**T COOPERARESEARCH PROGRAM**

**Checklists for IROPS Stakeholder Communication &Coordination**

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Stakeholder Group Communication Matrix
(from *ACRP Report 153* – Part 1 –Appendix A.3)

| **Stakeholder Group Communication Matrix** |
| --- |
| **Stakeholder Group**  | **Member of IROPS Contingency Response Committee** | **Comments** |  | **Needed Information*****Before, During, and After IROPS Events*** | **Information (To) or (From) Organization** **(or via communication method)** |
| Airport Executive Management | NO | Establish IROPS Contingency Response Committee Charter and Authority | **BEFORE** | Authority to Coordinate IROPS Response Planning  | (To) Airport Operations Management |
| Executive Level Status Reporting  | (From) IROPS Contingency Response Committee |
| **DURING** | Executive Level Status Reporting  | (From) IROPS Contingency Response Committee |
| Reporting to Board and outside Groups | (via Airport Public Relations) |
| **AFTER** | Executive Level Status Reporting | (From) IROPS Contingency Response Committee |
| Reporting to Board and outside Groups  | (via Airport Public Relations) |
| Airport Operations Management (includes IROPS Committee) | YES | Provides Chair of IROPS Contingency Response Committee | **BEFORE** | Airport Capacity & Capability  | (To) IROPS Contingency Response Committee |
| Airport Operations IROPS Planning  |
| **DURING** | Flight Status  | (From) outside Sources (Federal & Other) |
| IROPS Situation  | (To) All affected Stakeholder Groups via IROPS Planning Process – Step #5 |
| IROPS Event Response Status  | (To) Airport Executive Management |
| **AFTER** | IROPS Event Response Status  | (To) Airport Executive Management |
| Airport Airside Management | YES | Participates in local IROPS response planning | **BEFORE** | Runway & Landing Aides Capacity  | (To) IROPS Contingency Response Committee |
| Gate Accommodation Capacity  |
| Airport Airside IROPS Planning  |
| **DURING** | Runway & Landing Aides Availability  | (To) IROPS Contingency Response Committee |
| Gate Availability  |
| **AFTER** | Lessons Learned  | (To) IROPS Contingency Response Committee |
| Airport Landside Management | YES | Participates in local IROPS response planning | **BEFORE** | Gate Accommodation Capacity  | (To) IROPS Contingency Response Committee |
| Airport Landside IROPS Planning  |
| **DURING** | Gate Availability  | (To) IROPS Contingency Response Committee |
| TSA Security Screening Availability  |
| CBP Sterile Area Availability  |
| CBP Screening Availability  |
| PAX Deplanement Availability  |
| Facilities Sharing Availability  |
| Gate Sharing Availability  |
| **AFTER** | Lessons Learned  | (To) IROPS Contingency Response Committee |
| Airport Terminal Management | YES | Participates in local IROPS response planning | **BEFORE** | Gate Accommodation Capacity | (To) IROPS Contingency Response Committee |
| Airport Terminal IROPS Planning |
| **DURING** | Gate Availability  | (To) IROPS Contingency Response Committee |
| Concessions Availability  |
| TSA Security Screening Availability  |
| CBP Sterile Area Availability |
| CBP Screening Availability  |
| Facilities Sharing Availability  |
| Gate Sharing Availability  |
| **AFTER** | Lessons Learned  | (To) IROPS Contingency Response Committee |
| Airport Emergency Operations/Communications | YES | Participates in local IROPS response planning | **BEFORE** | Airport Emergency Operations/Communications Capacity | (To) IROPS Contingency Response Committee |
| Airport Emergency Operations/Communications IROPS Planning |
| **DURING** | Airport Emergency Operations/Communications Center Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned  | (To) IROPS Contingency Response Committee |
| Airport Passenger Services (if other than Terminal Management) | YES | Participates in local IROPS response planning | **BEFORE** | Airport Passenger Services Capacity  | (To) IROPS Contingency Response Committee |
| Support Capability for Special Needs PAX  |
| Airport Passenger Service IROPS Planning  |
| **DURING** | Airport Passenger Services Availability  | (To) IROPS Contingency Response Committee |
| Special Needs PAX Support Availability  |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| AirportMaintenance | YES | Participates in local IROPS response planning | **BEFORE** | Airport Maintenance Capacity | (To) IROPS Contingency Response Committee |
| Airport Maintenance IROPS Planning |
| **DURING** | Airport Maintenance Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Airport Police | YES | Participates in local IROPS response planning | **BEFORE** | Airport Police Capacity | (To) IROPS Contingency Response Committee |
| Airport Police IROPS Planning |
| **DURING** | Airport Police Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Aircraft Rescue & Firefighting (ARFF) | YES | Participates in local IROPS response planning | **BEFORE** | Aircraft Rescue & Firefighting (ARFF) Capacity | (To) IROPS Contingency Response Committee |
| Aircraft Rescue & Firefighting (ARFF) IROPS Planning |
| **DURING** | Aircraft Rescue & Firefighting (ARFF) Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Airport Pet Relief Area Contact | YES | Participates in local IROPS response planning | **BEFORE** | Airport Pet Relief Capacity | (To) IROPS Contingency Response Committee |
| Airport Pet Relief IROPS Planning |
| **DURNG** | Airport Pet Relief Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| AirportConcessions | YES | Participates in local IROPS response planning | **BEORE** | Airport Concessions Capacity | (To) IROPS Contingency Response Committee |
| Airport Concessions IROPS Planning |
