

An aerial photograph of an airport is shown, with a large blue rectangular overlay box in the upper half. The box contains white text. The background image shows a runway with a green safety area, taxiways, and various airport buildings and parking lots. A small airplane is visible on the runway.

Integrating Crisis Management and Business Continuity at Airports

August 14, 2025
TRB Webinar on ACRP Report 268

Today's Learning Objectives

- (1) Identify what business continuity looks like in the airport environment,**
- (2) Understand business continuity programs, their development, and implementation, and**
- (3) Apply key takeaways and actionable next steps for starting the development of a business continuity program to support the airport environment.**

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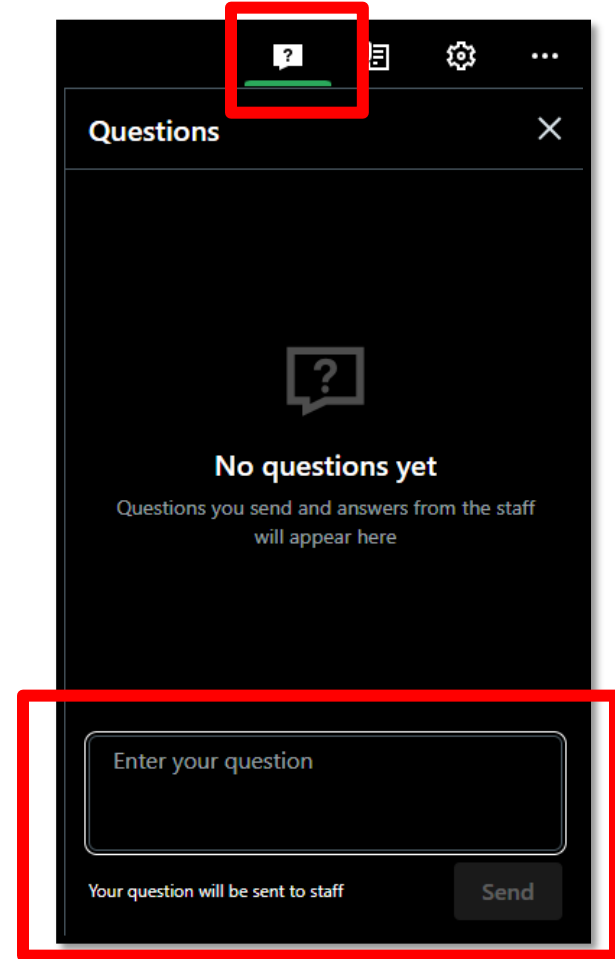
Contact APA at AICPCM@planning.org with questions

Questions and Answers

Please type your questions into
your webinar control panel

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

#TRBwebinar



The screenshot shows a mobile application interface for a webinar Q&A session. At the top, there is a navigation bar with a question icon (a speech bubble with a question mark) highlighted by a red box. Below the navigation bar, the title "Questions" is displayed. The main content area shows a large question mark icon and the text "No questions yet" followed by "Questions you send and answers from the staff will appear here". At the bottom, there is a text input field with the placeholder "Enter your question" and a "Send" button, both highlighted by a red box. Below the input field, it says "Your question will be sent to staff".



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Integrating Crisis Management and Business Continuity at Airports A Practical Guide



Patrick Van Horne, Principal Investigator

- ✈ Co-Founder of The CP Journal
- ✈ Co-Author of “Left of Bang”
- ✈ Former Deputy Director of Preparedness for Hagerty Consulting



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- ➔ Principal and Founding Owner for Inspired Strategies LLC
- ➔ Former Interim Executive Director and Deputy Executive Director for the Louisville Regional Airport Authority
- ➔ Professional Engineer
- ➔ Certified Member of AAAE
- ➔ Certified Change Management Practitioner (CMP)



ACRP Report 268 Oversight Panel

- Michael A. Nonnemacher - Fort Lauderdale Hollywood International Airport
- Kirk A. Demers – Hawaiian Airlines, Kihei, HI
- Mary Grady - Grady Communication Strategies
- Matthew Johnson - City of Scottsdale Airport
- David McCurdy - Tarrant County Administrator's Office (Fort Worth)
- Trisha Sqrow - Dallas Fort Worth International Airport
- Stephanie Austin – FAA Liaison
- Scott Elmore – ACI-NA Liaison
- Matt Griffin – ACRP Senior Program Officer

