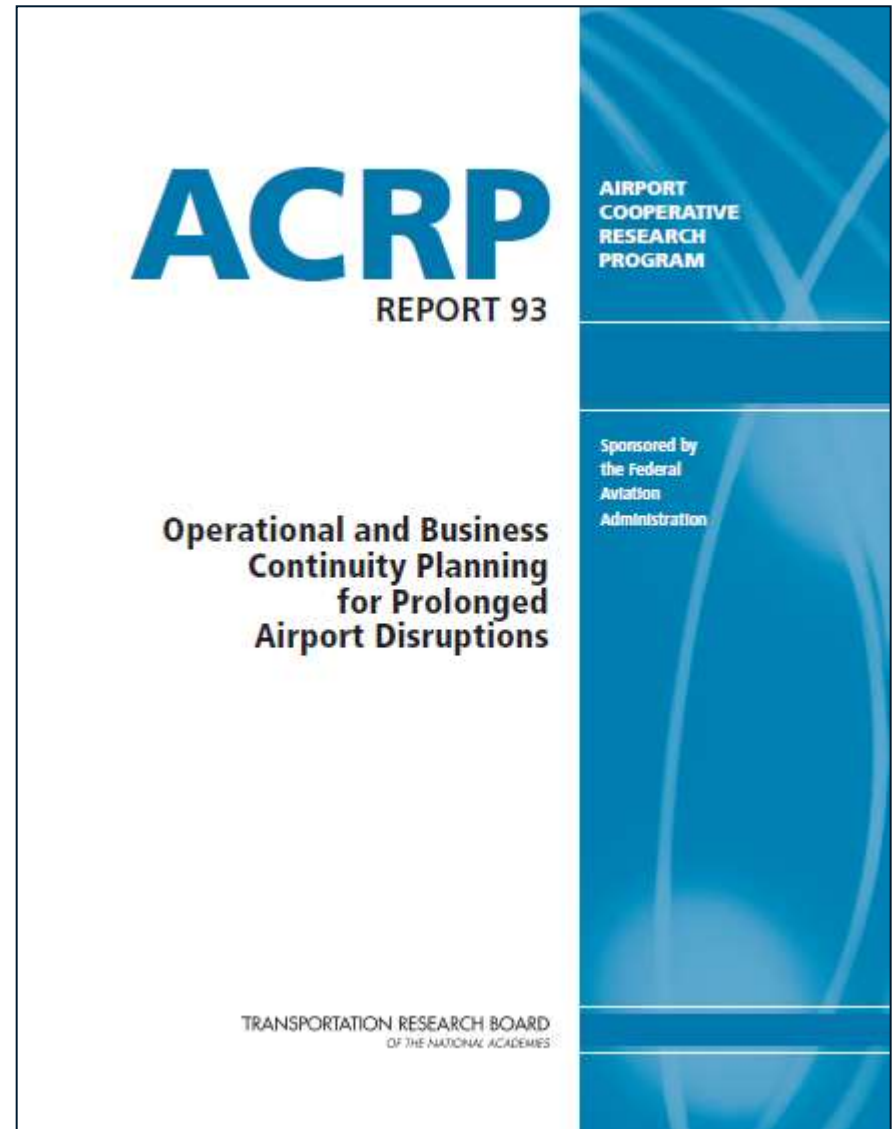
■ Reconstitution

■ 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



“Home” Screen

Survey Progress

Sections:

Survey Question Index

- ACRP Business Continuity Survey
 - Intro
 - 1. ✓
 - 2. ✓
 - 3. ✓
 - 4. * ✓
 - 5. * ✓
 - 6. * ✓
 - 7. [Activation Criteria] ✓
 - 8. [De-Activation Criteria] ✓
 - 9. * ✓
 - Co-Located Military
 - Aircraft Rescue and Firefighting
 - Back-Up Power Sources
 - Commercial and Aviation Lessees
 - Environmental Operations
 - Finance and Accounting
 - Fixed Base Operators
 - General Aviation
 - Government Security and Controls
 - Government Relations
 - Grants and Projects
 - Human Resources
 - Infrastructure and Utilities
 - Legal and Contracts
 - Other Property Management
 - Passenger Management
 - Payroll and Benefits
 - Public Parking Operations
 - PR and Marketing Communications
 - Public Safety