| **DURNG** | Airport Concessions Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Airport Public Relations | YES | Participates in local IROPS response planning | **BEFORE** | Airport Public Relations Capacity | (To) IROPS Contingency Response Committee |
| Airport Public Relations IROPS Planning |
| **DURING** | Airport Public Communications Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Airport Technology | YES | Participates in local IROPS response planning | **BEFORE** | Airport Technology Capacity | (To) IROPS Contingency Response Committee |
| Airport Technology IROPS Planning |
| **DURING** | Airport Technology Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Local Military Operations (if Joint-Use Facility) | YES | Participates in local IROPS response planning | **BEFORE** | Local Military Facility & Equipment Sharing Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Facilities & Equipment Sharing Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Fixed Base Operator (FBO) | YES | Participates in local IROPS response planning | **BEFORE** | Ground Handling (if other than Airlines), Fueling, & Deicing Capacity Agreements | (To) IROPS Contingency Response Committee |
| FBO IROPS Planning |
| **DURING** | Fixed Base Operators (FBOs) Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Ground Handlers (if other than Airlines or FBO) | YES | Participates in local IROPS response planning | **BEFORE** | Ground Handling Capacity Agreements | (To) IROPS Contingency Response Committee |
| Ground Handlers IROPS Planning |
| **DURING** | Ground Handlers Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Aircraft Refueling Company (if other than FBO) | YES | Participates in local IROPS response planning | **BEFORE** | Aircraft Refueling Capacity Agreements | (To) IROPS Contingency Response Committee |
| Aircraft Refueling IROPS Planning |
| **DURING** | Aircraft Refueling Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Aircraft Deicing Company (If other than FBO or Airline) | YES | Participates in local IROPS response planning | **BEFORE** | Aircraft Deicing Capacity Agreements | (To) IROPS Contingency Response Committee |
| Aircraft Deicing IROPS Planning |
| **DURING** | Aircraft Deicing Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Airport Operations (at regional airports) | NO | Establish communication & coordination procedures | **BEFORE** | Airport Capacity & Capability | (To) IROPS Contingency Response Committee (both Local & at Regional airport) |
| Support Capability for Special Needs PAX | (To) IROPS Response Coordination Committee (at regional airport) |
| Airport Operations (at regional airports) IROPS Planning |
| **DURING** | IROPS Situation | (To) All affected Stakeholder Groups via IROPS Planning Process – Step 5 |
| **AFTER** | Lessons Learned  | (To) IROPS Contingency Response Committee |
| Airline Station Managers (at local airport) | YES | Participates in local IROPS response planning | **BEFORE** | Airline Equipment & Facilities On-Site | (To) IROPS Contingency Response Committee |
| Facilities & Gate Sharing Agreements |
| Airline – Airline Support Agreements |
| Ground Handling Capability & Agreements |
| Fueling Agreements |
| Catering Agreements |
| Deicing Agreements |
| CBP Agreements |
| TSA Agreements |
| **DURING** | Facilities & Gate Sharing Availability | (To) IROPS Contingency Response Committee |
| Catering Availability |
| Airline – Airline Support Availability |
| Ground Handling Availability |
| Fueling Availability |
| Deicing Availability |
| TSA Availability |
| CBP Availability |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Airline Station Managers (at regional airports) | NO | Establish communication & coordination procedures | **BEFORE** | Airline Equipment & Facilities on-site Capability | (To) IROPS Contingency Response Committee (both Local & at Regional airport) |
| Facilities & Gate Sharing Agreements Capability |
| Airline – Airline Support Agreements Capability |
| Ground Handling Capability & Agreements Capability |
| Fueling Agreements Capability |
| Catering Agreements Capability |
| Deicing Agreements Capability |
| CBP Agreements Capability |
| TSA Agreements Capability |
| **DURING** | Facilities & Gate Sharing Availability | (To) IROPS Contingency Response Committee (both Local & at Regional airport) |
| Catering Availability |
| Airline – Airline Support Availability |
| Ground Handling Availability |
| Fueling Availability |
| Deicing Availability |
| TSA Availability |
| CBP Availability |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee (both Local & at Regional airport) |
| Airline Operations Centers SOC/AOC (for all airlines serving local airport) | NO | Establish communication & coordination procedures | **BEFORE** | Identification & Notification of Regular Diversion Airports | (To) IROPS Contingency Response Committee |
| Flight Status (by exception) Communications Agreements |
| **DURING** | Flight Status (by exception) Communication Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Airline Chief Pilot’s Office, if Available | NO | Establish communication & coordination procedures | **BEFORE** | Flight Status (by exception) Communications Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Flight Status (by exception) Communication Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Cargo Airlines (at local airport) | NO | Establish communication & coordination procedures | **BEFORE** | Flight Status (by exception) Communications Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Flight Status (by exception) Communication Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| FAA Tower | YES | Participates in local IROPS response planning | **BEFORE** | Flight Status (by exception) Communications Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Flight Status (by exception) Communication Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| FAA TRACON (Approach Control) | YES | Participates in local IROPS response planning | **BEFORE** | Flight Status (by exception) Communications Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Flight Status (by exception) Communication Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| FAA ARTCC (Enroute Center) | NO | Establish communication & coordination procedures | **BEFORE** | Flight Status (by exception) Communications Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Flight Status (by exception) Communication Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| FAA Command Center | NO | Establish communication & coordination procedures | **BEFORE** | Flight Status (by exception) Communications Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Flight Status (by exception) Communication Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| TSA (local) including TSA Stakeholder Manager | YES | Participates in local IROPS response planning | **BEFORE** | TSA Security Screening Capacity Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | TSA Security Screening Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| TSA (regional) | NO | Establish communication & coordination procedures | **BEFORE** | TSA Security Screening Capacity Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | TSA Security Screening Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| CBP (local) | YES | Participates in local IROPS response planning | **BEFORE** | CBP Sterile Area Agreements | (To) IROPS Contingency Response Committee |
| CBP Screening Capacity Agreements |
| **DURING** | CBP Screening Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| CBP (regional) | NO | Establish communication & coordination procedures  | **BEFORE** | CBP Sterile Area Agreements | (To) IROPS Contingency Response Committee |
| CBP Screening Capacity Agreements |
| **DURING** | CBP Screening Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Centers For Disease Control (CDC)  | NO | Establish communication & coordination procedures | **BEFORE** | Disease Control Capacity Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Disease Control Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (To) IROPS Contingency Response Committee |
| Local Police | NO | Establish communication & coordination procedures | **BEFORE** | Local Police Capacity Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Local Police Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |
| Local Fire Department(s) | NO | Establish communication & coordination procedures | **BEFORE** | Local Fire Department(s) Capacity Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Local Fire Department Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |
| Local Red Cross | NO | Establish communication & coordination procedures | **BEFORE** | Local Red Cross Capacity Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Local Red Cross Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |
| Local Taxi/Limo Service | NO | Establish communication & coordination procedures | **BEFORE** | Local Taxi/Limo Service Capacity Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Local Taxi/Limo Service Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |
| Local Ground Mass Transportation (Bus, Metro, etc.) | NO | Establish communication & coordination procedures | **BEFORE** | Local Ground Mass Transportation Capacity Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Local Ground Mass Transportation Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |
| Local Hotel(s)/Motel(s) | NO | Establish communication & coordination procedures | **BEFORE** | Local Hotel(s) / Motel(s) Capacity Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Local Hotel(s) / Motel(s) Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |
| Local “Big Box” Stores | NO | Establish communication & coordination procedures | **BEFORE** | Local “Big Box” Stores Capacity Descriptions | (To) IROPS Contingency Response Committee |
| **DURING** | Local “Big Box” Store Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |
| Other Local Mutual Aid | NO | Establish communication & coordination procedures | **BEFORE** | Other Local Mutual Aid Capacity Agreements | (To) IROPS Contingency Response Committee |
| **DURING** | Other Local Mutual Aid Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |
| Passengers aboard Aircraft | NO | Establish communication & coordination procedures | **BEFORE** | None |  |
| **DURING** | Flight Status (from Airline Station Manager) Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |
| Passengers in Terminal | NO | Establish communication & coordination procedures | **BEFORE** | None |  |
| **DURING** | Flight Status (from Airline Station Manager) Availability | (To) IROPS Contingency Response Committee |
| Concession Status Availability |
| Local “Big Box” Status Availability |
| Gate Status (from Airline Station Manager) Availability |
| Extended Stay Accommodations Status Availability |
| Local Hotel / Motel Status |
| Local Transportation Status Availability |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |
| Passengers Arriving/ Departing Airport | NO | Establish communication & coordination procedures | **BEFORE** | None |  |
| **DURING** | Flight Status (from Airline Station Manager) Availability | (To) IROPS Contingency Response Committee |
| **AFTER** | Lessons Learned | (via survey) (To) IROPS Contingency Response Committee |