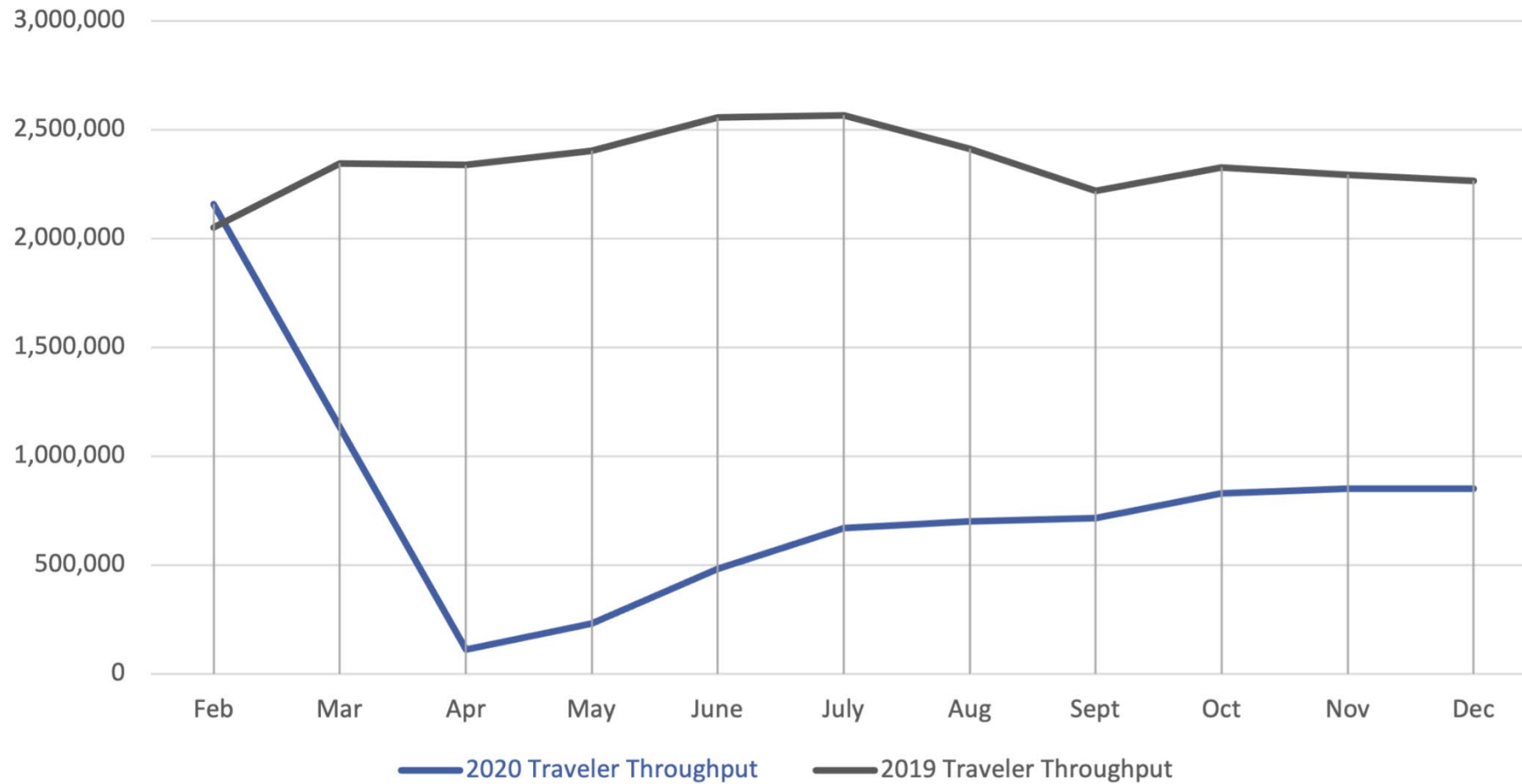
Introduction: ACRP Report 268

Research Problem Statement:

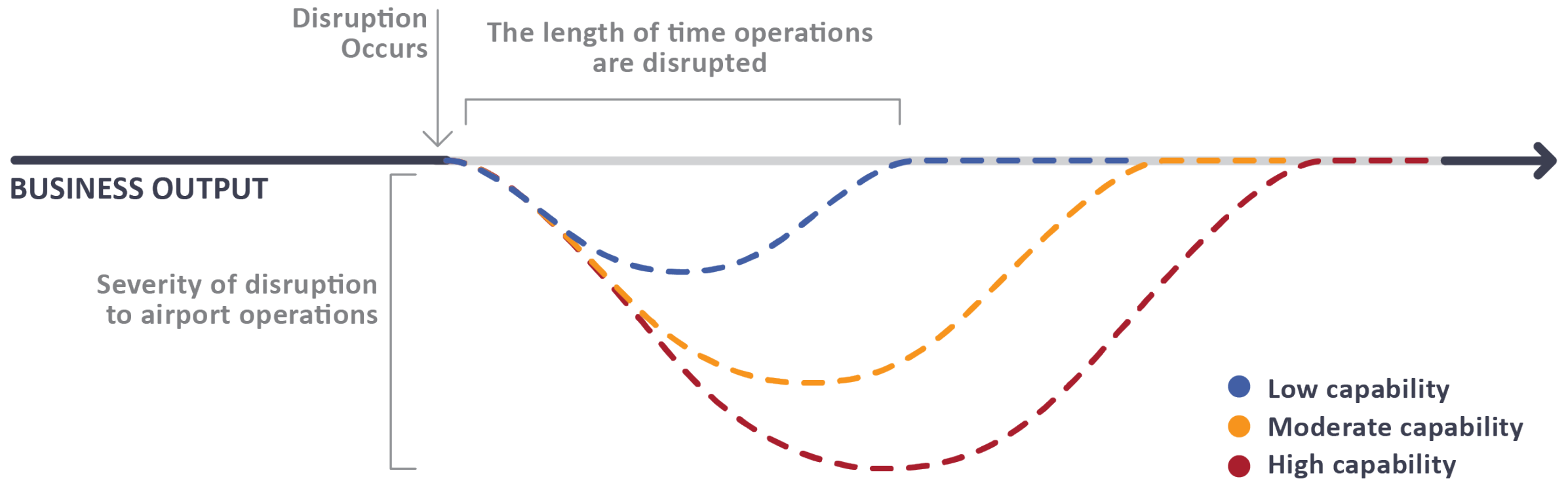
The objective of this research was to develop a guidebook to aid airport staff in building an airport business resiliency program in collaboration with their existing airport crisis process.

The airport business resiliency program included multiple types of incidents and events based on lessons learned and best practices to help airports and stakeholders implement business continuity planning before and during periods of atypical operations.

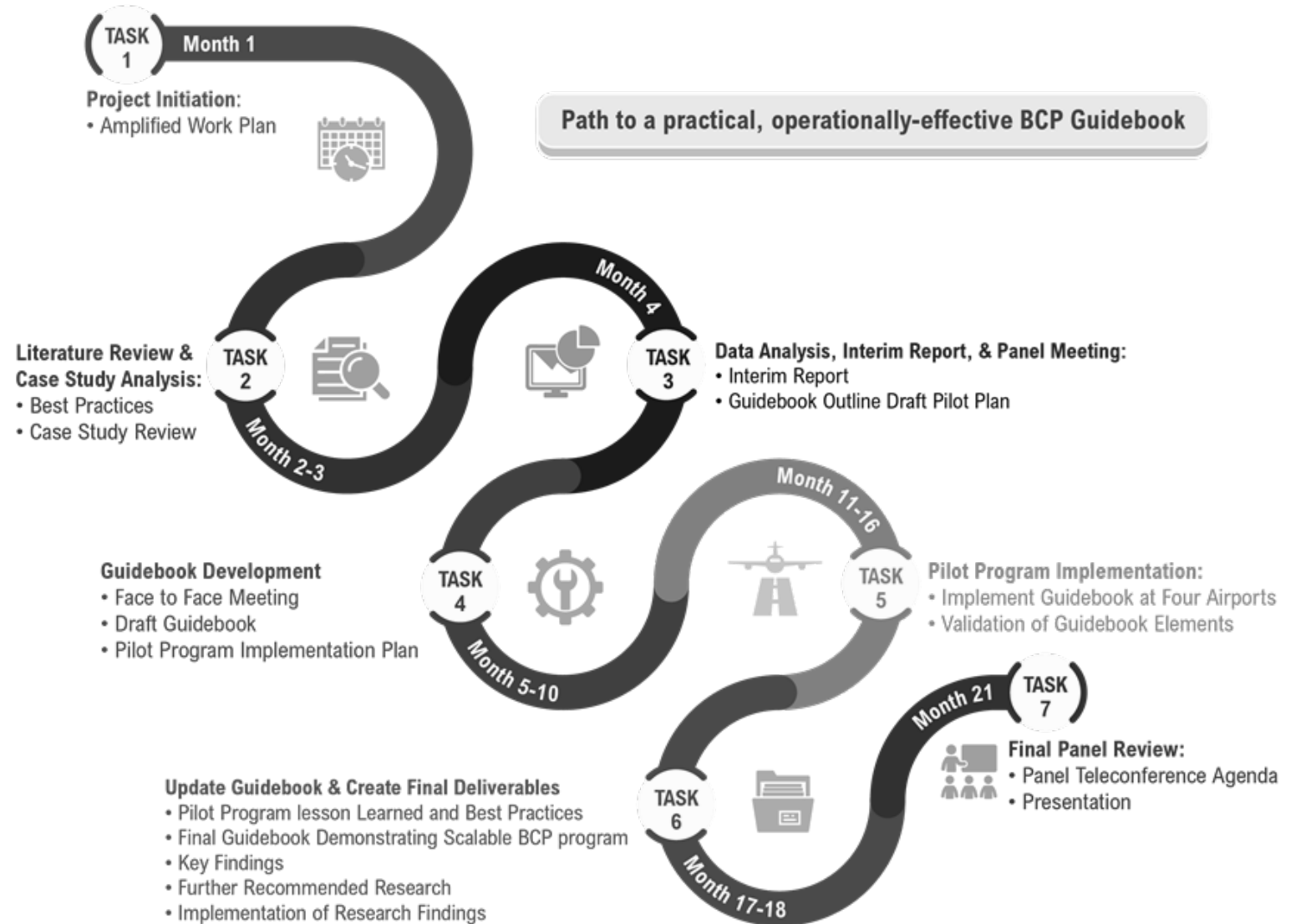
The Problem



The Goal



The Research Process



Literature Review – Task 2 - Process

The literature review process enabled the Research Team to form a solid **foundation of knowledge** about current continuity and crisis management practices to inform the subsequent phases of the project.

- Over 100 reports, articles, and presentations across industries were reviewed.
 - Industries included transportation, utilities, food and beverage, healthcare, education, emergency management, and the public sector.
- The team identified **common challenges, best practices, lessons learned, and innovative tools** related to business continuity and crisis management.

Literature Review – Task 2 - Findings

- **Challenge #1:** Airports Find Continuity Confusing
- **Challenge #2:** Airports Struggle to Pursue Continuity and Crisis Management Simultaneously
- **Challenge #3:** Airports' Complex Stakeholder Environment is a Challenge to Continuity
- **Challenge #4:** Airports Desire Better Data Management and Information Sharing Systems
- **Challenge #5:** Airports' Crucial Role in Supply Chains Makes Continuity Critical

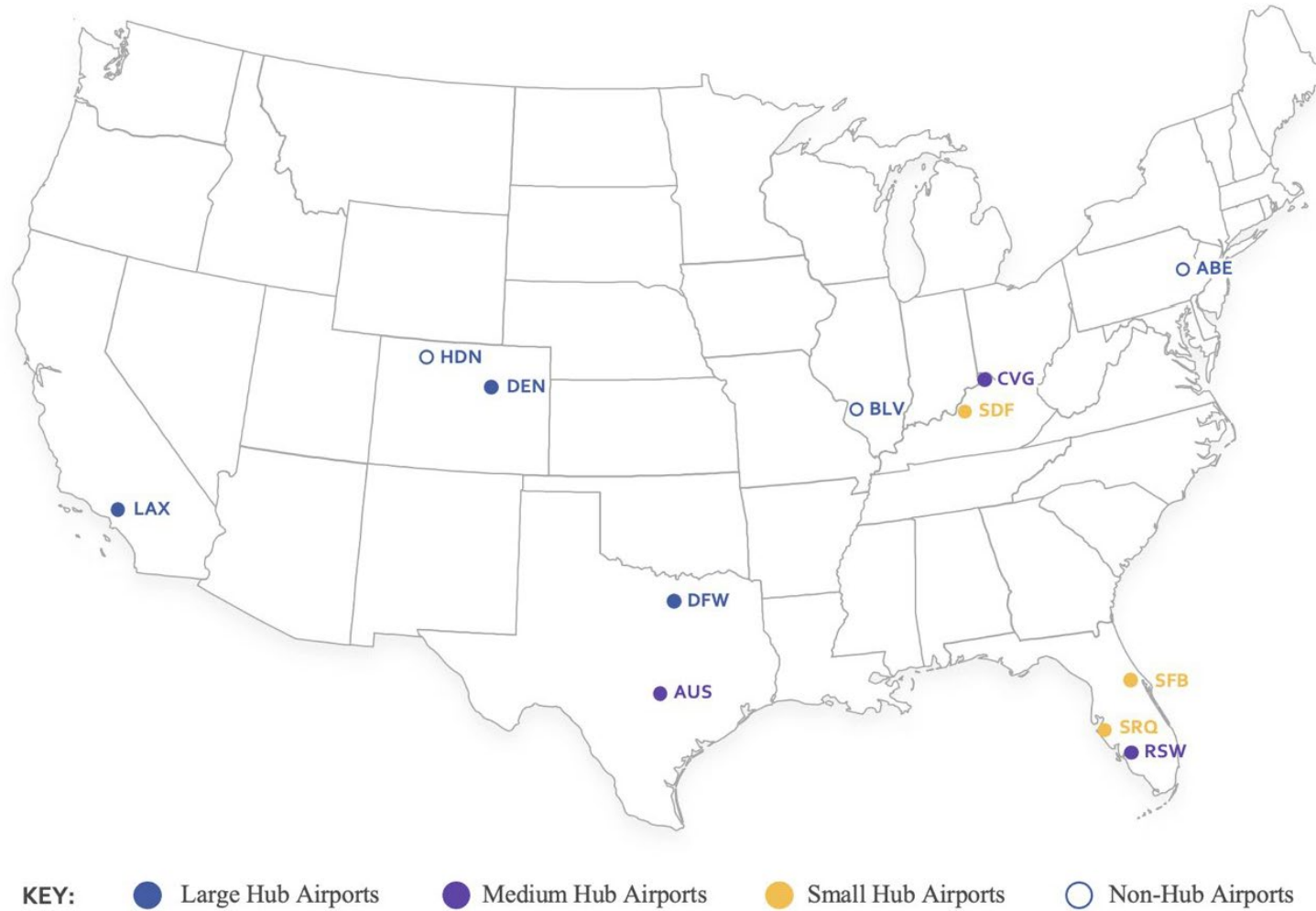
Challenges:		Solutions:
 Challenge #1 Many airports are unsure how to identify and prioritize essential functions and build appropriate contingency systems or redundancies into their preparedness structure. This is due, in part, to the interdependencies between airport business units, airlines, government agencies, and concessionaries.	»	 Business process mapping can support the identification and categorization of Mission Essential Functions to ensure that continuity efforts are considering the people, resources, facilities, and interdependencies that are essential to operations. Once an organization understands what it needs to operate, it can establish protective actions, redundancies, or alternatives to minimize the impact of an incident or event.
 Challenge #2 Airports struggle to implement crisis management and continuity plans concurrently and create an organizational response structure that can implement crisis response, business continuity, and recovery operations simultaneously.	»	 Establish an integrated planning process to develop or update crisis management and continuity plans so that these efforts can take place concurrently.
 Challenge #3 Across industries, organizations have found that preparedness plans were less effective and less likely to be implemented when stakeholders were disengaged, indifferent, or non-supportive. Without buy-in from stakeholders, preparedness efforts often become siloed and isolated from the larger institutional culture, even if that culture emphasizes safety.	»	 Communicating with stakeholders, involving them in the planning process, and gathering and incorporating their input can create buy-in to a continuity capability. Likewise, socializing a plan within an organization through trainings and exercises can increase buy-in at both the individual and organizational levels. A plan that is familiar and actionable to all stakeholders is more likely to be referenced before, during, and after an incident.
 Challenge #4 Communication and access to information during a crisis can be chaotic, particularly if data management or communications systems are not fully integrated and redundant systems are not in place.	»	 Information technology governance and information-sharing systems can be employed to optimize situational awareness, integration of systems, and information management. A crucial step is establishing redundant lines of communication and monitoring vital data continuously.
 Challenge #5 Airports play a critical role within their community and disruptions to operations can cause cascading impacts to commerce, cargo, and other transportation operations, as well as broader community impacts.	»	 Organizations should fully understand their position in their community—local, national, and global. Doing so will enable them to develop continuity capabilities that are specific to their place in society and reflect their role in the communities in which they operate.

Case Study – Task 2 – Outreach Strategy



- ➔ The Research Team used outreach materials, leveraged existing relationships, and utilized the networks of Subject-Matter Experts to facilitate outreach
- ➔ The Team requested 60-minute meetings with airport stakeholders to present the program
- ➔ Letters of Intent were used to set expectations and assure common goals

Case Study Airports Under Consideration



Case Study – Task 2 - Airports Considered

Large Hub

- Los Angeles International Airport (LAX) – Los Angeles, CA
- Denver International Airport (DEN) – Denver, CO
- Dallas/Fort Worth International Airport (DFW) – Dallas, TX

Medium Hub

- Cincinnati/Northern Kentucky International Airport (CVG) – Hebron, KY
- Austin-Bergstrom International Airport (AUS) – Austin, TX
- Southwest Florida International Airport (RSW) – Fort Myers, FL

Small Hub

- Louisville International Airport (SDF) – Louisville, KY
- Orlando Sanford International Airport (SFB) – Sanford, FL
- Sarasota-Bradenton International Airport (SRQ) – Sarasota, FL

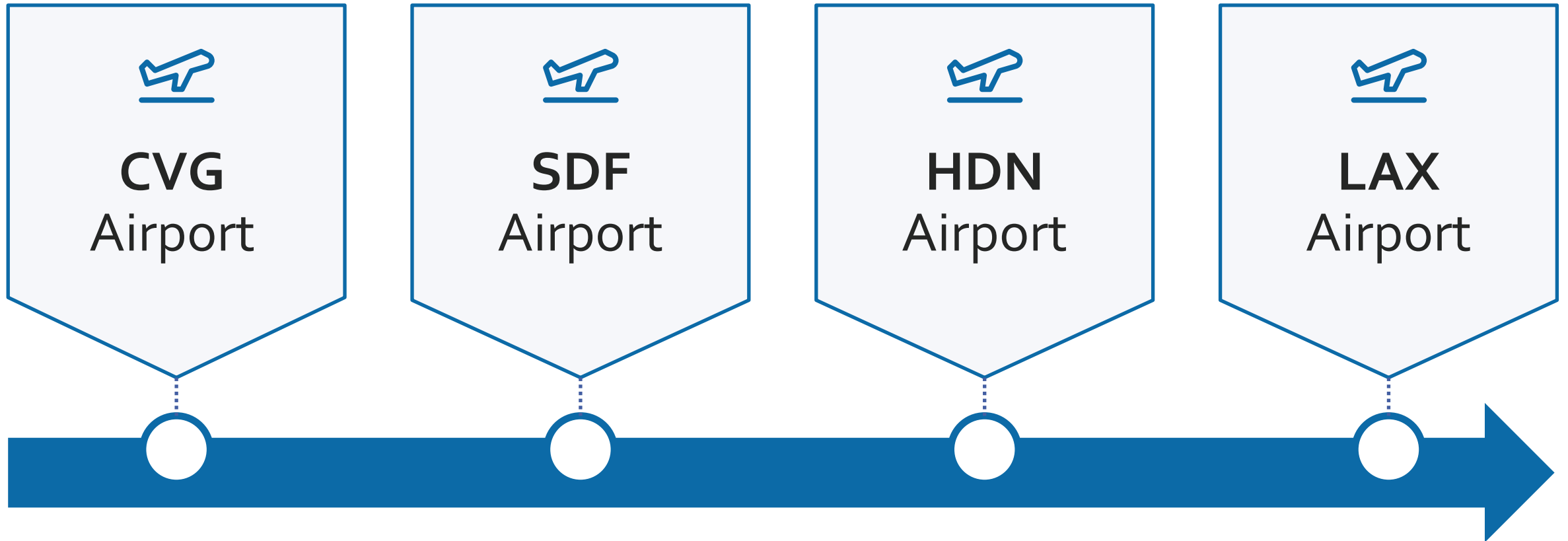
Non-Hub

- MidAmerica St. Louis Airport (BLV) – Belleville, IL
- Yampa Valley Regional Airport (HDN) – Hayden, CO
- Lehigh Valley International Airport (ABE) – Allentown, PA

Case Study – Task 2 – Airport Features

	Airport	Existing Relationship	Recent Rapid Growth	Distinct Risk Factor(s)	Unique Element of Continuity	Demonstrated Interest in Continuity	Commercial Operations	Major Cargo Operations	Total Criteria Met:
Large Hub	LAX	✓		✓	✓	✓	✓	✓	6
	DEN	✓		✓	✓	✓	✓	✓	6
	DFW	✓			✓	✓	✓	✓	5
Medium Hub	CVG		✓		✓	✓	✓	✓	5
	AUS	✓	✓		✓	✓	✓		5
	RSW			✓	✓		✓		3
Small Hub	SDF	✓	✓		✓	✓	✓	✓	6
	SFB	✓			✓		✓		3
	SRQ						✓		1
Non-Hub	BLV			✓	✓		✓		3
	ABE		✓	✓	✓		✓		4
	HDN		✓	✓	✓		✓		4

Selected Pilot Program Airports



Pilot Program – Task 3 – Findings

Case Study Finding	
	Using capital improvement and infrastructure hardening as a crisis management strategy is not sustainable.
	Use the resources available to support continuity efforts.
	Plans need to be accessible, practical, and useable in a crisis.
	Limited staffing resources can be stretched in unsustainable ways during crisis events.
	Inconsistent terminology leads to confusion.
	A clear process for involving stakeholders in planning and response is critical.
	Barriers need to be broken to develop and implement continuity capabilities.
	ACRP documents can be used as starter kits for continuity planning.
	Unified Command is critical for effective management of crisis and continuity events.



Challenge that needs further consideration



Best Practice that can be implemented



Tool(s) that can be applied to future guidance

Pilot Program – Task 3 -Key Recommendations

Plans: Airport should plan for short/long-term impacts to operations

Development: Airports should provide consistent education and training to build core capabilities. This can be done effectively through short-duration/low-intensity sessions

Resources: Airports with a strong reliance on local resources should establish formal agreements, such as a memorandum of understanding (MOUs) with local partners to expedite response

People: Crisis management and continuity plans should have primary and secondary leads identified and train to complete essential response and recovery roles

Evaluation: Airports should account for single points of failure and build in redundancies.

Pilot Program Purpose and Objectives

The purpose of the Pilot Program was to validate and further develop the concepts presented in the Guidebook, with the following goals:

- **Test the conceptual approach to continuity** provided in the Guidebook in differently sized airports across the United States.
- **Receive direct feedback** from airport professionals about the usefulness and value of the tools outlined in the Guidebook.
- **Develop and expand relationships** with airport professionals to receive candid feedback about the Guidebook's strengths and areas for improvement.
- **Create a network of champions and supporters of the ACRP Project 10-28** to assist in the sharing and adoption of the Guidebook across airports upon publication.

Build from the Airport's Mission



An important piece of keeping continuity program practical is **keeping the mission of the airport as the central tenets of the program** — identify a set of “primary essential functions” that all other departmental essential functions support.

FOR ADDITIONAL INFORMATION

ACRP Research Report 268

Airport Cooperative
Research Program
Sponsored by the Federal
Aviation Administration

Integrating Crisis Management and Business Continuity at Airports

A PRACTICAL GUIDE



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Link to Report on TRB ACRP Website:
<https://bit.ly/ACRP268> or Scan the QR Code

Appendices A through I are available on the National Academies Press website (nap.nationalacademies.org) by searching for *ACRP Research Report 268: Integrating Crisis Management and Business Continuity at Airports: A Practical Guide*.

- Appendix A: Business Continuity Primer
- Appendix B: Primary Essential Function Guide
- Appendix C: Continuity Planning Worksheet
- Appendix D: Line of Succession Worksheet
- Appendix E: Stakeholder Matrix
- Appendix F: Mapping Stakeholder Networks
- Appendix G: Baseline Assessment
- Appendix H: Equity Assessment
- Appendix I: Training Plan



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Questions and Answers



Q + A



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Other Events for You:

August 25, 2025

**TRB Webinar: Aviation Supply Chain Problems
and Industry Response**

September 26, 2025

**TRB Virtual Event: Celebrating 20 Years, How You Can Drive Airport
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January 11-15, 2026

2026 TRB Annual Meeting

<https://www.nationalacademies.org/trb/events>

ACRP 20th Anniversary

September 26th is ACRP Day!

Celebrate 20 years of industry-led research and share the ACRP resources that you value the most.

www.trb.org/ACRP/ACRP20Anniversary



Get Involved!

- Feature your airport on our interactive map
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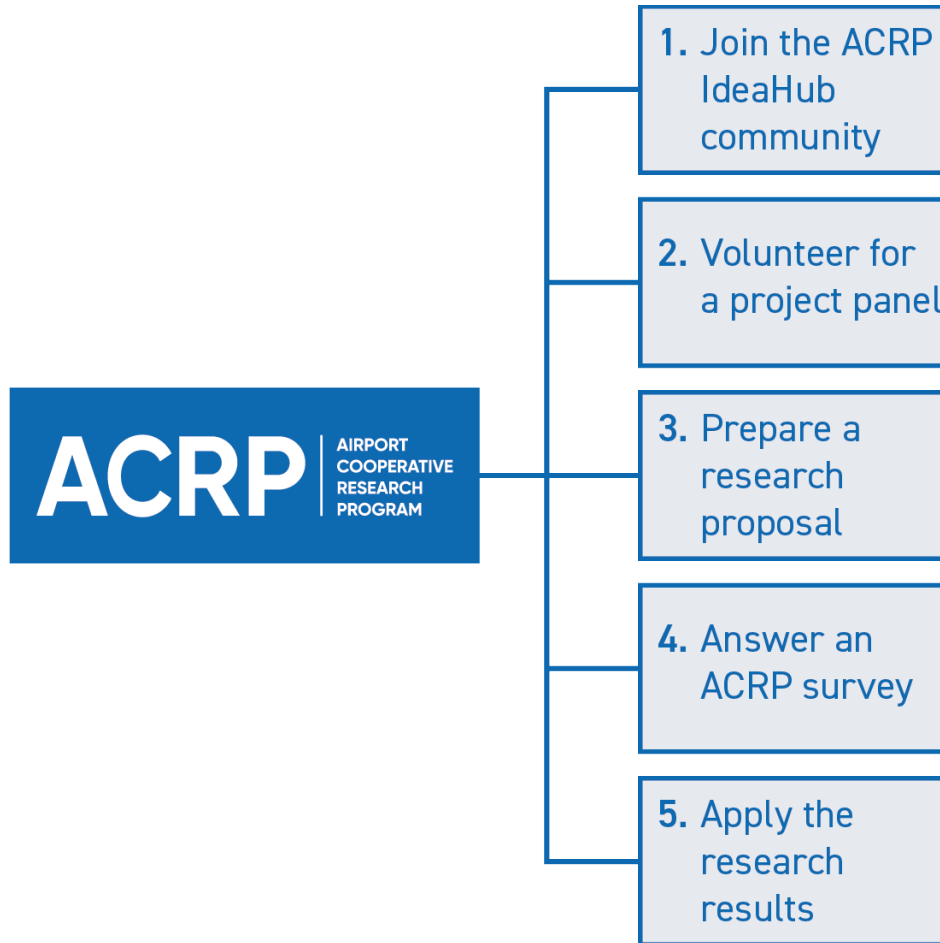
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