Question View | **Document View**

ACRP Business Continuity Survey / Intro

Clear Save Next

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

Airport/FBO Name:

Clear Save Next

Survey Index

The screenshot displays the (XUL) ACRP Business Continuity Survey interface. On the left, a 'Survey Question Index' lists questions 23 through 52, with question 37 highlighted. The main area shows 'Question View' for question 37, titled 'ACRP Business Continuity Survey / PR and Marketing Communications'. The question asks to indicate physical facilities required and their specifications. A table below the question shows the following data:

	Check all that apply	Source	Brief Specification
Office/Operations Space	<input checked="" type="checkbox"/>	Airport Department ▼	500 sq ft
Public Briefing Room	<input checked="" type="checkbox"/>	Airport Department ▼	Chairs, podium, micro
Media Studio	<input checked="" type="checkbox"/>	Contractor ▼	500 sq ft
Other	<input type="checkbox"/>	--Select Value-- ▼	size, material, etc.

Survey Screen Shots

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.

Check all that Apply

Passenger Routing	<input type="checkbox"/>	Recovery Priority: 3 Critical	Responsibility: who/what airport dep
Passenger Transport (courtesy carts)	<input type="checkbox"/>	Recovery Priority: 3 Critical	Responsibility: who/what airport dep
Medical/First Aid/Clinic	<input type="checkbox"/>	Recovery Priority: 3 Critical	Responsibility: who/what airport dep
Complaint Management			
Public Address System			
Red Caps			
Local Information/Concierge			

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.

Select	Item	Essential Staff:	Primary Replacement:	Secondary Replacement:	Special Licenses/Skills /Certifications /Training:	Organized Labor:	Union:	Contractor:	Contracting Agency:
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Create new item Delete Edit

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".

Essential Staff:	<input type="text" value="Name"/>
Primary Replacement:	<input type="text" value="Name"/>
Secondary Replacement:	<input type="text" value="Name"/>
Special Licenses/Skills /Certifications/Training:	<input type="text" value="List Briefly"/>
Organized Labor:	<input type="text" value="Yes"/>
Union:	<input type="text" value="Name"/>
Contractor:	<input type="text" value="Yes"/>
Contracting Agency:	<input type="text" value="Name"/>

Create an item Cancel

Document Rendering

The screenshot displays the 'ACRP Business Continuity Survey' software interface. On the left, a 'Survey Question Index' lists various sections such as 'Intro', '1.', '2.', '3.', '4.', '5.', '6.', '7. [Activation Criteria]', '8. [De-Activation Criteria]', '9.', 'Co-Located Military', 'Aircraft Rescue and Firefighting', 'Back-Up Power Sources', 'Commercial and Aviation Lessees', 'Environmental Operations', 'Finance and Accounting', 'Fixed Base Operators', 'General Aviation', 'Government Security and Controls', 'Government Relations', 'Grants and Projects', 'Human Resources', 'Infrastructure and Utilities', 'Legal and Contracts', 'Other Property Management', 'Passenger Management', 'Payroll and Benefits', 'Public Parking Operations', 'PR and Marketing Communications', and 'Public Safety'. The main window is titled '(XUL) ACRP Business Continuity Survey' and has tabs for 'Question View' and 'Document View'. Under 'Select Render Mode:', there are radio buttons for 'Draft (On Screen)', 'Draft (PDF)', 'Final (On Screen)', and 'Final (PDF)'. The 'Final (PDF)' option is selected. There are also checkboxes for 'Highlite Substitutions', 'Include Appendix Headers', 'Generate Page Numbers', and 'Generate PDF'. A 'Render Document' button is present. The preview area shows the rendered document content:

Westchester County Airport

Westchester County Airport
240 Airport Road
West Harrison
New York
10604

Business Continuity Plan

Bold Planning - Popular Web-based Software

The screenshot displays the DenverMetroCOOP.org web application interface. The top section is the login page, which includes a form for entering a username and password, a security code (2XGφ 57), and buttons for 'Login' and 'Clear'. Below the login form is a 'Welcome to DenverMetroCOOP.org Online Continuity Planning System' message. The main menu is titled 'Main Menu' and includes a navigation bar with links for 'Main Menu', 'General Info', 'Contacts', 'Manage Your Plan', 'File Archive', 'Reports', 'Email Notification', 'Administration', and 'Logout'. The main content area features a dropdown menu for 'Denver DIA / Operations - Terminal Operations - COOP' and a grid of buttons for navigating through various sections of the COOP plan, such as 'General Info', 'Hazards / Risk Assessment', 'Mission Essential Functions', 'Vital Records / Resources', 'Alert Notification Procedures', 'Drive-Away Kits', 'TTE / Plan Maintenance', 'References / Authorities', 'Email Notification', 'File Archive', and 'Reports'. A welcome message for Peter Hodes is visible in the top right corner, and a detailed welcome message is provided in the main content area.

Login to DenverMetroCOOP.org

Username
Password (Case-Sensitive)
2XGφ 57
Enter security code listed above:
Login Clear
Forgot Username/Password?

DENVER Metro COOP

Welcome to DenverMetroCOOP.org
Online Continuity Planning System

Main Menu
Denver DIA / Operations - Terminal Operations - (COOP) - (654)

Welcome, Peter Hodes:
Your username is peterbod
Your access level is dev
My Account - User Manager
Instance: i-557c4f31

Main Menu | General Info | Contacts | Manage Your Plan » | File Archive | Reports | Email Notification | Administration | Logout

Main Menu

Denver DIA / Operations - Terminal Operations - COOP

General Info | Hazards / Risk Assessment
Contacts | Mission Essential Functions
Teams | Vital Records / Resources
Orders of Succession | Alert Notification Procedures
Delegations of Authority | Drive-Away Kits
Primary Facilities | TTE / Plan Maintenance
Alternate Facilities | References / Authorities
Communications | Email Notification
Security and Access | File Archive
Reports

Welcome to DenverMetroCOOP.org, your on-line source for developing and maintaining your Continuity of Operations Plan (COOP).
DenverMetroCOOP.org was designed to create a standardized on-line planning environment, that not only produces a hard copy COOP document, but also a "living plan".
Using the buttons to the left, you can navigate through each section of your COOP plan.
For security purposes, please be sure to log-off when finished with your session.
For comments or questions, please contact us at help@BOLDplanning.com.

Bold Planning - Popular Web-based Software

Login to www.CoopChicago.com

Username
Password (Case-Sensitive)

A³YW A⁶

Enter security code listed above

Login Clear

Forgot Username/Password?

COOP CHICAGO

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

Development

COOP CHICAGO

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

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

Main Menu | General Info | Contacts | Manage Your Plan > | File Archive | Reports | Email Notification | Administration | Logout

Main Menu

City of Chicago - Department of Aviation - Executive - COOP

General Info | Hazards / Risk Assessment
Contacts | Mission Essential Functions
Teams | Vital Records / Resources
Orders of Succession | Alert Notification Procedures
Delegations of Authority | Drive-Away Kits
Primary Facilities | TTE / Plan Maintenance
Alternate Facilities | References / Authorities
Communications | Email Notification
Security and Access | File Archive

Reports

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.

Airport Emergency Plans (AEP)



The Situation – Airport Emergency Plans (AEP)

- Every airport has an AEP.
- AEP's are widely understood, an airport core competency.
- FAA requires these plans.
- Standards are lacking:
 - Among airports
 - Among regional FAA inspectors
 - Against NIMS and ICS
- ACRP 04-19 – *Airport Emergency Planning Template: NIMS – Incident Command System Compliance*
 - FAA AC 150/5200-31C aligned
 - NIMS and ICS “compliant”



ACRP 04-19 Current Status

- Panel is established.
- Contract is in place.
- Kick-off has occurred.
- 20-24 assorted AEP's will be reviewed.
- Massive federal guidance will be incorporated.
- Results will be available in approximately 20 months.