Checklist for Maintaining Stakeholder Contact List

(from *ACRP Report 153* – Part 1 – Appendix A.4)

After the IROPS Champion has established a *Stakeholder Contact Team* using IROPS Contingency Response Committee members representing airport operations, concessions, airline station managers, and government agencies as these organizations have the primary contacts with other stakeholder groups, the Stakeholder Contact Team should do the following:

1. **Establish a 24/7 stakeholder contact list:**
	* Use the **Expanded Template for Stakeholder Contact Details** as a template to compile an initial list of 24/7 contact information for all stakeholders.
	* Divide the list among team members to gather the information.
2. **Test the 24/7 stakeholder contact list:**
	* Once the initial list has been developed, assign team members to stakeholders from the list in order to test and verify that contact information is accurate. This is a critical step to ensure there are no inaccuracies.
	* Conduct testing on a regular basis. The team should develop a testing schedule that could be synchronized with quarterly or seasonal meetings.
3. **Publish the 24/7 stakeholder contact list:**
	* Make sure that all stakeholders in an airport’s region are provided the published list.
4. **Update the 24/7 stakeholder contact list:**
	* The team should ask for any 24/7 contact updates at quarterly or seasonal IROPS meetings as well as at annual regional/diversion workshops.
5. **Develop communication protocols:**
	* The team should develop communication protocols for the IROPS Contingency Response Committee and associated stakeholder organizations that remind them to provide the Stakeholder Contact Team with updates when there are personnel changes.

Expanded Template for Stakeholder Contact Details

(from *ACRP Report 153* – Part 1 – Appendix A.5)

This table can be used to collect stakeholder contact details for an Airport’s IROPS Contingency Response Committee and other points of contact for agencies that are not part of the Committee. This 24/7 contact list is to be used during an IROPS event.

| **IROPS Contingency Response Committee**Please modify this table as appropriate for your needs, and add additional rows as necessary. |
| --- |
| **Organization** | **Contact Name &** **Phone Number** | **Alternate Contact** |
| Committee Chairperson |
|  |  |  |
| Airport Operations |
|  |  |  |
|  |  |  |
|  |  |  |
| Airline Operations |
|  |  |  |
|  |  |  |
|  |  |  |
| Airline Station Managers (NOC, OCC or SOC) |
|  |  |  |
|  |  |  |
|  |  |  |
| Concessions |
|  |  |  |
|  |  |  |
|  |  |  |
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| Ground Transportation |
|  |  |  |
|  |  |  |
| Hotels |
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| Government Agency- FAA |
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| Government Agency - TSA |
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| Government Agency - CBP |
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| Government Agency - DOT |
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|  |  |  |
| Public Safety Operations |
|  |  |  |
|  |  |  |
| Diversion Airport |
|  |  |  |
|  |  |  |
| Fixed Base Operations |
|  |  |  |
|  |  |  |
| Military (if joint-use) |
|  |  |  |
|  |  |  |
| Emergency Response |
|  |  |  |
|  |  |  |
| Executive Management Liaison |
|  |  |  |
|  |  |  |

Annual IROPS Checklist

(from *ACRP Report 153* –Part 1 – Appendix A.7)

1. **Establish and maintain trust with stakeholders:**
	* Meet regularly with the following stakeholders via meetings, workshops or training sessions that involve using the IROPS Risk Assessment Tool:
		+ Airport Public Affairs: Establish/review staffing plan for on-site participation during IROPS events.
		+ Airlines: Understand diversion priorities, aircraft towing/gate needs (e.g., wide body aircraft), staffing availability (use of third party vendors/communication).
		+ Local FAA: Communicate any aircraft parking changes at airport, establish/review capacity constraints policy.
		+ Local TSA: Establish/review security procedures for stranded passengers.
		+ Local CBP: Establish/review plans for diverted international flights/deplaning.
		+ Concessions: Establish/review after-hour plans, staffing plans, and plans for limiting alcohol sales during extended delay situations.

**2. Establish a fully aligned IROPS Plan with regional stakeholders:**

* + Test the IROPS plan via the IROPS Risk Assessment Tool or follow-up tabletop exercises to assess how diversions are allocated in a region and to make personnel IROPS-ready.
	+ Establish a formal recall plan for all stakeholders.
	+ Include a Stranded Passenger Plan that may involve creating printed handouts, purchasing comfort kits, delineating quiet space, and accessing volunteers.
	+ Establish MOUs or other agreements with stakeholders outside of IROPS Contingency Response Committee.

**3. Create common notification procedures, primarily for diversion and extended delay events:**

***Internally:***

* + - Update 24/7 regional stakeholder list regularly.
		- Identify a primary contact who is someone easily accessible (include landline, cell/text, email, other communication methods) and several backup contacts with same information.
		- Ensure a backup plan for communication is clearly defined and understood by stakeholders (e.g., use text messaging if there is no cell phone coverage).
		- Test the notification system and plan for periodic “live” tests throughout the year.

***Externally:***

* + - Establish/refine passenger communication plans involving procedures for updating airport website, using social media and flight information display systems (FIDS), among others.
		- Discuss with all regional stakeholders how to coordinate proactive messaging with one another, especially during surge, capacity, after-hours, and extended-stay situations where passengers and the public need real-time, accurate, and consistent information.

**4. Understand and communicate the capacity constraints of all airports in a region:**

* + Establish/update/share a centralized list of equipment and resources available in a region.
	+ Develop plans that include alternate or multiple service providers/vendors.

**5. Develop a “Quick-Action” guide for practical use during an IROPS event to improve stakeholder coordination:**

* Evaluate/streamline IROPS processes with easy-to-use checklists for each causal condition and for each stakeholder role/responsibility.

**6. Determine which stakeholder is responsible for covering IROPS-related expenditures before an event occurs:**

* Establish/clarify funding sources for different IROPS-related costs between airlines (especially with third-party airline operating companies) and airports.
* Establish/update an Open Purchase Order for airport IROPS costs, such as food for airport employees.

**7. Develop maintenance and backup plans for equipment and technology used by various stakeholders:**

* Develop/update an equipment plan for use by airport maintenance, third-party operators, FBOs, and/or ground handlers with considerations for extended use in extreme conditions.
* Develop/update a backup plan for technology (e.g., cell phone)/power failures.
* Consider upgrading technology for cell phones and/or Wi-Fi service.

**8. Develop common stakeholder triggers for escalating IROPS situations:**

* Develop/update trigger procedures that determine when an IROPS Plan is activated.
* Develop/update trigger procedures that determine when Incident Command procedures are activated.
* Develop/update trigger procedures that determine when an Airport Emergency Plan is activated.

**9. Ensure all stakeholders have an IROPS Recovery Plan:**

* Develop/update checklists for restoring stakeholder operations to normal operations, especially related to maintenance and custodial services (e.g., additional staffing needed to collect blankets or maintain bathrooms).

**10. Develop stakeholder accountability procedures to ensure improvements:**

* Develop/update After-Action Report (or Action Item List) that assigns personnel to responsibilities. Ensuring actions are logged, maintained and updated ensures accountability.
* Update IROPS Plan from After-Action Report or Action Item List.
* Test IROPS Plans updates via the IROPS Risk Assessment Tool.
* Update training as needed.

IROPS Readiness Checklist

(from *ACRP Report 153 –* Part 1 – Appendix B.1)

This checklist can be used to assess readiness by making sure all stakeholders understand triggers for activating responsibilities during an event.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Action** | **Trigger Events****Examples** | **Responsible****Party** | **Target****Group(s)** | **Communication****Method** |
| **Anticipate** | *Be on the lookout for:* |  |  |  |
|  | Extreme weather |  |  |  |
|  | Natural disasters |  |  |  |
|  | Reduction of airport facility capacity |  |  |  |
|  | Power outages |  |  |  |
|  | Aircraft mechanical problems |  |  |  |
|  | Airline system outages |  |  |  |
|  | Labor issues |  |  |  |
|  | ATC system outages |  |  |  |
|  | Other |  |  |  |
|  |  |  |  |  |
| **Mitigate** | *Execute plans/procedures related to:* |  |  |  |
|  | Passenger needs  |  |  |  |
|  | Gate and equipment needs  |  |  |  |
|  | Deplaning requirements |  |  |  |
|  | Busing/transportation needs |  |  |  |
|  | Deicing coordination |  |  |  |
|  | Regional airports coordination |  |  |  |
|  | Other |  |  |  |
|  |  |  |  |  |
| **Adapt** | *Be flexible and innovative related to:* |  |  |  |
|  | Unplanned aircraft arrivals |  |  |  |
|  | Ability to meet passenger needs (e.g., serve pizza to stranded passengers) |  |  |  |
|  | Availability of CBP and TSA |  |  |  |
|  | Other |  |  |  |
|  |  |  |  |  |

Social Media Checklist

(from *ACRP Report 153* – Part 1 – Appendix B.2)

**BEFORE AN IROPS EVENT**

1. **Create an IROPS Social Media Plan** to ensure you remaina credible resource for information during IROPS events with the public and with other stakeholders. Ensure you do the following:
	* **Develop internal protocols**
		+ Identify probable IROPS events for your airport.
		+ Identify “trigger points” for your response on social media vs. allowing others to lead.
		+ Create timing protocols with airlines and other stakeholders.
	* **Develop standardized messages**
		+ Create generic messages for typical IROPS situations that your airport has had or may encounter.
		+ Match the social media platforms with the appropriate messages.
2. **Designate an area as a Public Information Center (PIC):**
	* Establish/identify a location for a communication center that can monitor and respond on social media.
	* Develop a staffing plan for the PIC.

**DURING AN EVENT**

**3. Communicate the following:**

* + Potential impacts to the public and the airport community, employees and service providers
	+ Terminal operation status (e.g., surge, capacity, extended delay, after-hours)
	+ Status of airline(s) schedules (flight delays, cancellations, diversions)
	+ Airfield status (open/closed)
	+ Employees’ logistics and human factors (staff availability, shifts, lodging, transportation to/from work, food)
	+ Impacts to service providers (FBOs/ground handlers/deicing, etc.)
	+ Guidance for service providers (implement SOPs, activate MOAs, etc.)

**4. Remove pre-scheduled posts:**

* Remove unrelated and discordant pre-planned posts.

**5. Categorize incoming posts:**

* Develop a system for categorizing posts (e.g., Tier 1-urgent, Tier 2-as time allows,
Tier 3-monitor/re-route).

**6. Respond:**

* Respond in kind; be proactive with your messaging and include updates to employees.

**7. Stay “on message.”**

* Don’t boast about yourself or critique others and don’t speculate on the event. Stick to the current and pertinent facts. Stay focused on what has happened.

**8. Be flexible:**

* Listen to how people are reacting to your responses and update your replies based on that information.

**9. Don’t stop communicating altogether; just minimize your messaging:**

* Take note of when your audience resumes regular posting before you return to your regular posting schedule.

*Some case study recommendations related to social media use during IROPS events includes:*

* *Use Twitter to communicate emerging situation information, providing links to more information and advice.*
* *Provide rapid response to Tweets and post about the situation through response Tweets.*
* *Re-Tweets by other service providers involved in IROPS events can assist in keeping messages consistent.*
* *Use Facebook to monitor activity escalation and sentiment using rapid response to rebut inaccurate reporting.*

**POST- IROPS EVENT: RECOVERY AND DEBRIEF FOR CONTINUOUS IMPROVEMENT**

**10. Analyze, measure, and follow up:**

* Create a dashboard for keywords, customer names, and user names for follow-up after the IROPS event.
* Institute analytics that continue to track any backlash from the IROPS event.

Recovery Checklist

(from *ACRP Report 153* – Part 1 – Appendix C.1)

Post-IROPS event recovery efforts should be performed immediately following an IROPS event. Planning for these efforts with stakeholders and assigning roles and responsibilities ahead of time will help mitigate long term impacts on airport operations and passenger care.

|  |  |  |  |
| --- | --- | --- | --- |
| **Recommended Action** | **Due for****Review** | **In Progress** | **Completed** |
| Appoint IROPS Recovery Team Lead responsible for overseeing the airport recovery activities. | 🞏 | 🞏 | 🞎 |
|  |  |  |  |
| Determine essential criteria and processes for IROPS Capacity + Capability Assessment. Include:* Airport assets
* Airport equipment
* Service failures and lapses
* After-hours staffing resources and gaps
* Communication issues
* Procedure refinement
* Operations and maintenance restocking (deicing fluid, concessions, and other)
* New capital items requisitions
* Coordination with ground handler(s) and fuelers
 | 🞏 | 🞏 | 🞎 |
|  |  |  |  |
| Organize a team of airport stakeholders to carry out after-action inventory assessment for airport capacity. Consider including equipment from FBOs and ground handlers that may need to be repaired or replaced. | 🞏 | 🞏 | 🞎 |
|  |  |  |  |
| Provide after-action IROPS report to the IROPS Contingency Response Committee and appropriate stakeholders that includes a timeline of the event, response assessment, and estimated costs.  | 🞏 | 🞏 | 🞎 |
|  |  |  |  |

Debriefing Assessment Checklist

(from *ACRP Report 153* – Part 1 – Appendix C.2)

Determining how an airport and stakeholders view their performance during an IROPS event provides additional insight into where improvement can be made during the debriefing process. The following assessment checklist provides a look at IROPS preparedness on a scale from reactive to optimized and can provide an IROPS Planning Evolution Assessment over time.

|  |  |  |  |
| --- | --- | --- | --- |
| **Ranking Scale and Descriptors** | **May 2012** | **Current** | **Following** **IROPS Assessment** |
| **Reactive (1)*** Minimal/ad hoc plans and procedures
* Chaotic in an IROPS event
 | 🞏 | 🞏 | 🞎 |
|  |  |  |  |
| **Defined (2)*** Basic DOT IROPS Plan defined and documented
* Primary focus is on response and communication
 | 🞏 | 🞏 | 🞎 |
|  |  |  |  |
| **Proactive (3)*** Consistent execution of IROPS response
* Event management processes in place
* Detailed IROPS Coordinated Plan
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|  |  |  |  |
| **Managed (4)*** Metrics collected and reviewed
* Cross-organization support and action
* Proactive social media
 | 🞏 | 🞏 | 🞎 |
|  |  |  |  |
| **Optimized (5)*** IROPS Planning Program integrated throughout airport and region – including all diversion airports
* Collaboration technology embraced
 | 🞏 | 🞏 | 🞎 |
|  |  |  |  |

Continuous Improvement Accountability Checklist

(from *ACRP Report 153* – Part 1 – Appendix C.3)

**1. Host a debriefing session:**

Debrief with stakeholders as soon as possible following an IROPS event.

**2. Develop an After-Action Report or Action Register List (see sample below):**

***Be sure the list includes:***

Details related to the problem encountered.

The action(s) needed to remedy the problem.

The names of personnel needed to remedy the problem.

The names of personnel needed to update planning and training.

**3. Host follow-up meetings:**

Host After-Action Report or Action Register follow-up meetings on a regular basis to discuss progress made.

Continue holding meetings and log progress until:

Individuals assigned to remedy problem have done so.

Individuals assigned to make plan updates and distribute changes have done so.

Individuals assigned to design and facilitate training have done so.

**Sample Action Register**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Problem Identified | Action Required | Responsibility | Date Due | Progress Log(Date/Action[s] Taken) |
|  |  |  |  |  |
|  |  |  |  |  |