RESOURCE A – TOPICS FOR IROPS PLAN DEVELOPMENT

**Introduction**

The topic worksheets presented in the following pages (when completed) combine to create a generic IROPS contingency plan. Once these topic worksheets have been completed, the IROPS Champion will insert them into the appropriate places in Resource B – Model IROPS Contingency Plan. These topics are organized by the chapters in Resource B – Model IROPS Contingency Plan, so they align with each other and the information presented in Part 1 – Fundamentals of IROPS Planning. Please note that the topics presented in this document are only a starting point for the IROPS Champion to begin development of an IROPS plan; each of the topics should be tailored to fit the needs of the airport (in some cases this may require the addition or deletion of tables).

For the purposes of this guidebook, references to the FAA include all forms of air traffic control (ATC) services.

**

***Note to User:***

*The page numbers for this online version of Resource A are the same as they are in the printed version of ACRP Report 65 for ease of use when cross referencing.*

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**Topic Matrix for irops plan development**

In order to complete these topics, the IROPS Champion will need to coordinate with various agencies, including airlines, concessions, ground transportation, the FAA, CBP, and TSA. The following matrix outlines which topics should be sent to specific agencies in order to complete Resource B – Model IROPS Contingency Plan.

| **Chapter** | **Topic** | **Airport** | **Airlines** | **Concessions** | **Ground Transportation** | **FAA** | **TSA** | **CBP** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Chapter 1** Executive Buy-In/ Get Organized | 1 | x | x | x | x | x | x | x |
| **Chapter 2** Document Current Situation | 2a | x | x | x | x | x | x | x |
| 2b | x | x |  |  |  |  |  |
| 2c | x | x | x |  | x | x | x |
| 2d | x | x |  |  | x |  |  |
| 2e | x | x |  |  | x |  |  |
| 2f | x | x | x |  |  |  |  |
| 2g | x | x | x | x | x | x | x |
| 2h | x | x | x | x | x | x | x |
| **Chapter 3** Establish Procedures to Cooperate | 3a |  | x |  |  |  |  |  |
| 3b |  |  |  |  | x |  |  |
| 3c |  |  |  |  |  |  | x |
| 3d |  |  |  |  |  | x |  |
| 3e |  |  | x |  |  |  |  |
| 3f |  |  |  | x |  |  |  |
| **Chapter 4** Review, Update, and Training | 4a | x |  |  |  |  |  |  |
| 4b | x |  |  |  |  |  |  |
| **Chapter 5** Consolidated Cooperation Actions during an Event | 5a | x | x |  |  | x |  |  |
| 5b | x | x |  |  | x |  |  |
| 5c | x | x | x | x | x | x | x |
| 5d | x | x | x | x | x | x | x |
| 5e | x | x |  |  |  |  |  |
| 5f | x |  |  |  | x |  |  |
| 5g | x |  |  |  |  |  | x |
| 5h | x |  |  |  |  | x |  |
| 5i | x |  | x |  |  |  |  |
| 5j | x |  |  | x |  |  |  |
| **Chapter 6** Capture Lessons Learned and Updating Plans | 6a | x | x | x | x | x | x | x |
| 6b | x | x | x | x | x | x | x |

**Note**: If your airport is joint use, you should add “Military” as an additional column in this table.

**Topic 1: IROPS Contingency Response Committee**

This topic describes guidance for establishing an IROPS Contingency Response Committee. The overall goal of the Committee is to establish and enhance contingency plans through collaborative decision making. It is essential that all local service providers not only develop their own individual contingency plans, but also participate in the IROPS Contingency Response Committee activities.

The output from this topic is the population of Section 1.1 – Establishing an IROPS Contingency Response Committee of Resource B – Model IROPS Contingency Plan.

Purpose: The goal of the Committee is to establish and enhance contingency plans through collaborative decision making. This will ensure that actions result in a unified level of customer care across all aviation service providers during IROPS events. The primary focus of the Committee is the integration of business processes to ensure the consistent delivery of holistic customer service during an IROPS event. The Committee is also responsible for post-event review, as well as the identification and implementation of IROPS process improvements. In addition, the Committee is responsible for identifying the additional training required to ensure the effective delivery of customer service.

**Process:** The process of forming an IROPS Committee is threefold:

1. **Chairperson designation:** Airport Director/Manager provides the sponsorship and designates the chairperson of the Committee.
2. **Local/regional determination:** The airport should initiate an initial kick-off meeting, during which it is important that the group takes a step back and establishes realistic parameters for the Committee. The group will need to first delineate a region normally comprised of their airport as well as all reliever airports that could receive diverted aircraft from this airport (or the sending airport if the subject airport is the diversion site) in an IROPS situation.
3. **Committee member nomination**: Within this region, the group will then need to identify which airport departments, airlines, government agencies, reliever airports, and other aviation service providers are involved in IROPS events and customer-service-related activities. The group will need to engage these organizations so they are willing to appoint a representative to join the Committee.

**Format:** The following suggestions for membership should be considered when establishing the IROPS Committee. It is important to have representatives from all service providers at the airport (e.g., airport operations, airport public safety agency, airlines, FAA, TSA, CBP, concessions, ground transportation, FBO).

* Appropriate airport representatives who look at the whole picture
* Appropriate airline representatives: local station managers and corporate management (this is a two-step, ongoing communication process)
* Appropriate government agency representatives
* Outsource aviation service providers (where appropriate)
* A chairperson, ideally a senior-level airport operations manager who can command resources as needed.

Use the table (IROPS Contingency Response Committee) to populate Section 1.1 of the Model IROPS Contingency Plan.

**Contact information during an IROPS event:** Contact details for the IROPS Contingency Response Committee and for points-of-contact for agencies during an IROPS event are recognized as being sensitive information. Since it is desired that the IROPS plan be made available to the public, it is recommended that the potentially sensitive 24-hour contact information be maintained separately in an appendix of the IROPS plan, which will allow the information to be updated without affecting the remainder of this plan (see Appendix D of Resource B – Model IROPS Contingency Plan).

| **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** | | |
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| **Airport Operations** | | |
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| **Airlines** | | |
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| **Concessions** | | |
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| **Ground Transportation** | | |
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| **Hotel** | | |
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| **Government Agencies** | | |
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| **Public Safety Operations** | | |
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| **Diversion Airport(s)** | | |
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| **Fixed Base Operations** | | |
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| **Military (if joint-use)** | | |
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| **Emergency Response** | | |
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| **Executive Management Liaison** | | |
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| **Note**: Contact details shown are for the representative’s organization office. Contact details for the IROPS Contingency Response Committee and points-of-contact for agencies during an IROPS event should be listed in Appendix D of Resource B – Model IROPS Contingency Plan. | | |

**Topic 2: Document Current Situation**

This topic describes guidance for gathering pertinent IROPS data that, when completed, will provide the base of your IROPS plan. This topic focuses on gathering data for the following:

* Reviewing existing IROPS Plans
* Local IROPS events history
* Local customer needs
* Local tracking of delayed aircraft
* Local trigger events and communication plans
* Local support for passengers on-board, being deplaned, and in-terminal
* Local tracking of inventory
* Local skills availability

The IROPS Champion is responsible for coordinating with service providers to gather the information needed to complete the tables in this topic. Once the information is collected, it must be inserted into the appropriate tables and inserted into Resource B – Model IROPS Contingency Plan. Coordination with the IROPS Contingency Response Committee will also be necessary throughout this topic.

The output from this topic is the population of Chapter 2 (sections 2.1-2.8) of Resource B - Model IROPS Contingency Plan. Each of the data collection activities is addressed separately in the following pages.

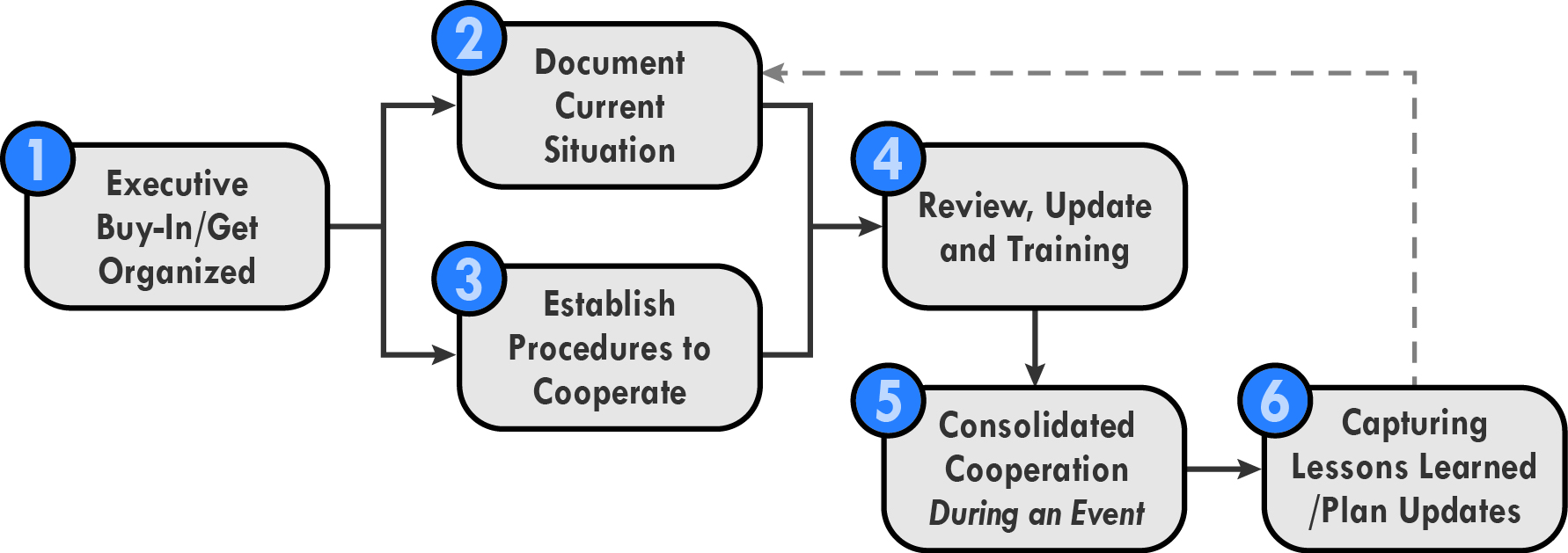
**Topic 2a: Reviewing Existing IROPS Response Plans**

This section describes guidance for reviewing areas of support across all organizations, including cooperative response procedures related to IROPS events.

It is recognized that each of the organizations has its own plan for response to IROPS events. It is also recognized that the United States DOT’s rulesonenhancing airline passenger protections (14 CFR Part 259 *Enhanced Protections for Airline Passengers*)require air carriers to adopt tarmac delay contingency plans and coordinate them with airports.

**Purpose:** To review the IROPS plans of local airlines, airport operations, and FBO organizations as they relate to areas of coordination between organizations.

The purpose of the IROPS Response Management Process (shown in **Figure 1**) is to identify and document actions requiring coordination between two or more aviation service providers. Joint actions are identified that reflect both current individual IROPS plans and areas of recommended communication, collaboration, and coordination between service providers.

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***Figure 1. IROPS Response Management Process.***

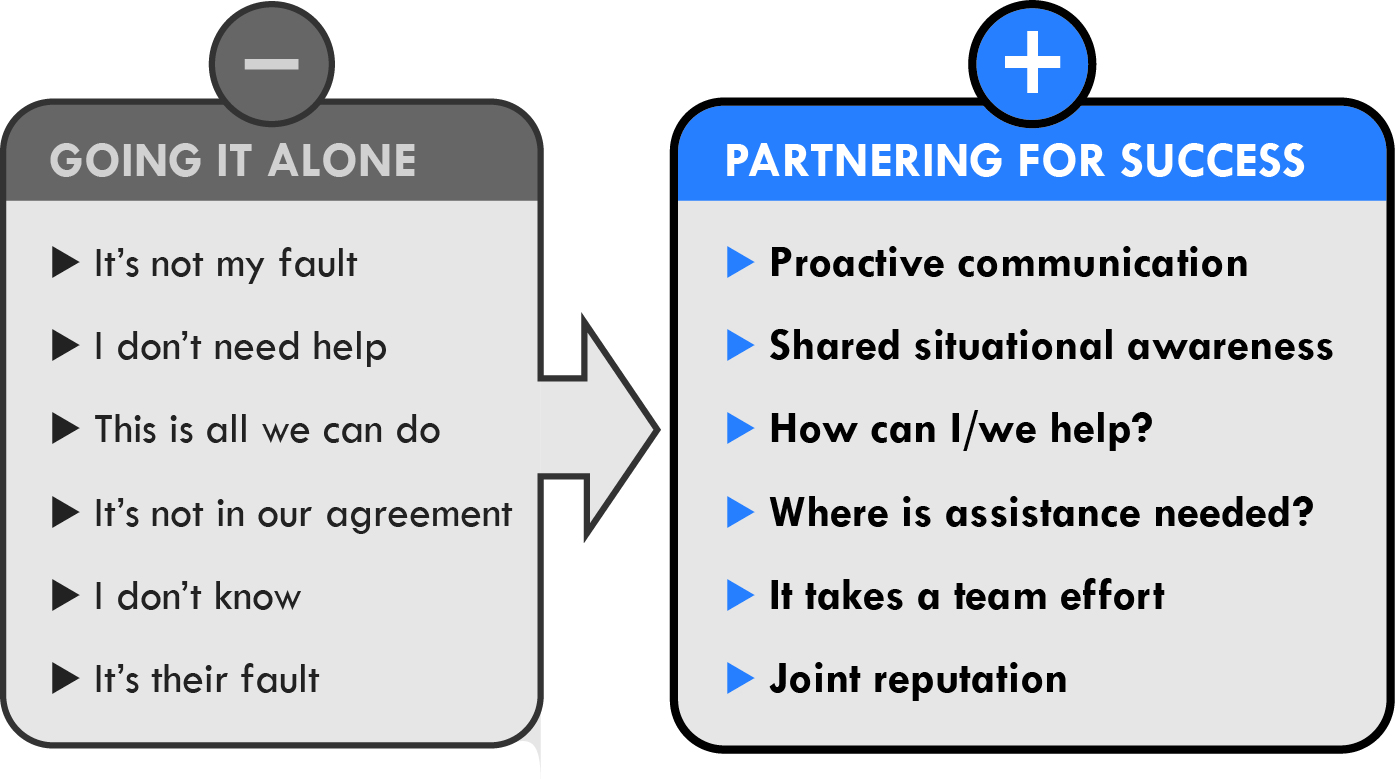
Step 2 in the IROPS Response Management Process requires the IROPS Contingency Response Committee to provide an assessment of the airport’s aviation service providers’ existing IROPS plans to include important airport factors such as terminal capacity, equipment, and government services.

* Airlines – Airport coordinated planning to identify available means of deplaning
* Airline – Airport coordination procedures for use of empty gates consistent with:
  + Needs of other airline operations
  + Customer service needs
  + Technical requirements
  + Lease terms
  + Hardstand positions for remote parking of aircraft
* Process for the airport to coordinate with airline management and operation control, FBOs, FAA, and flight crews to provide access to remotely parked aircraft for servicing and supply
* Procedures to address passenger needs after deplaning following lengthy ground delay that should involve the airline, the airport, government agencies, and other service providers
* Process for the airport to coordinate with airline management, FBOs, FAA, flight crews, and local area emergency medical service providers to assist in providing emergency medical support and other special needs to passengers on remotely parked aircraft

Resource B – Model IROPS Contingency Plan, once completed, serves to document the Committee’s assessment and its continuing coordination and integration of related plans held by all of the aviation service provider organizations at the airport.

**Process:** As demonstrated by **Figure 2**, it takes a different mindset for service provider organizations to bridge the gap between feeling they need to go it alone with individual plans and reach an environment of partnering for success to develop a coordinated regional contingency plan to mitigate lengthy tarmac delays.

The first step is to engage airlines, airports, government agencies, and other aviation service providers to participate in an IROPS Contingency Response Committee for a specific region. These entities should work together to develop a coordinated IROPS plan that is tailored to certain operational parameters, is flexible, and provides for optimal customer service during a lengthy tarmac delay. It is imperative that aviation service providers include other responsible parties in developing their plans.

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***Figure 2. Partnering for Success.***

**Format**: The IROPS data collection activities should focus on developing plans for things such as deplaning, gate usage, remote aircraft processes, diversion procedures, materials and service availability, and emergency needs. The results of this type of coordination can be procedures, memorandums of understanding, or other documented plans. Some other considerations include planning for:

* Local tracking of delayed aircraft
* Local trigger events and communications plans
* Local support for passengers on-board, being deplaned, and in-terminal
* Local tracking of inventory
* Local skills availability

**Coordination:** The overall goal of coordination is for all service provider organizations to work together effectively to provide holistic and seamless customer service during lengthy on-board ground delays. A coordinated IROPS plan helps aviation service providers work together to solve these complex IROPS issues. However, it is important to note that effective planning is required to ensure that executive buy-in occurs in all provider organizations in order to move forward with the overall IROPS plan. Specifically, coordination accomplishes the following:

* **Removes service gaps:** When all service providers align their individual plans on behalf of the customers during IROPS events, they move from a position of “going it alone” to “partnering for success.”
* **Improves customer service:** Having a proactive and well planned / coordinated process for addressing unique customer needs is the key to effective IROPS plans. Meeting customer needs during difficult and challenging experience builds reputations of aviation providers.

**Understandings of coordination:** The key focus of this topic and the IROPS Contingency Response Committee is recognition of joint actions that reflect both current individual IROPS plans and areas of recommended communication, collaboration, and coordination between service providers. This topic should identify and document all formal and informal understandings of coordination between these organizations, as well as individual organization standard operating procedures (SOP) related to IROPS response.

Also included is

any documented and agreed mutual support related to response during an IROPS event. This will typically take many forms, such as terms held in lease agreements. These documents may be bilateral between two aviation service providers.

The IROPS Contingency Response Committee should provide guidance, as needed, on developing procedures between airlines, government agencies, and other service providers that address:

* Standard operating procedures
* Materials and services availability
* Mutually supportive actions to be taken during any type of lengthy delay event or other IROPS event

**Considerations for diversions (for hub airports)**

In addition to the coordination procedures established between the airlines serving the airport and the diversion airports in the region served by them and their code-sharing partners, coordination procedures should be established with each of the other potential diversion airports in the region.

These procedures should provide in-flight notification for the diversion airport authority and local FBO during a diversion event before an aircraft lands to confirm readiness and identification of the local coordination focal point.

IROPS trigger event criteria should be communicated to the diversion airports to assist them in preparation for providing support needed by the diverted aircraft and its passengers. Coordination procedures for flights refueling and continuing should be established with local ATC services, airport authorities, vendors, and government agencies as necessary.

The following list includes agencies and vendors that should be considered when collecting and reviewing existing plans and procedures (as appropriate to your situation):

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Overnight accommodations:** Hotels, churches, Red Cross
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, law enforcement officer (LEO), emergency medical technician (EMT)

The table (IROPS Response Plan Review) should be inserted in Section 2.1 of Resource B – Model IROPS Contingency Plan and should be used to describe both formal and informal understandings of coordination between organizations, as well as individual organization SOPs related to IROPS response.

| **IROPS Response Plan Review**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Organization Contingency Plan** | **Description of Coordination** |
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**Topic 2b: IROPS Event History**

This section describes guidance for documenting the history of local IROPS events, including lengthy on-board ground delay events. It also describes the role of various service providers in providing passenger and other customer support during IROPS events.

**Purpose:** To provide a basis for identification and review of IROPS response activities with focus on areas needing process improvement.

**Process:** The IROPS Champion should review local IROPS events, including lengthy on-board ground delay events. Each of these events should be considered as a potential source for information concerning:

* Type of IROPS event (related to local weather, other emergency, diversions, etc.)
  + Surge: Aircraft and passengers flowing into an airport
  + Capacity: Airport terminal becomes filled with passengers and gates become full with aircraft
  + After-Hours: Aircraft land and passengers need to deplane at irregular hours
  + Extended Stay: Passengers and aircraft may be stuck at airport for extended period of time.
* Nature of response (related to which organizations were involved or needed support from outside organization(s), unusual response actions, etc.).
* Response activities considered best practices (generic descriptions documented for consideration for future events, descriptions should be made available for sharing with others in the national aviation service community).
* Response activities needing process improvement (generic descriptions identifying recommended improvements in the IROPS plan; improvements should address actions by all appropriate organizations with specific identification of all recommended improvements to coordination between organizations and should also address any recommended revision of IROPS coordinated response training).
* Because IROPS events will continue to occur, this sub-section should be reviewed periodically to keep it updated and relative to the current operational environment at the airport.

**Format:** The table **(**IROPS Event History) should be filled out with recent IROPS events and event descriptions and be inserted into Section 2.2 of Resource B – Model IROPS Contingency Plan.

| **IROPS Event History**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Time/Date** | **Event Description** |
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**Topic 2c: Passenger Needs**

This section describes guidance for documenting needs of passengers and other customers during IROPS events, with special focus provided for special-needs passengers. The needs analysis is provided by consideration of general information of customer needs during IROPS events supplemented by local information derived from the IROPS event and response descriptions described in previous subsections.

**Purpose:** To focus on the needs of passengers and other customers during IROPS events, with special attention provided for special-needs passengers.

**Process:** The IROPS Champion should review the general information related to customer needs during IROPS events described in Part 1 – Fundamentals, with consideration for local applicability. This review should then be supplemented by review of local information derived from previous IROPS events.

Following this review and documentation of general customer needs, a subsequent review should be conducted to identify any additional needed support for special-needs passengers, including availability of all elements of 14 CFR Part 382 requirements of the Americans with Disabilities Act:

* Availability of means for deplaning
* Requirements for inter-terminal transportation
* Accessible facilities and services
* Boarding assistance using mechanical lifts, ramps, or other suitable devices
* Special-needs passenger considerations (wheelchairs, oxygen, etc.)

The categories of support for both general customer needs and special-needs passengers should also be documented for subsequent explicit identification of IROPS response actions to be taken to meet those needs.

**Obtaining passenger feedback:** At the heart of continuous improvement is the effect that the IROPS plan has on passengers. The recommended core mechanism for determining success in meeting IROPS response goals is the implementation of a passenger feedback survey. Evaluation of survey results and trends will enable the IROPS Champion (with help from the IROPS Contingency Response Committee) to evaluate the results of current procedures and efforts and to communicate their recommendations for any identified improvements to the IROPS contingency plan.

**Format:** The table **(**Passenger Needs) should be filled out with various customer needs as described above, and then inserted into Section 2.3 of Resource B – Model IROPS Contingency Plan.

| **Passenger Needs**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Need** | **Description** |
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**Topic 2d: Tracking Delayed Aircraft**

This section describes guidance for planning and documenting the airport’s processes to describe local situations as they develop, including both flight delays and delayed aircraft on the ground.

**Purpose:** The goal of effective tracking of delayed aircraft in the air and on the ground between airlines, ATC services, and the airport is that it provides accurate, complete, and timely information in regard to expected flight delays and developing local situations. Also, this is beneficial for providers to mitigate potential situations and for passengers to revise travel plans.

It is recommended that various service provider organizations work in tandem to accurately track delayed aircraft to advance overall situational awareness, improve communication, and ultimately result in superior response to customers. When aircraft status in the air and on the ground is tracked by both airlines and the FAA and status of significantly delayed and/or diverted flights is shared with the airport, the result is shared situational awareness among the key aviation service providers. The following list includes agencies that should be included and coordinated with when tracking aircraft (as appropriate to your situation):

* **Government agencies:** ATC services
* **Airport:** Operations
* **Airlines:** All airlines operating at an airport

**Process:** It is recommended that preferred communication methods be discussed between airlines, the airport, and the FAA, with the goal of reconciling aircraft status in the air and on the ground. Once this is coordinated, tools, technology, and new procedures can be implemented to ensure effective flight tracking occurs.

Some recommendations that can be implemented across regions to enhance overall communication and situational awareness include:

* Working with the airport, airlines, and the FAA to develop a process for tracking delayed aircraft both in the air and on the ground
* Developing coordination procedures between the airport and airlines for sharing aircraft status information during IROPS events
* Developing a plan for diverted flights
  + Using tracking tools as an early notification of potential diversions so user organizations can plan and communicate more effectively

**Format:** The table **(**Tracking Delayed Aircraft) should be filled out with the processes for tracking aircraft by various service providers as described above. Once complete, it should be inserted into Section 2.4 of Resource B – Model IROPS Contingency Plan.

| **Tracking Delayed Aircraft**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Organization** | **Description** |
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**Topic 2e: Trigger Events and CommunicationS Plans**

This topic describes guidance for establishing and documenting response procedures linked to airline trigger events and resulting communications plans in order to promote effective response to an evolving IROPS event. Recognizing that most IROPS events occur with respect to passengers while they are either on board aircraft or as they are being moved from a parked aircraft to the terminal area, definitions of trigger events are based on related IROPS practices established by local airlines.

Effective response to an evolving IROPS event depends on timely shared situational awareness among all aviation service providers. Relevant IROPS information includes the early identification of a potential IROPS situation and the evolving IROPS condition as the event evolves.

Key elements of communication during an IROPS event require coordinated IROPS response actions by airport operations, the airlines, ATC services, and by affected diversion airports to track and share aircraft status both in the air and on the ground. Based on the situational need, additional communications among other organizations such as TSA, CBP, concessions, and ground transportation may also be required.

Each airline has its own guidelines for establishing triggers. These triggers are usually included as part of the individual airline’s IROPS plans published in compliance with the United States DOT’s “3-Hour Rule” and “4-Hour Rule.” Associated timelines may vary by airport, even within a single airline, and each will generally be tailored to accommodate operational variations.

An airline’s internal guidance on trigger timelines should be consistent with its external commitments, both to passengers and to government agencies. Specifically, the airline should coordinate its triggers with the appropriate airport, TSA, and other government agencies, including CBP personnel if international flights arriving in the United States are involved. Information on these guidelines should be provided to the IROPS Champion.

At trigger points, airlines generally consider the following factors when making a determination:

* National weather
* Crewmember resource planning
* Airfield situation
* Gate availability
* Hardstand availability
* Passenger disposition

**Purpose:** Triggers are specific events or points in time during an evolving IROPS event including lengthy on-board ground delays when communication with involved stakeholders (including passengers when appropriate) is initiated in order to begin efforts to mitigate the effects of an IROPS event. Such communication is designed to evaluate the situation and reach a decision about the appropriate course of action.

**Process:** When coordinating its IROPS plan with the IROPS Contingency Response Committee, each airline should include its trigger policies, the timelines for each trigger, and what needs to be considered at the trigger time.

**Format:** The table(Trigger Events and Communications Plans) should be filled out with different aviation provider communication plans and trigger events. Once the table has been filled out, it should be inserted into Section 2.5 of Resource B – Model IROPS Contingency Plan. The following steps should be taken by the airport for pre-planning communications once this section has been completed:

* Consider history of on-board ground delay events at the airport. Determine what they are triggered by (e.g., extreme weather, airport and ATC facility related outages and causes, government system outages or slowdowns, and/or airline unplanned events).
* Document understanding between airlines and other members of the IROPS Contingency Response Committee for trigger events and communication.
* Determine how information will be communicated concerning the IROPS event (e.g., conference calls, the airport’s website, individual airlines’ websites, local news media via airport, and airline public relations departments).
* Develop communication plans. See Tool 13 – Sample Communication Plan in Resource C for additional support.
* Determine role of the airport’s public relations organization and how it will engage with various media outlets (radio, television, print) before, during, and after an event to provide up-to-date information.

The following list includes agencies and vendors that should be considered when documenting and reviewing trigger events and communication plans (as appropriate to your situation):

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Overnight accommodations:** Hotels, churches, Red Cross
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, LEO, EMT

**Sample process for communicating aircraft status:** Establish and use an airport’s communication center to utilize input from local airlines and FAA in regard to expected flight delays and developing local situations to keep stakeholders informed of an IROPS event as it unfolds. The communication center should be responsible for distribution of accurate, complete, and timely information in regard to expected flight delays and developing local situations to other local service providers (beyond the airlines and FAA).

| **Trigger Events and Communications Plans**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Organization** | **Trigger Event** | **Responsible Party** | **Target Group(s)** | **Communication Method(s)** | **Comments** |
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**Topic 2f: Support for Passengers**

This topic describes guidance for planning and developing support capabilities and actions based on aircraft and passenger location and on duration of passenger stay both on board aircraft and in the terminal.

**Purpose:** To ensure focus on coordinated support of passengers and other customers during an IROPS event. This focus includes, but is not limited to, the three areas of coordination identified as being United States Congressional concerns for the provision of:

* Support for deplaning of passengers from aircraft
* Sharing of facilities, including making gates available
* Having a sterile area available for passengers who have not yet cleared CBP

**Process:** The IROPS Champion (with assistance from the IROPS Contingency Response Committee) reviews and documents each stage of passenger support needs based on aircraft and passenger location. This review should include local consideration of customer needs:

* Passengers on board aircraft (includes supplemental provision of concessions if required by airline)
* Passengers deplaning aircraft (includes passenger assistance and transportation to terminal from remotely parked aircraft as needed)
* Passengers in terminal (includes access to restrooms and concessions as needed)
* Passengers requiring extended delay accommodations (overnight stay in terminal and/or transportation to local hotel as needed)
* Additional considerations:
  + Sharing of facilities
  + Making gates available during IROPS event
  + Support to special-needs passengers
  + Having sterile area available for passengers who have not yet cleared CBP
  + Coordination with TSA for accommodating passengers needing to leave screened area

**Format:** The following list includes agencies and vendors that should be considered when documenting and reviewing passenger support efforts (as appropriate to your situation):

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Overnight accommodations:** Hotels, churches, Red Cross
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, LEO, EMT

The table (Support for Passengers) should be completed and inserted into Section 2.6 of Resource B – Model IROPS Contingency Plan.

| **Support for Passengers**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
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| **Passenger Location** | **Service Provider** | **Description** |
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**Topic 2g: Tracking Resource Inventory**

This section describes guidance for planning and developing procedures across local organizations identifying resources (equipment and supplies) held by an airport service organization beyond those that have been planned for shared use, but that could be made available for use if requested by another airport organization during an IROPS event.

This planning should include identification of the resources (equipment and supplies) that the organization believes are required to meet their response goals. It is further expected that where an organization’s plan identifies resources beyond those held by the organization, they will enter into procedures with other organizations to provide them access to such resources as needed during an IROPS event.

**Purpose:** The purpose of this section is not to document planned inventory resources described above. Rather, its purpose is to describe the identification of inventory flexibility within the airport’s service organizations (including military installations at joint use facilities) that could be made available to another (requesting) organization during an IROPS event when the event requires resources beyond those previously identified.

**Process:** The IROPS Champion is tasked with developing and maintaining an assessment checklist of items (equipment and supplies) held by an airport service organization that could be made available for use by another organization during an IROPS event. A few examples of equipment and supplies to inventory include tugs, towbars, airstairs, buses, food, and water. See Tool 7 – Example Resource Inventory Checklist in Resource C for additional support.

Although mutual support is a recommended philosophy of an IROPS plan, it is not intended that this willingness to share unplanned access to resources among airport organizations during an IROPS event should replace comprehensive planning for response by all airport service organizations.

Request for unplanned access by a local organization to another organization’s resources during an IROPS event should be evaluated during the debriefing meeting following the event (see Topic 6a: Debriefing IROPS Event)

**Format:** The following list includes agencies and vendors that should be considered for tracking resource inventory (as appropriate to your situation):

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Overnight accommodations:** Hotels, churches, Red Cross
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, LEO, EMT

The table (Tracking Resource Inventory) should be completed with airport service organizations’ current inventory and inserted into Section 2.7 of Resource B – Model IROPS Contingency Plan.

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| **Tracking Resource Inventory**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
| **Organization** | **Inventory Item** | **Description** |
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**Topic 2h: Skills Availability**

This topic describes guidance for planning and developing procedures across local organizations identifying categories of skilled personnel employed by an airport service organization beyond those which have been planned for shared use, but that could be made available for use if requested by another airport organization during an IROPS event.

This planning should include identification of skilled personnel that the organization believes is sufficient to meet its response goals. It is further expected that where an organization’s plan identifies skilled personnel beyond those employed by the organization, they will develop procedures with other organizations to provide them access to such personnel as needed during an IROPS event.

**Purpose:** The purpose of this topic is not to document the planned skilled personnel described previously. Rather, its purpose is to describe the identification of flexibility of staffing within the airport service organizations that could be made available to another (requesting) organization during an IROPS event when the event requires skilled personnel beyond those previously identified. Examples include staff who may speak more than one language who could provide translation services if needed, or management staff who have the skills needed to operate equipment on the airfield (e.g., tugs), or airline staff who have the training necessary for food preparation if concessions need additional assistance for mass influxes of passengers.

**Process:** The IROPS Champion is tasked with developing and maintaining an assessment checklist of categories of skilled personnel employed by an airport service organization who could be made available for use by another organization during an IROPS event. Although mutual support is a recommended philosophy of an IROPS plan, it is not intended that this willingness to share unplanned access to skilled personnel among airport organizations during an IROPS event as described in this section should replace comprehensive planning for response by all airport service organizations.

Request for unplanned access by a local organization to another organization’s skilled personnel during an IROPS event should be evaluated during the debriefing meeting following the event (see Topic 6a: Debriefing IROPS Event).

**Format:** The following list includes agencies and vendors that should be considered when documenting skills availability (as appropriate to your situation):

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, LEO, EMT

The table (Skills Availability) should be completed with airport service organizations’ skills availability and inserted into Section 2.8 of Resource B – Model IROPS Contingency Plan.

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| **Skills Availability**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
| **Organization** | **Skill** | **Description** |
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**Topic 3a: Establish Procedures with Airlines**

This topic describes the collection and development of joint procedures with your local airlines as well as all other airlines which consider your airport for diversions.

As noted in Part 1 - Fundamentals, airlines are required to coordinate their extended delay contingency plans with both scheduled airports they serve and their diversion airports. The airline contingency plans should commit sufficient resources for plan implementation, but these resources may include those usually provided by the receiving airport to implement the plan.

It is recommended that the airline contingency plans be fully discussed and understood by your airport’s IROPS Contingency Response Committee. Subsequent considerations for potential impact of IROPS events resulting in surge, capacity, off-hours operation, and extended stay of aircraft should be addressed in your airport IROPS plan.

The output from this topic is the population of Section 3.1.1 – Airlines of the Resource B – Model IROPS Contingency Plan.

**Considerations:** Safety remains the top priority for your airport. Other considerations may include the following:

* Establish a communications procedure with each airline to ensure timely notification of the airline’s decision to divert flights scheduled to arrive at your airport, or for the decision to divert flights to your airport that were scheduled for another airport.
* The communication procedure for all diverted flights should include periodic status, continuing until such time the flight either arrives at its scheduled destination or until it has been cancelled.
* During extraordinary situations, keeping the runways clear for diversions that may be low on fuel and maintaining the ability to safely park aircraft.
* The next priority is to help passengers.
* Many airports provide blankets and/or cots, and all ensure the availability of food, water, and toiletries.
* Some airports also work with passengers experiencing disruptions to arrange for hotel accommodations and ground transportation.
* Under extraordinary circumstances, airports should be able to take control of gates, unload passengers, and direct equipment to serve planes with the greatest need, regardless of company affiliation.

**Process:** Request that each airline that serves your airport be represented on your airport IROPS Contingency Response Committee. Ensure that you have received a contingency plan from each airline that serves your airport (including those that consider your airport for diversions), review these plans, and contact individual airlines to resolve any concerns you may have. Comments are particularly important if the airline has not provided sufficient details regarding how they will deal with extended tarmac delays at your airport (e.g., hasn’t addressed who will provide ground handling services upon arrival, isn’t clear regarding who it would contact at the airport for assistance, doesn’t list who airport staff can contact at the airline to determine flight status).

**Note**: Ensure you have a plan in place for unscheduled international flights. If you have local CBP staff, this includes off-hours arrivals and international flights diverted from other airports. If you do not have local CBP staff at your airport, ensure an IROPS plan is in place with regional CBP and local law enforcement to handle and/or offload passengers.

**Format:** Use the table (Procedures with Airlines) to catalog the local airline contingency plans and evaluate any gaps in equipment, gate utilization, ramp space, and/or communication procedures with passengers. Determine a special procedure for coordination for nonscheduled airline flights at your airport and for international diversions if you do not have local CBP staff at your airport. A copy of the various procedures should be included as an appendix (see Appendix B of Resource B – Model IROPS Contingency Plan).

| **Procedures with Airlines**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
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| **Organization** | **Contact Name** | **Local Agreements** |
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**Topic 3b: Establish Procedures with FAA**

This topic describes the collection and/or development of local procedures with the FAA for aircraft ground control procedures during extended tarmac delays. It also describes guidance for sharing of aircraft status between FAA and airport operations. The output from this topic is the population of Section 3.1.2 – FAA of Resource B – Model IROPS Contingency Plan.

**Purpose:** Establish local procedures and basic guidelines for airport operator coordination with local FAA organization(s) in conjunction with local aircraft operators.

**Process:** The FAA has issued directives to air traffic personnel pertaining to aircraft making tarmac delay requests related to the United States DOT’s rules onenhancing airline passenger protections (14 CFR Part 259 *Enhanced Protections for Airline Passengers*). These procedures are in addition to providing access to aircraft flight status.

These directives provide guidance to aircraft operators for consideration of ground control procedures during situations related to the United States DOT’s “3-Hour Rule” and “4-Hour Rule.”

Additionally, the FAA currently provides aviation service providers access to accurate, complete, and timely information in regard to expected flight delays and developing local situations. These information sources are provided on a noninterference to normal FAA operations basis.

The IROPS Contingency Response Committee should confirm and document its local ATC service actions specific to IROPS events.

**Format:** Use the table(Procedures with FAA) to catalog the procedures once they are collected/developed to include in the Model IROPS Contingency Plan. Also, the actual procedures should be included as an appendix (see Appendix B of Resource B – Model IROPS Contingency Plan).

**Note:** Consider developing a ramp and tarmac parking plan that illustrates areas on the airfield that may become an issue in the event of an IROPS event, and other movement areas that ATC services may identify as being problematic should you receive multiple diversions.

| **Procedures with FAA**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
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| **Organization** | **Contact Name** | **Local Agreements** |
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**Topic 3c: Establish Procedures with CBP**

This topic describes guidance for planning and developing local procedures with the CBP for unscheduled international flights associated with IROPS events. These should include CBP coordination procedures for international aircraft arriving from abroad that land in the United States for reasons other than as a scheduled arrival and for international aircraft diverted to an airport other than the intended airport of destination.

These technical stops or diversions include flights that are technical fuel stops, emergency fuel stops, weather-related stops, mechanical incidents, stops due to illness on board the aircraft, or other emergency stops, including stops for terrorist-related incidents or precautions. These procedures should include provisions for supporting unscheduled and diverted arrivals of international flights into airports not normally staffed by the CBP.

**Purpose:** Establish local procedures and basic guidelines for the airport operator coordination with the CBP in conjunction with the FAA, TSA, and LEO personnel for the appropriate handling and reporting of international aircraft diverted for emergency or exigent circumstances. These procedures are subject to change as events may require.

The output from this topic is the population of Section 3.1.3 – CBP of Resource B – Model IROPS Contingency Plan.

**Process:** At the national level, the CBP Headquarters – Office of Field Operations developed a contingency plan to address unscheduled arrivals, including flight diversions and technical fuel stops. The Director, Field Operations has authorized the port director to allow diverted flights in accordance with CBP established procedures.

In the event of a diverted international or precleared flight to an airport, the CBP will coordinate with the diverted airline and airport partners to permit deplaning passengers in the event of extended delays in accordance with the procedures below:

* The diverted airline will provide initial notification to the CBP duty supervisor or watch commander.
* Deplaning of passengers will take place at the Federal Inspection Station (FIS) facility at an airport.
* Diverted flights that will not be processed will be secured in the transit lounge.
* Airline personnel are permitted in the transit lounge to provide food service to delayed passengers.
* The CBP, in coordination with airport partners, will ensure passengers remain secure in the transit lounge in the FIS area, preventing association with other passengers, domestic or foreign.
* Crew changes and servicing aboard an aircraft undergoing a technical stop/diversion will be permitted, without full inspection of the passengers and baggage, if the carrier provides 100% advance passenger information (API) prior to the aircraft’s arrival.
* All passengers remain on board, except for protracted stays. A “protracted stay” is generally defined as the aircraft remaining on the tarmac in excess of 2 hours where CBP personnel are stationed.
* No new passengers or cargo are added at the technical stop.
* CBP retains the option to require all passengers, crew, and baggage to disembark and clear through CBP passport and baggage control.

**Format:** All international diverted aircraft under the jurisdiction of the airport area of responsibility will be closely monitored. All actions related to the aircraft, persons, and cargo on board will be coordinated with the CBP, airport, air carrier, local law enforcement, and other government agency representatives. All actions taken by the CBP, airport, air carrier, local law enforcement, or other government agencies must be immediately reported to the watch commander. Specific procedures and requirements for various situations are detailed below:

**CBP reporting requirements for all flight diversions:** The following notifications must be made to the airport field office, border security staff, field office watch commander, and airport field watch commander:

The following information is needed:

* + - * Flight number and name of the airport to which the flight has been diverted.
* ETA (estimated time of arrival) at original airport, ETA at diverted airport, actual block time.
* Types of security at the gate/airport to ensure passengers remain on board, or if deplaned, remain in a secure area while awaiting CBP processing and clearance.
* Any types of special requests/needs by the pilot, passengers, or assistance offered by CBP personnel.
* Additional updates for the aircraft (e.g., aircraft fueling, departure time).
* Closeout information pertaining to flight departure time.

**CBP procedure for processing diverted flights to the airport:** any international airline diverted to the airport due to weather may request permission from the CBP to disembark their passengers and crew into a sterile and secure area. Permission may be granted, and passengers and crew may be held in the transit lounge provided the airline:

* Communicates with the watch commander as to the nature of the diversion and the anticipated length of delay.
* Updates the status of the diversion upon any changes as they occur.
* Controls the movement and secures the passengers from contact with any other domestic or foreign flight.
* Requests and receives access to the FIS and the transit lounge in advance in order to care for its passengers.

**CBP procedures for extended stays/diversions – 3-/4-hour guideline:** An extended stay is described as an aircraft remaining on the tarmac in excess of 3 hours, where CBP personnel are stationed. If the air carrier’s representative or aircraft pilot states that the aircraft will depart the airport within 3 hours or within 30 minutes after the third hour on the ground, or determines that deplaning would jeopardize passengers’ safety or security, the passengers can be allowed to remain on board the aircraft.

Office of Field Operation personnel have the option to allow passengers to deplane at any time and remain in a secure area until the flight is cleared to depart for the original or alternate final destination to ensure the safety of the passengers. CBP field managers shall use all resources in their power to meet the 3-hour guideline.

**CBP procedures for technical stop:** Crew changes and servicing aboard an aircraft undergoing a technical stop will be permitted without full inspection of the passengers and baggage, provided the following conditions are met:

* The carrier must provide 100% API electronic data in advance of the aircraft’s arrival if the aircraft was scheduled to arrive or stop in the United States
* All passengers should remain on board, except in the event of a stay/diversion lasting more than 3 hours or if CBP field personnel determine the passengers should be deplaned for any reason, prior to 3 hours.
* No new passengers or cargo are added at the technical stop.
* These procedures DO NOT apply to passengers and crew on flights departing the United States for foreign countries that make an unscheduled stop in the United States due to an emergency. Note: There may still be times when these flights require CBP presence (e.g., when deportees are on board).

**CBP process for diverted flights to airports without a FIS:** The following procedures should be developed:

* Determine location of the secure area.
* Develop plans to maintain security of the area.
* Give passengers access to restrooms if the secure area does not have restrooms.
* Ensure airport/airlines have responsibility for providing food and water to passengers while maintaining the sterility of the secure area.
* Validate passenger information through law enforcement databases as applicable.
* Assist with any complex immigration issues that responding officers are not able to address.
* Ensure security at the gate/airport to ensure passengers remain on board, or if deplaned, remain in a secure area while awaiting CBP processing and clearance.

**CPB process for** **entry without inspection:** If a passenger refuses to comply with the instructions to remain in the secured area pending CBP inspection or reboarding in lieu of CBP processing and unlawfully enters the United States without inspection, they may be subject to civil penalty and/or adverse action depending on their citizenship status.

**CBP procedures for handling garbage and de-catering partially cleared diverted flights:** Responding CBP officers shall determine if there is regulated garbage on board the aircraft for a partially cleared diverted aircraft.CBP officers will, in coordination with the destination airport, initiate a CBP Form AI 250 to control the movement of regulated garbage to the destination airport for a partially cleared diverted flight.

Use the table(Procedures with CBP) to catalog procedures once they are collected/developed to include in Resource B – Model IROPS Contingency Plan. Also, the actual procedures should be included as an appendix (see Appendix B of Resource B – Model IROPS Contingency Plan).

**Note**: Airport staff should work with CBP to identify secure areas at the airport to be used for holding international passengers should they need to deplane. A graphic of the area(s) should be developed and included in the plan.

| **Procedures with CBP**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
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**Topic 3d: Establish Procedures with TSA**

This topic describes the collection and/or development of local procedures with the TSA to develop appropriate security measures for passengers during IROPS events. These involve the ability for passengers to avoid re-screening if they deplane due to an extended tarmac delay and for the TSA to develop contingency plans for after-hour security arrangements.

**Purpose:** To provide a process for the airport to coordinate with the TSA for alternative security measures during IROPS events. The output from this topic is the population of Section 3.1.4 –TSA of Resource B – Model IROPS Contingency Plan.

**Process:** The TSA is responsible for ensuring that plans are in place to have designated checkpoints opened late/early and adequately staffed to support various IROPS events.

It is recognized that the Department of Homeland Security has issued procedures to TSA Federal Security Directors concerning establishing and utilizing secure areas using procedures in the Airport Security Program or Aircraft Operator Standard Security Program.

It is recommended that the airport and local airlines coordinate with the TSA to establish sterile areas where delayed aircraft may deplane passengers without having to rescreen them.

**Example procedures** *–* To be coordinated with the TSA for incorporation into the IROPS plan:

* If passengers are deplaned into a sterile area and remain in the sterile area, they may be reboarded without additional screening.
* The airport or airline may establish a sterile area without TSA presence using procedures in the Airport Security Program or Aircraft Operator Standard Security Program.
* Procedures may be established to allow for the escorting of passengers outside of the sterile areas, such as to vending machines, and then returning to the sterile area without TSA screening outside of normal TSA operating hours**.**

**Format:** The table (Establish Procedures with TSA) should be inserted into Section 3.1.4 of Resource B – Model IROPS Contingency Plan.

**Note:** Airport staff should work with the TSA to identify a method of providing access to secured areas after hours, when needed. For example, if the concessions are post security and concession staff is called back after hours to serve passengers from diversion aircraft, they will need a way to pass through screening. If TSA officers are not on duty at that time, that poses a challenge. Procedures should be established with the TSA for screening after hours.

| **Establish Procedures with TSA**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
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**Topic 3e: Establish Procedures with Concessions**

This topic describes the collection and development of local procedures with concessions to provide service during IROPS events, including those resulting in extended passenger (and other customers) stay in the terminal area. Key considerations include agreement to remain open during extended hours and support for special-needs passengers, including infant supplies, as well as maintaining appropriate supply levels of basic needs during periods of passenger surge due to an IROPS event.

The output from this topic is the population of Section 3.1.5 – Concessions of the Resource B – Model IROPS Contingency Plan.

**Purpose:** To ensure that passenger needs of food and beverage (and potentially medicinal and family needs) are met during IROPS events.

**Process:** Concessions should develop an IROPS plan for use during IROPS events, including:

* Backup to airlines for on-board passenger support by sharing supplies
* Support for special-needs passengers
* Support for infants
* Support for after-hours service
* Implement backup staffing to respond to passenger surge

**Format:** TheConcessions IROPS Plan should be activated as required following situational notification by either an airline or by an airport-designated point-of-contact. Use the table (Establish Procedures with Concessions) to catalog the procedures with concessionaires (snack stands, restaurants, and other vendors) and then insert into Section 3.1.5 of Resource B – Model IROPS Contingency Plan. A copy of the various procedures should be included as an appendix (see Appendix B of Resource B – Model IROPS Contingency Plan).

**Note**: The airport should consider including language in lease agreements with concessionaires that require them to provide staff to help serve passengers stuck in the terminal in the event of an IROPS occurrence.

| **Establish Procedures with Concessions**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
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**Topic 3f: Establish Procedures with Ground Transportation**

This topic describes the collection and/or development of local procedures with ground transportation organizations at an airport to provide service during IROPS events, including those resulting in extended passenger (and other customers) stay in the terminal area. Key considerations include agreement to provide service during extended hours and procedures for obtaining additional resources when required.

**Purpose:** To ensure that ground transportation needs during IROPS events, including those resulting in extended passenger (and other customers) stay in the terminal area, are met during IROPS events.

**Process:** Ground transportation organizations operating at the airport should develop procedures that address:

* Support for special-needs passengers
* IROPS Ground Transportation Plan for use during IROPS events
* These plans should include procedures for obtaining additional resources (staffing/resources) when required
* The output from this topic is the population of Section 3.1.6 – Ground Transportation of Resource B – Model IROPS Contingency Plan.

**Format:** The ground transportation organizations should activate their IROPS Ground Transportation Plan when notified of related requirements caused by an IROPS event. Use the table(Establish Procedures with Ground Transportation) to catalog the procedures collected/developed with the local ground transportation providers (including on- and off-site rental car agencies, taxis, local mass transit, bus companies, and military vehicles if the airport is joint-use) in Resource B – Model IROPS Contingency Plan. A copy of the actual procedures should be included as an appendix (see Appendix B of Resource B – Model IROPS Contingency Plan).

**Note**: The airport should consider including language in lease agreements with ground transportation providers that would require them to provide assistance in the event of an IROPS occurrence.

| **Establish Procedures with Ground Transportation**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
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**Topic 4a: IROPS Coordination WorkshopS**

This topic describes recommendations for planning and sponsoring an IROPS coordination workshop. The material includes considerations for local organizations that are represented on the IROPS Contingency Response Committee. Holding periodic IROPS coordination workshops provides a common format and venue for periodic review and confirmation/update of the local IROPS plan. It is recommended that these workshops be held at least two times per year. Other regional service providers should be invited to participate as appropriate.

**Purpose**: The goals of the IROPS coordination workshop are threefold:

* To explain why planning for mitigating the effects of IROPS events on passengers is critical.
* To allow participants to identify areas during lengthy delays that could benefit from increased coordination. This group discussion is helpful for expressing the underlying concepts and objectives in terms familiar to airport departments and key stakeholders.
* To allow your airport participants to have an opportunity to buy into the planning process for mitigating effects of IROPS events on passenger service by having their individual concerns made a part of the coordination process.

**Attendance:** This should not be limited to only those representatives from your airport identified earlier as being members of the IROPS Contingency Response Committee but should include other key airport personnel based on the importance of their understanding of IROPS planning. Attendees for this workshop may include individuals from the following agencies and vendors:

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, LEO, EMT

**Process:** The airport should host workshops periodically throughout the year to coordinate with the various stakeholders outlined in previous topics. The workshop should be tailored to meet the specific needs of the individual airport IROPS activities since the previous workshop was held. See Tool 11 – Sample Workshop Agenda in Resource C for additional support.

**Format:** The table (IROPS Coordination Workshop) should be completed and included in Section 4.1 – IROPS Coordination Workshops of Resource B – Model IROPS Contingency Plan.

| **IROPS Coordination Workshop**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
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| **Date** | **Workshop Name** | **Description** |
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**Topic 4b: IROPS Coordinated Frontline Training**

This topic provides guidance for conducting periodic coordinated frontline training for IROPS response at an airport. In addition to emphasis on actions requiring coordination of two or more organizations, this training provides an opportunity to test new policies, practices, and procedures.

**Purpose:** Proper training for IROPS events ensures that all staff within a region are ready for and prepared to carry out policies, practices, and procedures in alignment with the IROPS plan. The output from this topic is the population of Section 4.2 – IROPS Coordinated Frontline Training of Resource B – Model IROPS Contingency Plan with the table (IROPS Coordinated Frontline Training) and the resulting training exercise(s) that should take place periodically to support the IROPS plan.

**Attendance:** All frontline employees and management from all service provider organizations should be provided training on new procedures. Attendees for the IROPS contingency coordinated training may include individuals from the following agencies and vendors:

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, LEO, EMT

**Process:** A frontline training program can be accomplished through various methods, including guidebooks, video training, and workshops. One of the most effective training exercises is using table-top scenarios to simulate real-life experiences.

**Format:** Frontline training exercises are normally carried out in a workshop format.A sample agenda is listed below which should be tailored to meet the specific needs of each airport and each training exercise.

**Sample Agenda**

*Session 1:* Questions to discuss:

What is the coordination process from early notification through debrief?

What are the trigger points?

What can be done better for you and your department?

How do you and your department stay actively engaged?

What can your department do to streamline/help the process?

| **IROPS Coordinated Frontline Training**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **IROPS Training Activity** | **Description** |
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**Topic 5a: Aircraft Status**

Aircraft status in the air and on the ground is tracked by both airlines and ATC services to provide accurate, complete, and timely information in regard to expected flight delays and developing local situations.

**Purpose:** To outline a checklist of activities to determine aircraft status during an IROPS event. Procedures for sharing status information are documented in Section 2.4 – Tracking of Delayed Aircraft, while the output from this topic is the population of Section 5.1.1 – Aircraft Status of Resource B – Model IROPS Contingency Plan.

**Process:** Using the table (Aircraft Status) as a template, the IROPS Champion, in cooperation with the IROPS Response Committee, can develop an aircraft status checklist that can be used to provide information on local situations.

**Format**: The following list contains agencies that should be included and coordinated with when tracking aircraft status (as appropriate to your situation):

* **Government agencies:** ATC services
* **Airport:** Operations
* **Airlines:** All airlines operating at an airport

The table (Aircraft Status) can be incorporated into Resource B – Model IROPS Contingency Plan within Section 5.1.1 – Aircraft Status and used by airports, airlines, and ATC services where appropriate.

**Note:** See Tool 10 – Technology Solutions in Resource C for additional support.

| **Aircraft Status**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Organization** | **Aircraft Status Actions** |
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**Topic 5b: Tracking Weather**

Weather patterns are tracked by the airport, airlines, and ATC services to predict potential impacts to aircraft operations and to carry out alternate operating procedures (such as diverting flights to alternate airports) to maintain the safety of the crew and passengers as well as operations staff out on the airfield. It is important for the airport to coordinate with NOAA’s National Weather Service to keep up to date on the most current weather affecting air travel or having a potential to affect air travel. Contact information for your local NOAA National Weather Service station and representative can be found in Tool 12 – National Oceanic and Atmospheric Administration (NOAA) National Weather Service (NWS) Checklist in Resource C.

**Purpose:** To outline the roles and responsibilities of airport, airline, and ATC service staff for tracking weather and communicating status prior to and during an IROPS event. The output from this topic is the population of Section 5.1.2 – Tracking Weather of Resource B – Model IROPS Contingency Plan.

**Process:** Using the table (Tracking Weather Patterns) as a template, the IROPS Champion, in cooperation with the IROPS Response Committee, can develop a weather tracking checklist that can be used to provide information on local situations.

**Format**: The following list contains agencies that should be included and coordinated with when tracking weather (as appropriate to your situation):

* **Government agencies:** ATC services, NOAA
* **Airport:** Operations
* **Airlines:** All airlines operating at an airport

The table (Tracking Weather Patterns) can be incorporated into Resource B – Model IROPS Contingency Plan within Section 5.1.2 – Tracking Weather and used by airports, airlines, and the FAA where appropriate.

| **Tracking Weather Patterns**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
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| **Organization** | **Contact Name** | **Weather Tracking/Communicating Responsibilities** |
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**Topic 5c: Execute IROPS Communication Plans**

This topic helps the airport develop an appropriate checklist for implementing an IROPS communication plan as part of the overall IROPS plan. Since relevant IROPS information, including status and related situational information, needs to be communicated among appropriate airport organizations during an IROPS event, defining a specific plan is critical to the actual implementation.

**Purpose:** To describe the checklist of communications actions during an IROPS event.

**Process:** Once completed, the airport should use the table (Execute IROPS Communication Plans) as a guide for the types of communication actions necessary, related to the various service providers at the airport, to identify methods of communication and specific activities to be carried out by each. Key elements of communication plans of airport service organizations are documented in Section 2.5 – Trigger Events and Communication Plans of Resource B – Model IROPS Contingency Plan. The output from this topic is the population of Section 5.2.1 – IROPS Communications Plans of Resource B – Model IROPS Contingency Plan.

**Format:** The following list includes agencies and vendors that should be considered when executing communication plans (as appropriate to your situation):

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Overnight accommodations:** Hotels, churches, Red Cross
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, LEO, EMT

Completion of the table (IROPS Communication Plans) provides the necessary guidance to populate Section 5.2.1 of Resource B – Model IROPS Contingency Plan.

| **Execute IROPS Communication Plans**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Organization** | **Communications Actions** |
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**Topic 5d: Execute Passenger Support Plans**

This topic addresses the development of a checklist to support the procedures necessary to accommodate passengers and other customers at the airport during IROPS events, including those times when they are:

* On-board aircraft
* Deplaning aircraft
* In the terminal
* In need of ground transportation
* In need of hotel accommodations

**Purpose:** To define a checklist of activities to provide support procedures for passengers and other customers at the airport during IROPS events, including the four primary situations where passengers may require support.

**Process:** Once completed, the table (Passenger Support) should highlight tasks and associated responsible parties that should be considered and included in the support of passenger needs. Procedures for passenger support are documented in Section 2.6 – Support for Passengers of Resource B – Model IROPS Contingency Plan. The output from this topic is the population of Section 5.2.2 – Passenger Support Plans in Resource B – Model IROPS Contingency Plan.

**Format:** The following list includes agencies and vendors that should be considered when executing passenger support plans (as appropriate to your situation):

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Overnight accommodations:** Hotels, churches, Red Cross
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, LEO, EMT

Completion of the table (Passenger Support) provides the necessary guidance to populate Section 5.2.2 of Resource B – Model IROPS Contingency Plan. This checklist should be evaluated at least annually to address any changes that may be necessary to accommodate changes in IROPS passengers’ support needs.

| **Passenger Support**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | | |
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| **Passenger Location** | **Service Provider** | **Description** |
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**Topic 5e: Execute IROPS Procedures with Airlines**

This topic describes the interactive coordination between your airport and your local airlines, as well as all other airlines that consider your airport for diversions as it is carried out during an IROPS event.

As noted in Part 1 – Fundamentals of IROPS Planning, airlines are required to plan for allowing passengers on board aircraft experiencing extended delays to deplane no longer than specified by DOT rules. At the time of this writing, this time period is 3 hours for domestic and 4 hours for international flights. You should confirm the latest specifics on this requirement.

**Considerations:** Following the procedures previously documented in Topic 3a – Establish Procedures with Airlines, your airport IROPS plan should address how you will maintain shared situational awareness among all local service providers. Since the response triggering event for most of your providers is the decision of an airline to deplane passengers due to an extended tarmac delay, a key consideration is the timely notice that such an event is likely to occur.

Other considerations may have been identified during your coordinated IROPS planning. These should be documented to ensure their consideration during development of specific procedures for each of your airport’s associated airlines.

**Purpose:** To create a checklist of activities to implement airline support during an IROPS event. The output from this topic is the population of Section 5.2.3 – Procedures with Airlines of Resource B – Model IROPS Contingency Plan.

**Format:** Completion of the table (Execute IROPS Procedures with Airlines) provides the necessary guidance to populate Section 5.2.3 of Resource B – Model IROPS Contingency Plan.

| **Execute IROPS Procedures with Airlines**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Organization**  **(24/7 Contact #)** | **Local agreement(s)** |
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**Topic 5f: Execute IROPS Procedures with FAA**

This topic addresses the coordination of specific activities with the FAA that are to be carried out during an IROPS event.

**Purpose:** To describe the checklist of activities to implement FAA support during an IROPS event. The output from this topic is the population of Section 5.2.4 – Procedures with FAA.

**Process:** ATC services have agreed to implement aircraft ground control procedures pertaining to aircraft making tarmac delay requests related to the United States DOT’s rules on enhancing airline passenger protections (14 CFR Part 259 *Enhanced Protections for Airline Passengers*).

Additionally, the FAA currently provides aviation service providers access to accurate, complete, and timely information in regard to expected flight delays and developing local situations. This information is provided as long as it does not interfere with normal FAA operations.

Procedures for local ATC service to implement specific measures during IROPS events have been previously documented in Topic 3b – Establish Procedures with FAA.

**Format:** Use the table(Execute IROPS Procedures with FAA) to catalog a checklist of support activities that are to be carried out with the FAA; the completed table populates Section 5.2.4 of Resource B – Model IROPS Contingency Plan.

| **Execute IROPS Procedures with FAA**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Organization**  **(24/7 Contact #)** | **Local agreement(s)** |
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**Topic 5g: Execute IROPS Procedures with CBP**

This topic addresses the coordination of specific activities with the CBP that are to be carried out during an IROPS event.

**Purpose:** To describe checklists of activities to implement CBP support during an IROPS event. The output from this topic is the population of Section 5.2.5 – Procedures with CBP of Resource B – Model IROPS Contingency Plan.

**Process:** The CBP organization at the airport has agreed to implement appropriate procedures for unscheduled international flights associated with IROPS events. These include CBP coordination procedures for international aircraft arriving from abroad that land in the United States for reasons other than as a scheduled arrival and for international aircraft diverted to an airport other than the intended airport of destination.

These technical stops or diversions include flights that are technical fuel stops, emergency fuel stops, weather-related stops, mechanical incidents, stops due to illness on board the aircraft, or other emergency stops, including stops for terrorist-related incidents or precautions. The procedures include provisions for supporting unscheduled and diverted arrivals of international flights into airports not normally staffed by the CBP.

Procedures for CBP implementing specific local measures during IROPS events have been previously documented in Topic 3c – Establish Procedures with CBP.

**Format:** Use the table (Execute IROPS Procedures with CBP) to catalog a checklist of support activities that are to be carried out with the CBP; the completed table populates Section 5.2.5 of Resource B – Model IROPS Contingency Plan.

| **Execute IROPS Procedures with CBP**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Organization**  **(24/7 Contact #)** | **Local agreement(s)** |
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**Topic 5h: Execute IROPS Procedures with TSA**

This topic addresses the coordination of specific activities/procedures with the TSA that are to be carried out during an IROPS event.

**Purpose:** To describe the checklist of activities to implement TSA support during an IROPS event. The output from this topic is the population of Section 5.2.6 – Procedures with TSA of Resource B – Model IROPS Contingency Plan.

**Process:** The TSA organization at the airport has agreed to implement appropriate security measures for passengers during IROPS events. These involve the ability for passengers to avoid rescreening if they deplane due to an extended tarmac delay and for the TSA to develop contingency plans for after-hour security arrangements. It is recognized that the Department of Homeland Security has issued procedures to TSA Federal Security Directors concerning establishing and utilizing secure areas using procedures in the Airport Security Program or Aircraft Operator Standard Security Program.

Procedures for the TSA implementing specific local measures during IROPS events have been previously documented in Topic 3d – Establish Procedures with TSA.

**Format:** Use the table (Execute IROPS Procedures with TSA) to catalog a checklist of support activities/procedures that are to be carried out with TSA; the completed table populates Section 5.2.6 of Resource B – Model IROPS Contingency Plan.

| **Execute IROPS Procedures with TSA**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Organization**  **(24/7 Contact #)** | **Local agreement(s)** |
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**Topic 5i: Execute IROPS Concessions Procedures**

This topic addresses the coordination of specific activities with concessionaires (including snack stands, restaurants, and other vendors) that are to be carried out during an IROPS event.

**Purpose:** To create a checklist of activities to implement concessions support during an IROPS event. The output from this topic is the population of Section 5.2.7 – Concessions Procedures of Resource B – Model IROPS Contingency Plan.

**Process:** Concessions at the airport have agreed to provide service during IROPS events, including those resulting in extended passenger (and other customers) stay in the terminal area. Key considerations include agreement to remain open during extended hours and support for special-needs passengers, including infant supplies, as well as maintaining appropriate supply levels of basic needs during periods of passenger surge due to an IROPS event.

Procedures for concessionaires providing specific support during IROPS events have been previously documented in Topic 3e – Establish Procedures with Concessions.

**Format:** Completion of the table (Execute IROPS Procedures for Concessions) provides the necessary guidance to populate Section 5.2.7 of Resource B – Model IROPS Contingency Plan.

| **Execute IROPS Procedures for Concessions**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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**Topic 5j: Execute IROPS Ground Transportation Procedures**

This topic addresses the coordination of specific activities with ground transportation agencies that are to be carried out during an IROPS event.

**Purpose:** To describe the checklist of activities to implement ground transportation support during an IROPS event. The output from this topic is the population of Section 5.2.8 – Ground Transportation Procedures of Resource B – Model IROPS Contingency Plan.

**Process:** Ground transportation organizations (including on- and off-site rental car agencies, taxis, local mass transit, bus companies, and military vehicles if the airport is joint-use) at the airport have agreed to provide service during IROPS events, including those resulting in extended passenger (and other customers) stay in the terminal area. Key considerations include agreement to provide service during extended hours and procedures for obtaining additional resources when required.

Procedures for ground transportation organizations providing specific support during IROPS events have been previously documented in Topic 3f – Establish Procedures with Ground Transportation.

**Format:** Use the table (Execute IROPS Procedures for Ground Transportation) to catalog a checklist of support activities that are to be carried out with ground transportation; the completed table populates Section 5.2.8 of Resource B – Model IROPS Contingency Plan.

| **Execute IROPS Procedures for Ground Transportation**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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**Topic 6a: Debriefing IROPS Event**

This topic addresses the debriefing activities that should be carried out with all aviation service providers following an IROPS event.

**Purpose:** The purpose of the debriefing session is to review response performance following a major IROPS event. This allows service provider organizations toassess and analyze all aspects of response, to document lessons learned, and to improve performance by sustaining strengths and correcting weaknesses. When necessary, performance improvements should be incorporated into the IROPS plan, and staff training should be provided on any new procedures. Additionally, technology and resources should be evaluated as part of the review to determine if either should be enhanced to assist in improving IROPS event response.

It is recommended these sessions be held after every major IROPS event. The emphasis on debrief should be on what airport organizations can do better for the next event. The list below includes agencies and vendors that should be invited to participate, as appropriate, depending on their involvement in the IROPS event:

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP, NOAA
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, LEO, EMT

**Process:** Each organization should first hold a debriefing meeting with its management to review its response to the IROPS event. (Generally this should occur within 48 hours following the conclusion of the IROPS event.) A sample list of debriefing questions can be found in Tool 17 – After an Event Debrief in Resource C.

Following its internal management briefing, each organization should report its findings (including any lessons learned) and recommendations to the IROPS Champion and the IROPS Contingency Response Committee for review. The Committee should consider if further study is required to fully understand the effectiveness of the airport’s response. Results of the review (and study if required) should be considered by the Committee to determine if any revisions are required in the IROPS plan. The Committee should re-distribute the IROPS plan following any required revisions.

**Format:** Debriefings should cover analysis of the effectiveness of staffing, resources, equipment, and technology used during response to the IROPS event.

Use the table(Debriefing IROPS Event) to document debriefing actions with airport service providers; the completed table populates Section 6.1 of Resource B – Model IROPS Contingency Plan.

| **Debriefing IROPS Event**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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| **Organization** | **Detail** |
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**Topic 6b: Capturing Lessons Learned**

This topic describes considerations recommended for discovering lessons learned after an IROPS event. The material includes considerations for airport service organizations that are represented on the IROPS Contingency Response Committee.

**Purpose:** The primary purpose of gathering lessons learned during an IROPS event is to document what worked and what did not. Lessons learned (both good and bad) should be expected to surface from debriefing meetings held after every major IROPS event.

**Process:** Each service provider organization should review all aspects of their organization’s response to an IROPS event. Generally, this review precedes a debriefing to the organization’s management shortly after the conclusion of the event. During this process, each organization should document lessons learned, including what worked and what did not. Following their internal management debriefing, each airport organization should report a summary of their findings and recommendations to the IROPS Champion and the IROPS Contingency Response Committee. The Committee should consider the debriefing reports from each major IROPS event to identify any additional lessons learned from examples of coordinated response by airport organizations. The IROPS Champion should compile and distribute any resulting new lessons learned following an IROPS event. Periodically, a summary of lessons learned should be shared with other airports in the general aviation community.

**Format:** Use the table (Capturing Lessons Learned) to catalog lessons learned and actions that need to be taken by agencies and vendors following an IROPS event; the completed table populates Section 6.2 of Resource B – Model IROPS Contingency Plan.

Agencies and vendors that should be considered (as appropriate to your situation) when documenting lessons learned are listed below:

* **Airlines:** All airlines operating at an airport
* **Government agencies:** FAA, TSA, CBP, NOAA
* **Concessionaires:** Snack stands, restaurants, stores
* **Fixed based operator:** Local FBO
* **Ground transportation:** Rental cars (on- and off-site), taxis, local mass transit, bus companies
* **Military installations** (if a joint-use facility)
* **Emergency response:** Fire, LEO, EMT

| **Capturing Lessons Learned**  Please modify this table as appropriate for your needs, and add additional rows as necessary. | |
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