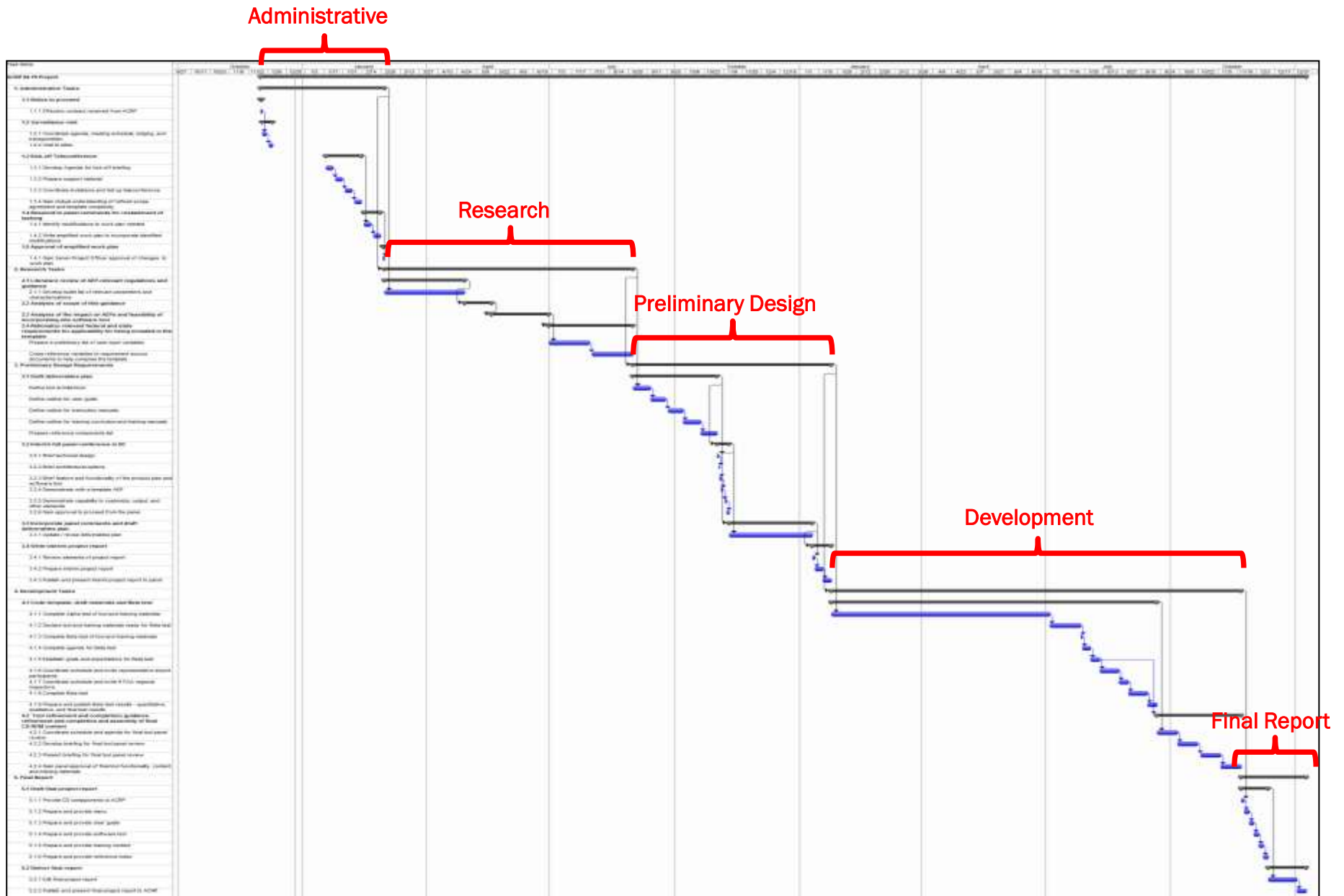


ACRP 04-19 Panel Representation

- 5 airports represented – from major hubs to general aviation.
- Functional representation – public safety, operations, aviation communication, and emergency management.
- Liaison:
 - FAA
 - TRB
 - ACI-NA - (Chris Bidwell and Sean Cusson).

- FTI Consulting, Inc.
 - Airport Integrated Systems (AIS)
 - DY Consultants

Research Plan





ACRP 04-19 31C Template Functionality

- Airport-specific input via sequential interactive inquiries.
- Custom text and variables input.
- Regulatory cross-referencing.
- Scalable.
- Accommodate regional differences.
- Graphic object insertion.
- Progress bar.
- Multi-format output.
- Support:
 - Instructions
 - User Guide
 - Learning Curriculum

Contact

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Presented To:

