DEVELOPMENT OF CONTINGENCY PLANS FOR LENGTHY AIRLINE ON-BOARD GROUND DELAYS

DEVELOPED BY THE NATIONAL TASK FORCE TO DEVELOP MODEL CONTINGENCY PLANS TO DEAL WITH LENGTHY AIRLINE ON-BOARD GROUND DELAYS

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The U.S. Department of Transportation's (DOT) Office of Inspector General (OIG) recommended that the Secretary of Transportation establish a national task force of airlines, airports, and the Federal Aviation Administration (FAA) to coordinate and develop contingency plans to deal with lengthy ground delays, such as working with airlines and airports to share facilities and make gates available in an emergency[1]. To implement this recommendation, on January 3, 2008, the Secretary of Transportation, consistent with the requirements of the Federal Advisory Committee Act, established the National Task Force to Develop Model Contingency Plans to Deal with Lengthy On-Board Ground Delays (Task Force). See appendix B to this document for a copy of the Task Force charter.

The Task Force[2], which was composed of representatives from airlines, airports, consumer groups, and the Government, was responsible for—

- Reviewing incidents involving long, onboard ground delays and their causes;

- Identifying trends and patterns of such events;

- Recommending workable solutions for mitigating the onboard consumer impact of such events; and

- Drafting model contingency plans.

The Department of Homeland Security, the FAA, and the DOT Office of the Secretary were nonmember participants in the Task Force. This document was produced as a result of the Task Force's deliberations.

1.1 Purpose

The purpose of this document is to provide general guidance to airlines, airports, Government agencies, and other aviation service providers for developing and/or refining contingency plans concerning lengthy onboard ground delays and their impact on passengers before, during, and after such delays. A contingency plan[3] for lengthy onboard ground delays will enable airlines, airports, Government agencies, and other aviation service providers to participate in a coordinated joint-response effort to ensure passenger needs are rapidly identified and addressed during such delays. Each airline, airport, Government agency, and other aviation service provider should tailor the plan to its own situation to meet its responsibilities in the collaborative plan for each applicable airport.

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[1] DOT OIG audit report titled "Actions Needed to Minimize Long, On-Board Flight Delays," issued September 25, 2007.
[2] See appendix C to this document for a list of the Task Force membership.
[3] A contingency plan contains preestablished procedures for ensuring the proper care of airline passengers during lengthy onboard ground delays.

The members of the Task Force recognize that both individual plans and a coordinated collaborative effort by the airlines, airports, Government agencies, and other aviation service providers are essential to successfully minimizing the impact of lengthy onboard ground delays on passengers. In view of this principle, all aviation service providers are urged to modify their individual response plans, as appropriate, consistent with the recommendations in this document. They are also urged to create a ground delay committee at each airport to develop a coordinated collaborative planning process to respond to lengthy onboard ground delays. The Task Force regards these two steps as essential evidence of a commitment to properly deal with lengthy onboard confinement of passengers during ground delays.

1.2 Use of Terms

This document provides advisory material to assist in developing individual contingency plans. Therefore, this document uses the term "should" to indicate it is advisory in nature and to provide flexibility in tailoring contingency plans to fit individual situations. Individual stakeholder plans should use language appropriate to establishing response actions and responsibilities, including mandatory language specifying requirements as appropriate.

1.3 Lengthy Onboard Ground Delays

a. Communication, collaboration, and coordination. The key to mitigating the effect of lengthy onboard ground delays and to successful customer service during such delays is communication, collaboration, and coordination (C^3) among airlines, airports, Government agencies, and other aviation service providers. These efforts are essential to reducing the frequency, duration, and impact on passengers of lengthy onboard ground delays. It is only by working together that this can be accomplished successfully.

b. Who is affected. Lengthy onboard ground delays caused by severe weather, air traffic control (ATC) programs, airport service issues, or airline operation difficulties can affect a single flight or multiple flights at one or many airports. These delays also can involve a single airline or airport or many airlines and airports.

c. Causes of lengthy onboard ground delays.

(1) Most causes of lengthy onboard ground delays are events that take airlines, airports, and ATC beyond their preplanned and scripted procedures. A vast majority of lengthy onboard ground delays are caused by—

- Large scale events somewhere within the United States, and

- Unpredictable, unplanned variables such as weather and equipment or utility failures[4].

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[4] See appendix D to this document for a complete list of lengthy onboard ground delay causal factors.

(2) In a few instances, primarily during diversions, lengthy onboard ground delays are not necessarily tied to large scale events or disruptions.

(3) While ground delays may have common causes, the exact nature and characteristics of specific delays may be quite different, and individual contingency plans should be flexible enough to account for these differences when defining and responding to ground delays[5].

d. Locations of lengthy onboard ground delays. Lengthy onboard ground delays generally occur during departure taxi and/or arrival taxi at large airports, or because of unplanned diversions at small airports.

e. Mitigating lengthy onboard ground delays. Each lengthy onboard ground delay event is unique, and airlines, airports, Government agencies, and other aviation service providers will benefit most if individual contingency plans account for those characteristics in adapting to changing conditions.

1.4 Passenger Needs

a. Understanding passenger needs.

(1) The needs of passengers[6] onboard aircraft or in an airport terminal during lengthy onboard ground delay events vary and normally require the attention of more than one party. By understanding the needs of passengers during such delays, airports, airlines, Government agencies, and other aviation service providers can take appropriate steps to anticipate and address such needs[7].

(2) Figure 1 below shows basic customer needs and what is required to meet these needs while passengers are delayed in an aircraft or an airport terminal.

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[5] See appendix D to this document for a listing of lengthy onboard ground delay causes that can be used while developing individual contingency plans.

[6] The term "passengers" as used in this document includes passengers, service animals in the cabin, and live cargo onboard aircraft and in the terminal area.

[7] See appendix E to this document for a ranking of passenger needs that can be considered in developing individual contingency plans.
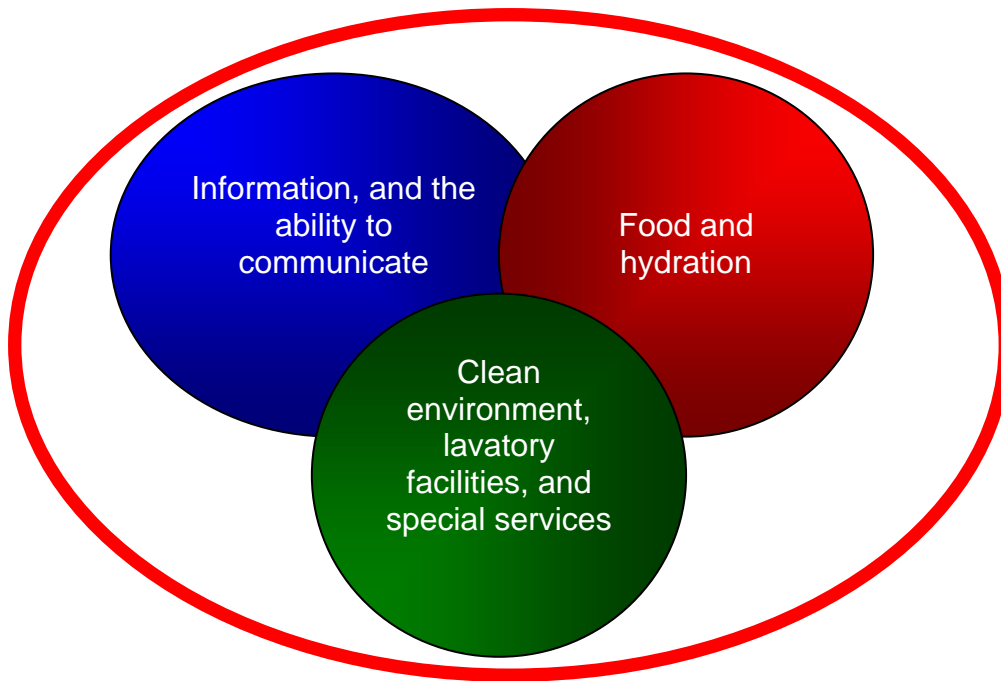
Figure 1—Basic Passenger Needs

b. Needs of passengers affected by lengthy onboard ground delays. Passengers affected by lengthy onboard ground delays generally require—

- Information, including deplaning options;

- The ability to communicate with friends, family, or colleagues;

- Food and hydration;

- Lavatory facilities;

- A clean environment; and

- Special services, as required, such as access to their own medicine in the cabin and medical care.

c. Needs of passengers in airport terminals impacted by lengthy delays. Passengers in airport terminals generally require—

- Information,

- Communication,

- Food and hydration,

- Retail shops,

- A clean environment,

- Lodging and rest accommodations,

- Ground transportation, and

- Special services.

CHAPTER 2—COORDINATION

The intent of this chapter is to provide information for responding to lengthy onboard ground delays that require the participation of multiple aviation service providers.

2.1 Objectives of Coordination

a. Overall goal of coordination. The overall goal of coordination is for all aviation service providers to work together effectively to provide holistic and seamless customer service during lengthy onboard ground delays. It is essential that airlines, airports, Government agencies, and other aviation service providers not only develop their own individual contingency plans (as discussed in chapters 3, 4, and 5 of this document), but participate in a ground delay committee. These entities should work together to develop a coordinated aviation contingency plan that is tailored to certain operational parameters, is flexible, and provides for optimal customer service during a lengthy onboard ground delay. It is imperative that aviation service providers include other responsible parties in developing their plan.

b. Coordination through the contingency plan. The contingency plan for handling lengthy onboard ground delays will enable all aviation service providers to effectively participate in a joint-response effort to ensure passenger needs are both identified and addressed. The importance of aviation service providers working together to establish and enhance contingency plans is depicted in the ground delay response coordination map in figure 2 below.
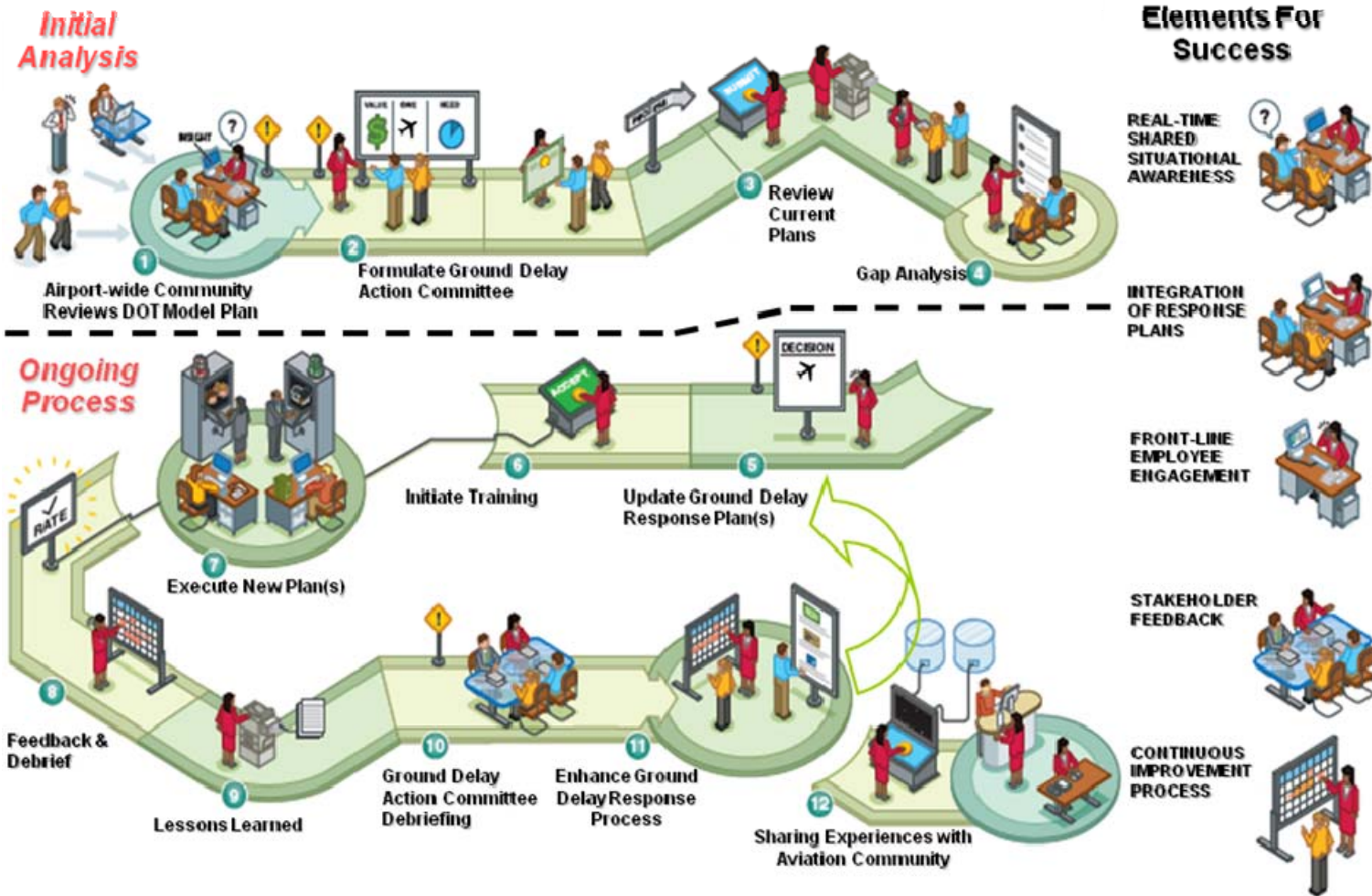
Figure 2—Ground Delay Response Coordination

2.2 Addressing Coordination

a. Customer service. It is essential that all aviation service providers participate, as services are required, during lengthy onboard ground delays. All aviation service providers must understand the importance of addressing coordination. The primary focus on any lengthy onboard ground delay plan is minimizing delayed aircraft at airports and meeting the needs of the customer. Using effective C^3 is essential for providing consistent, reliable customer service.

b. Guiding principles. Coordination will allow the ground delay committee to develop guiding principles that apply to all aviation service providers. Such coordination will ensure these principles are in alignment on behalf of the customers affected by lengthy onboard ground delays. The key elements of coordination include—

- Ensuring passenger safety,

- Sharing situational awareness,

- Aligned processes and standard operating procedures,

- Joint operations,

- Establishing trigger points for appropriate actions throughout a lengthy onboard ground delay, and

- C^3.

2.3 Contingency Plan Attributes

a. Purpose of a contingency plan. The purpose of contingency plans should be to provide well-coordinated customer service across all aviation service providers during lengthy onboard ground delays. These plans should build upon accomplishments and lessons learned from previous lengthy onboard ground delays. They also should provide high-level instruction from which local community response plans can be developed and implemented.

b. Scope of a contingency plan. The contingency plan should—

- Identify causes of lengthy onboard ground delays.

- Describe resultant passenger needs.

- Provide guidance regarding the integration of service response plans.

- Emphasize the importance of C³ before, during, and after lengthy onboard ground delays.

- Provide guidance on the continuous improvement of contingency plans.

c. General structure of a contingency plan. Contingency plans should—

(1) Be scalable in scope and manner of response effort in how they apply to—

- Larger hub airport operations center,

- Regional/smaller airport virtual center, and

- Conference call capabilities.

The response method depends on each airport situation.

(2) Build on and align the existing emergency and service provider contingency plans.

(3) Contingency plans should emphasize preplanning and preparation, response efforts of all aviation service providers, post-event reporting, and continuous improvement.

(4) Outline roles and responsibilities with—

- An executive commitment, whereby the leaders of the respective aviation service providers have provided their direction and support for the efforts that will be undertaken by their representatives;

- Airports, airlines, the U.S. Customs and Border Protection (CBP), the FAA, and the Transportation Security Administration (TSA) participation; and

- Organizations at airports frequently used as diversion points by the airlines, especially those near large hub airports.

2.4 Lengthy Ground Delay Contingency Planning

a. Coordinated response. The key to the success of a coordinated aviation contingency plan during a ground delay is real-time shared situational awareness among all airlines, airports, Government agencies, and other aviation service providers at that airport. This is best achieved through continuous communication and coordinated response efforts. While not always iterative, the coordinated response usually follows a general time-phased approach, as responders and managers spool up to attack the problem. When developing the coordinated contingency plan, the ground delay committee should consider the response mechanisms already in place, the plans they support, and any existing standard operating procedures to begin to identify any gaps in the planning.

b. Coordinated contingency plan procedures. Coordinated aviation contingency plan procedures should include how to—

- Initiate the coordinated aviation contingency plan.

- Establish airline, airport, Government agency, and other aviation service provider roles and responsibilities.

- Identify resources required during a lengthy onboard ground delay.

- Use airport-wide shared communications, including conference calls, Internet communication, Web technology, and existing databases available 24 hours a day, 7 days a week, when conditions warrant the use of such means of communication.

- Initiate and maintain collaboration among all airlines, airports, Government agencies, and other aviation service providers.

- Attend to passenger needs onboard aircraft and, once the onboard delay ends, address passenger needs after deplaning, such as rebooking flights and finding local accommodations.

- Collect customer feedback.

- Debrief after an event with key airport stakeholders.

- Continuously improve the process through after-event reporting, training, and incorporation of best practices.

c. Steps to ground delay contingency planning. All airlines, airports, Government agencies, and other aviation service providers should follow the steps in figure 3 to establish a method for ground delay contingency planning and to set forth the procedures necessary to update and refine the process on an ongoing basis.
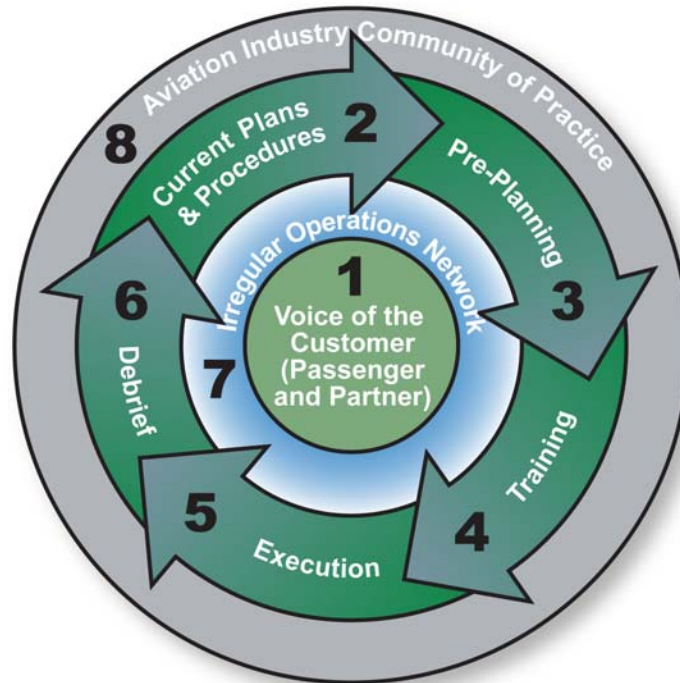
Figure 3—Sample Ground Delay Contingency Planning Model

Step 1.   Voice of the Customer (Passenger/Partner).

The ground delay committee should coordinate with selected stakeholders to understand passenger needs during a ground delay. This will serve as effective input in the development of the overall aviation contingency plan.

The committee also should ensure passenger feedback and lessons learned are used to enhance the overall response effort. To that end, the committee should attempt to establish a real-time, cost-free (to the passenger) means by which passengers can express their concerns about delays to the relevant service providers during or shortly after events.

Additionally, aviation service providers often partner with one another during a ground delay. As such, the ground delay committee should promote dialogue among all partners to avoid erroneous assumptions regarding preferred solutions for passenger and partner concerns, issues, and needs.

Step 2. **Current Plans and Procedures.**

During this initial step, the ground delay committee should meet to review and analyze the status of current contingency plans. The outcome of this effort is a coordinated aviation contingency plan. The committee then will conduct the following activities:

o *Risk assessment.* The committee should perform a formal analysis or risk assessment to identify the types and scale of lengthy onboard ground delays and associated airport and Government agency response efforts. This will serve as the basis for all further activities.

o *Gap analysis.* The committee should review existing contingency plans to identify where existing plans could be enhanced. This will identify ways service providers can improve the C^3 of their activities. During this step, the committee should incorporate into its analysis the lessons learned from recent lengthy onboard ground delays.

o *Enhance and develop plans and procedures.* Following the analysis, the ground delay committee should incorporate its results into a coordinated aviation contingency plan.

Step 3. **Preplanning.**

During this step, the ground delay committee should—

o Assess whether to include additional representatives on the committee.

o Distribute copies of the coordinated aviation contingency plan to airport service providers.

o Follow up with discussions as to what steps to take to ensure proper resources and training are provided for successful execution of the plan when a delay occurs.

Step 4. **Training.**

The ground delay committee should, through appropriate training of frontline personnel and relevant stakeholders, ensure aviation service providers are implementing new policies, practices, and procedures in accordance with the coordinated aviation contingency plan.

Aviation service providers and Government agencies are responsible for their internal training efforts. The focus of the ground delay committee's training should support C^3 across aviation service providers and Government agencies to provide a unified response during a delay.

Step 5. **Execution.**

The ground delay committee should effectively operate as a unified team during a delay through shared situational awareness. During a ground delay, the committee should provide oversight of the overall response effort by facilitating C^3 across all aviation service providers.

Step 6.   **Debrief.**

After a ground delay, the ground delay committee should meet to review the effectiveness of the response effort, and incorporate lessons learned from the recent event into the coordinated aviation contingency plan. The committee also should update the resource needs required to support future events, as well as update and administer revised training sessions as appropriate.

Step 7.   **Irregular Operations Network.**

The ground delay committee should schedule regular communications with its associated stakeholders and, in a network fashion, share the best practices identified during a ground delay as they become known to members of the community. Such dialogue may enable further enhancements to plans, resource staging, and training before the next delay.

Step 8.   **Aviation Industry Community of Practice.**

On a regular basis, the ground delay committee should collaborate with the larger aviation community to share experiences and lessons learned. This activity should enable the aviation community at large to learn from its fellow service providers who recently experienced a ground delay.

2.5 Ground Delay Committee

a. Committee composition. The aviation service providers at each airport should establish a ground delay committee comprised of representatives from all key aviation service providers. The committee composition should be based on the local aviation service provider structure and tailored to the local airport situation. The committee should include the following personnel:

- An appropriate airport representative, who looks at the whole picture and is aware of the situation.

- Appropriate airline representatives.

- Appropriate Government agency representatives.

- Public participation in planning and developing the plan.

- Other aviation service provider representatives, as appropriate, as demonstrated in figure 4 below.

Figure 4—Ground Delay Committee

b. Committee goal. The goal of the committee should be to establish and enhance contingency plans through collaborative decisionmaking. This will ensure that actions result in a unified level of customer care across all aviation service providers during lengthy onboard ground delay events.

c. Committee actions. The committee should—

- Develop the contingency plan (recognizing that airlines maintain operational control).

- Preplan (committee actions before the delay).

- Activate the contingency plan (committee actions during the delay).

- Debrief and update the contingency plan (committee actions after the delay).

- Determine the most appropriate communication style to be used such as conference calls or face-to-face meetings.

d. Committee responsibilities.

(1) The committee's[8] main responsibilities should be to—

- Activate the contingency plan when lengthy onboard ground delays occur or are reasonably anticipated.

- Facilitate shared communication 24 hours a day, 7 days a week.

- Ensure resources are available during lengthy onboard ground delays.

- Foster an integrated and seamless approach among airport, airlines, Government agencies, and other aviation service providers.

(2) The committee also should focus on integration of business processes to ensure consistency and shared situational awareness.

(3) The committee should exchange information across all aviation service providers regarding who should provide appropriate services when a trigger event occurs. This information exchange will also help to identify other stakeholders that may be requested to provide support to address any outstanding identified needs.

(4) The committee should recognize that airlines maintain operational control of their aircraft.

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[8] At this point, the ground delay committee would include only the airline, airport, Government agency, and other aviation service provider representatives. The public representative likely would not participate at this time.

2.6 Resources Required

There are several mechanisms that can affect joint communications and response during a lengthy onboard ground delay that require the appropriate resources from members of the ground delay committee. The ground delay committee should leverage existing resources and assets to affect C³, which may include using the following, where permissible:

- Conference calls,

- Internet communication,

- Web technology and shared situational awareness tools,

- Existing databases,

- Leased and/or common use gates,

- Remote aircraft parking locations for hardstand operations,

- Facilities, and

- Equipment such as tow bars, buses, and vertical lifts.

CHAPTER 3—AIRLINE CONTINGENCY PLAN

Each airline should develop its contingency plan tailored to its operations using the guidelines provided in this document and consistent with the coordinated aviation contingency plan for the airport.

Based on its operations, the airline's contingency plan should include discussion and implementation of the areas described in this chapter.

3.1 Communication

a. Communication with passengers.

(1) Frequent and timely communication with passengers and other affected parties is the key to handling effectively any lengthy onboard ground delay. Communication before (when the delay is foreseeable), during, and after a lengthy onboard ground delay should be a high priority for all airline personnel.

(2) Airlines should make the following information available to travel agents and directly to passengers in advance of travel:

- Passenger resources and responsibilities regarding potential travel delays, including the possibility of a lengthy onboard ground delay.

- Appropriate preparations for air travel, such as bringing essential items onboard (for example, medical supplies, baby and child care products, communication tools, and other important items critical to health, nutrition, hydration, safety, and personal comfort).

(3) With the support of airports, airlines should develop processes to communicate the status of their flights to passengers using one or more of the available options, such as the following:

- Flight status lookup on the airline's Web site.

- A telephone number that permits inquiries into flight status.

- Proactive communications through voice and/or electronic messaging.

- Up-to-date flight arrival and departure displays in airports.

- Information available to travel agents and others through global distribution systems.

(4) Airlines should have processes to always provide up-to-date information to ensure company employees can pass the information along to passengers in a timely manner.

b. Communication with service providers. Airlines should develop processes to communicate with other aviation service providers that they may communicate with directly during a delay.

c. Communication procedures. When developing its contingency plan, each airline should include written procedures for addressing communication—

- With passengers regarding—

    o Flight status,

    o Resources available in the event of a lengthy onboard ground delay, and

    o Information on planning for air travel.

- With other aviation service providers.

3.2 Preplanning

a. Anticipation of lengthy onboard ground delays.

(1) When practicable, airlines should elect not to board passengers until it is reasonably certain the ground delay will not exceed a specific duration of time. However, in certain situations, lengthy onboard ground delays are unavoidable; therefore, when practicable, passengers should be advised to prepare accordingly.

(2) Airlines should make use of processes to mitigate lengthy onboard ground delays and minimize disruptions to customers. These should be detailed in each airline's contingency plan and should include—

- Allowing operations control center and station personnel to track arriving and departing aircraft on the ground.

- Providing manual and/or automated alerting capability indicating lengthy onboard ground delays.

- Using an airline diversion recovery process, in collaboration with ATC, as well as TSA and CBP, if applicable. This process allows the return of diverted flights to the destination airport.

b. Proactive cancellation.

(1) Airlines may use an array of tools to reduce the incidence of lengthy onboard ground delays that are consistent with safety standards and an airline's obligation to transport passengers. One of these tools is to proactively cancel a flight when weather or other conditions make the likelihood of a lengthy onboard ground delay unacceptably high. In limited circumstances, a proactive cancellation may

be appropriate if it minimizes the inconvenience to passengers and has a minimal impact on subsequent operations.

(2) Before deciding to proactively cancel a flight, the airline should consider the travel season and the ability to rebook passengers within a reasonable timeframe.

(3) If an airline determines that a proactive cancellation is appropriate, the airline should proactively communicate this information to the passengers by explaining the cancellation and the passengers' options, preferably before their arrival at the airport. This provides passengers with the ability to make informed decisions.

(4) Each airline should consider procedures for—

- Evaluating a situation to determine if a flight should be proactively cancelled.

- Communicating such a cancellation to all passengers.

- Rebooking or otherwise reaccommodating passengers who had been booked on flights the airline proactively cancelled.

c. Restriction waivers.

(1) Another tool that airlines may use when certain conditions make travel disruptions likely is to offer waivers of ticket change and cancellation restrictions within a reasonable timeframe of the original travel date. These waivers allow passengers to change travel plans without penalty if the passenger determines he or she is unwilling or unable to bear the possible travel disruption, including a potential lengthy onboard ground delay.

(2) In addition, airlines may offer customers various options for rebooking travel, such as airport kiosks, rebooking desks, ticket counters, travel agents, Web sites, and call centers. This will allow passengers to choose the option best for them without the need to stand in line at the airport, if that is a less desirable option for the passengers.

(3) When developing its contingency plan, each airline should consider procedures for—

- Individually evaluating a situation to determine if a waiver of ticket change and cancellation restrictions is appropriate.

- Communicating such a waiver to passengers.

- Rebooking passengers who take advantage of such a waiver.

3.3 Triggering Events

a. Establishing triggers.

(1) Triggers are specific events or points in time during a lengthy onboard ground delay when communication with involved stakeholders (including passengers when appropriate) is initiated, a decision is made, or an action is taken.

(2) Each airline has its own guidelines for establishing triggers. These triggers and the associated timelines may vary by airport, even within a single airline.

(3) An airline's internal guidance on trigger timelines should be consistent with its external commitments, both to passengers and to Government agencies. Information on these commitments should be provided to airline employees, especially those who have the most direct contact with inconvenienced passengers.

(4) At trigger points, airlines should consider the following factors when making a determination:

- Passenger disposition, which is a complex subject, including physical and emotional factors;[9]

- National Airspace System weather;

- Crewmember resource planning and legality;

- Airfield situation and safety;

- Gate availability; and

- Hardstand availability.

b. Including triggers in the contingency plan.

(1) When developing its contingency plan, each airline should include—

- Its trigger policies,

- The threshold for each trigger, and

- What actions to take or decisions to make at the trigger time.

(2) Each airline should include responses that consider passenger needs.

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[9] Analysis on determining passenger disposition should be further studied.

3.4 During a Lengthy Onboard Ground Delay

a. Before boarding at a gate.

   (1) If an airline anticipates a flight may be subject to a lengthy onboard ground delay before boarding passengers, it should make a general announcement to inform the passengers about the possibility of a lengthy onboard ground delay. This will enable passengers to take appropriate action, such as determining whether they want to board or seek alternate transportation, cancel travel plans, or reschedule the trip consistent with airline ticketing policies.

   (2) If a passenger decides to board, this communication will help the passenger manage their expectations and prepare for a possible lengthy onboard ground delay. It also gives the passenger the ability to communicate with others regarding the delay, obtain food and drink before boarding, or make other preflight arrangements.

   (3) Airlines should enable passengers to make informed decisions by providing them with information regarding the possible consequences of their decision to decline boarding. Those consequences could include rebooking difficulties and change fees.

   (4) For travel from airports that routinely experience normal taxi times of an hour or more, airlines should consider informing passenger of those times. For example, an airline can provide this information on its Web site, e-tickets, or at the gate.

b. After boarding before an aircraft leaves a gate.

   (1) In the unusual situation where an airline anticipates a flight may be subject to a lengthy onboard ground delay (with the flight's scheduled arrival delayed) after boarding passengers but before leaving the gate, the airline should inform the passengers about the possibility of a delay. This will enable passengers to determine whether they want to remain onboard, deplane to obtain food and drink, seek alternate transportation, cancel travel plans, or reschedule the trip consistent with airline ticketing policies. This communication will help passengers manage their expectations and prepare for a possible lengthy onboard ground delay.

   (2) Airlines should enable passengers to make informed decisions by providing them with information regarding the possible consequences of their decision to deplane. Those consequences could include rebooking difficulties and change fees.

   (3) Passengers on a delayed airplane at the gate should receive flight status announcements no less frequently than every 30 minutes for the duration of the delay, even if there is no new information to report.

c. After an aircraft leaves a gate.

(1) *Establishing triggers*. Airlines may consider establishing plans that include a series of triggers. This will help facilitate additional communication with passengers, coordination within the airline, and coordination with the airport and other aviation service providers during a lengthy onboard ground delay after an aircraft leaves a gate. Airlines should consider the following in its plans:

- In no event should a flightcrew go more than 1 hour without company communications.

- Triggers should be determined by each airline based on time and/or the specific scenario (for example, a deicing event, thunderstorms, or an ATC hold) and the airport service criteria (for example, the timing of each trigger may vary at different airports).

- Triggers may vary within and among airlines and should be tailored to accommodate operational variations.

- The airline should coordinate its triggers with the appropriate airport, TSA, and CBP personnel if international flights arriving in the United States are involved.

(2) *Keeping passengers informed and meeting passengers' basic needs*. During a lengthy onboard ground delay, the crewmembers should keep passengers informed to the fullest extent possible and make flight status announcements no less frequently than every 30 minutes for the duration of the delay, even if there is no new information to report. Consistent with applicable Federal regulations and when practicable, the flightcrew members should—

- Make refreshments and entertainment available.

- Make every reasonable effort to ensure the lavatories remain serviceable.

- Allow the use of communication and entertainment devices.

- Allow passengers to stretch and move about the cabin.

(3) *Responding to passengers' medical and special needs*. The crewmembers should respond to passengers' basic medical needs when alerted about a situation. They should ensure the needs of any passengers with special needs are communicated to other relevant decisionmakers.

(4) *Types of triggers.*

- <u>Initial trigger</u>. The initial trigger takes place when the flightcrew or airline operations control center is alerted to a situation that may result in a lengthy onboard ground delay. The initial trigger ensures key airline personnel are aware of the delay and leads to initial communication between the flightcrew, airline operations control center, and local airline and airport operations personnel. The flightcrew should notify the onboard passengers of the possible onboard ground delay issues to the fullest extent possible and make flight status announcements no less frequently than every 30 minutes for the duration of the delay.

- <u>Subsequent triggers</u>. Subsequent triggers take place when a predetermined period of time has passed after the onboard ground delay began. That time period may vary based on the airline, airport, or other variables. At that trigger, the flightcrew and airline operations control center will evaluate the situation. The flightcrew should regularly communicate with the onboard passengers no less frequently than every 30 minutes for the duration of the delay even if there is no change in status. At this point, the airline should notify other relevant aviation service providers (for example, the airport, ATC, TSA, and CBP) of the delay and coordinate responses as necessary. The airline also should assess gate and staffing availability. In some cases, the airline should consider remote pad deplaning if gates are unavailable, consistent with safety, passenger preference, and other situational constraints. The airline should notify the airport of the possible use of airport bus service and confirm response time.

- <u>Deplaning trigger</u>. The timing and the circumstances for the deplaning trigger may vary depending on experience at the particular airport and conditions (for example, weather, ATC, crewmember time, passenger disposition, airfield situation, fuel, and other resource availability). The crewmembers should continue to have regular communication with passengers, the airline operations control center, and ATC to determine if takeoff is imminent, and to keep passengers informed to the fullest extent possible. The deplaning trigger occurs when current events warrant deplaning, such as when the flightcrew determines that (1) a medical emergency exists, (2) a number of passengers need to deplane, or (3) the passengers can no longer be supported with adequate food, water, toilets, hygiene, or accurate information. If passengers will be deplaned, the flightcrew confirms the deplaning plan and, if needed, verifies that buses (or other equipment) and associated staff are available. Finally, the airline should coordinate with other aviation service providers (airport operations, TSA, CBP, as applicable) to prepare to deplane passengers if it is safe, necessary, and practicable to do so.

d. Extended taxi-in delays.

(1) *Taxi-in delay trigger events.* Customers on arriving flights expect to arrive at the gate shortly after landing, so each airline should establish taxi-in delay trigger events. In no event should a flightcrew go more than 1 hour without company communication.

- Initial trigger. The flightcrew should notify the customers onboard of any delays in arriving at the gate.

- Subsequent triggers. Subsequent triggers take place when a predetermined period of time has passed after the initial trigger. The flightcrew should evaluate the situation and notify the local operations control center. The flightcrew should keep passengers informed to the fullest extent possible and make flight status announcements no less frequently than every 30 minutes for the duration of the delay, even if there is no new information to report. The airline should assess gate and staffing availability and, depending on the circumstances, the airline may need to notify the airport of the possible use of bus service and confirm response time.

- Deplaning trigger. This deplaning trigger takes place when a predetermined period of time has passed from the initial trigger and the flightcrew has determined that deplaning passengers is not imminent. The flightcrew should notify the local operations control center of the need to deplane passengers and confirm the deplaning plan. If necessary, local airline and airport operations personnel should coordinate busing operations.

(2) *Keeping passengers informed.* Each airline should ensure passengers receive regular and timely information concerning—

- The reason for the delay (for example, thunderstorm/lightning, ramp congestion, slippery ramp conditions), and

- An estimate of when the aircraft will be parked at a gate.

(3) *Helping passengers to the next destination.* Before deplaning, each airline should—

- Ensure passengers receive information on rebooking missed connections or

- Direct passengers quickly to connection gates.

e. Diversions.

(1) *Flight status during a diversion.* Regardless of the primary cause of a diversion, during a diversion, the flight typically—

- Fuels and continues to the original destination,

- Cancels at the diversion airport, or

- Is delayed at the diversion airport.

In any case, the airline can take proactive steps to minimize the time on the ground to reduce the inconvenience to its passengers.

(2) *Preidentified diversion airports.* Each airline should establish preidentified diversion airports to use in the event a diversion is required (recognizing that emergency diversions may necessitate the use of airports that were not anticipated in planning efforts). Airports should make information available to airport users about common community services such as fixed-based operator (FBO) capabilities. The airline should identify diversion airports by—

- Capacity constraints;

- Gate availability and aircraft capability;

- Aircraft ground support equipment available for the type of aircraft;

- Airport staff availability to handle extra flights;

- TSA, CBP, and Centers for Disease Control and Prevention (CDC) availability, as appropriate; and

- Availability of local hotels, buses, and medical support.

(3) *Diversion airports served by the airline or its code-share partner.* At diversion airports served by the airline or its code-share partner, the airline should have procedures to accomplish the following:

- Before landing, the airline should contact its station operations at the diversion airport to confirm the readiness capabilities of local personnel and facilities. Once the aircraft is on the ground, the same guiding principles and triggers identified above in the discussion of extended taxi-in delays applies.

- For scenarios in which the flight fuels and continues to its original destination, the airline operations control center should work with its station operations and ATC to establish aircraft servicing priorities and departure sequences. Local station operations should coordinate with vendors, the airport authority, and Government agencies as necessary to execute agreed upon priorities.

- For flights that cancel at the diversion airport, the airline should have procedures for deplaning, accommodating, and rebooking passengers, or otherwise transporting passengers to their final destination.

(4) *Diversion airports not served by the airline or code-share partner.* At diversion airports not served by the airline or code-share partner, the airline should have procedures in place to accomplish the following:

- Before landing, the airline should contact the local FBO and/or airport authority to confirm the readiness and capabilities of local personnel and facilities. Except in emergencies, airlines should avoid diverting to airports that do not have adequate facilities.

- The airline should identify a focal point (most often the FBO) at the airport whose responsibility it will be to coordinate ground station activities. Once the aircraft is on the ground, the same guiding principles and triggers identified above in the discussion of extended taxi-in delays applies.

- For fuel and go scenarios, the airlines operations control center should work with the FBO and ATC to coordinate the aircraft servicing and departure sequence. The FBO should coordinate with vendors, the airport authority, and Government agencies as necessary to execute agreed upon priorities.

- For flights that cancel at the diversion point, the airline should have procedures for deplaning, accommodating, and rebooking passengers, or otherwise transporting passengers to their final destination.

f. Procedures to be included in contingency plan.

When developing its contingency plan, each airline should include procedures for—

- Evaluating a situation to determine if a lengthy onboard ground delay will occur after push back from a gate.

- Initiating its lengthy onboard ground delay contingency plan.

- Whenever possible, notifying passengers of expected lengthy onboard ground delays before boarding and push back from a gate.

- Rebooking passengers who decide not to board, consistent with airline ticketing policies.

- Developing its triggers appropriate to different operational situations.

- Identifying diversion airports.

- Regular and timely communication with all passengers during an event.

- Communicating with appropriate personnel during an event in accordance with the coordinated aviation contingency plan.

- Flightcrews to establish contact with the airline if those flightcrews have not had company communication for more than 1 hour.

3.5 Plan for Deplaning During an Event

a. Plan for deplaning passengers. During a lengthy onboard ground delay, the airline should have procedures in place for deplaning passengers following predefined triggering events or circumstances. Airlines should coordinate with airports to identify means of deplaning available. Deplaning options are subject to the availability of facilities, equipment, and personnel at the airport.

b. Addressing passenger needs after deplaning. Addressing passengers' needs after deplaning at the conclusion of a lengthy onboard ground delay may involve the airline, airport, Government agencies, other aviation service providers (potentially TSA, CBP, and CDC), and local lodging and transportation providers. The airline role may include arranging for onward transportation (misconnect or diversion), providing compensation (consistent with airline polices), returning the passengers' checked baggage, and directing passengers to local lodging.

3.6 Attending to Passenger Needs During the Event

a. Attending to passenger needs while passengers are onboard the aircraft. The airline should have procedures for ensuring the passenger needs listed in section 1.4 of this document are met during a lengthy onboard ground delay. The airline also should have procedures to ensure it can address the needs of any passengers with special needs.

b. Attending to passenger needs while passengers are in the terminal. When passengers in the terminal area are impacted during a ground delay, each airline, in coordination with the other aviation service providers as appropriate, should have procedures for responding to passenger needs, including those of passengers with special needs.

CHAPTER 4—AIRPORT CONTINGENCY PLAN

Each airport should develop a contingency plan that is aligned with the plans of the other aviation service providers and coordinated with the ground delay committee. As such, the airport contingency plan should include discussions regarding and in consideration of the information in this chapter.

4.1 Preplanning

a. Developing a coordinated contingency plan. The key to effectively responding to a lengthy onboard ground delay is for all the aviation service providers to work together to develop coordinated contingency plans and make appropriate preparations that the local responders may rely on should an event occur.

b. Steps to preplanning. During preplanning, airports should—

(1) Review the history of lengthy onboard ground delay events at the airport and the airport's role in providing requisite services to passengers. Lengthy onboard ground delays arise from events that disrupt flight schedules and negatively impact the normal flow of passengers through the air transportation system. These trigger events generally include but are not limited to—

- Extreme weather conditions;

- Aircraft diversions from other airports;

- Airport and ATC facility-related outages and causes;

- Government system outages or slowdowns, such as CBP; and/or

- Airline unplanned events.

(2) Develop letters of agreement, or other appropriate mechanisms, with airlines, Government agencies, and other aviation service providers that address standard operating procedures, materials and services availability, and mutually supportive actions to be taken during any type of lengthy onboard ground delay.

(3) Initiate proactive steps to prepare for a lengthy onboard ground delay, which could include—

- Making available Web-based internal airport status information;

- Taking a holistic view on communicating the type of event, and its impact on passengers and flight operations; and

- Mitigating actions that address the needs of all aviation service providers. For example, the airport could establish a checklist of key points that have been

identified by and that serve the needs of each aviation service provider and attributes to be communicated.

(4) Develop a unified and consistent communications plan that highlights major talking points and considers the needs of all aviation service providers, their employees, and passengers to ensure all parties have a clear understanding of what is occurring. For example, the plan may clarify that just because runways are open that does not necessarily mean other aviation service providers are ready to handle passengers.

(5) Develop a partnership with the local media outlets for effective broadcasting of vital information to the public.

(6) Enhance in-airport communications and airport Internet sites to serve as a means of communicating accurate and consistent real-time events to aviation service provider employees and passengers. For example, this could include the use of downloads for passengers' personal digital assistants.

(7) Use airport television news channels, the flight information display system/baggage information display system (FIDS/BIDS), and visual paging systems to provide consistent and accurate messages to all parties. Some examples include the following:

- Leveraging the use of existing airport emergency operations centers.

- Establishing conference call capability among members of the ground delay committee.

- Using the Internet to distribute consolidated information for rapid, consistent, and accurate communications to all appropriate parties.

- Establish debriefing guidelines and formats to use during and after a lengthy onboard ground delay to identify immediate passenger needs and to share lessons learned for after-action plan refinement.

(8) Develop a plan for responding to the medical needs of passengers. For example, the airport could advise passengers by the Internet, announcements, or signage not to place needed medication in checked baggage. Airports also should coordinate with the local chapter of the emergency management community (for example, the American Red Cross) to ensure assistance will be available if required.

(9) Develop an inventory of resources that will be needed to effectively respond to passenger needs, identify what resources are currently available to aviation service providers, and procure those items that currently are not in inventory (for example, cots, blankets, and passenger deplaning equipment).

4.2 Recognition of Customer Needs

a. Using resources to meet passenger needs. The airport contingency plan should focus on how key airport stakeholders can best use existing plans and resources or develop new ones to meet the identified needs of passengers when in the airport or onboard an aircraft.

b. Passengers experiencing lengthy onboard ground delays. For passengers experiencing lengthy onboard ground delays, the airport should—

- Be aware of trigger points, decision criteria, and coordinated response actions by aviation service providers to support deplaning of passengers.

- Together with airlines and FBOs, develop the capability to provide any required special services to support off-gate aircraft servicing and deplaning of passengers with mobility impairments.

c. Passengers in terminals impacted by lengthy onboard ground delays. For passengers in terminals impacted by lengthy onboard ground delays, the airport should ensure—

- Access to essential information for passengers deplaning and personnel meeting delayed passengers regarding the current situation and the services available to them for addressing their needs.

- An effective means for passengers and personnel meeting delayed passengers to communicate with friends, family, and colleagues.

- Access to food, hydration, and lavatory facilities.

- Access to retail outlets that supply items most likely to be needed by passengers and personnel meeting delayed passengers[10].

- A clean environment.

- Access to information identifying the availability of lodging and rest accommodations in the airport.

- Public ground transportation is available during the extended operating times where applicable.

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[10] Appendix E to this document provides a list of suggested items.

- Access to special services such as—

  o Specific communication aids such as foreign language, and American Sign Language services and guides for the visually impaired.

  o Coordination with the local chapter of the emergency management community (for example, the American Red Cross).

  o Information on the location of medical assistance and facilities where passengers may fill prescriptions in coordination with local pharmacies or medical providers.

  o The care and feeding of service animals or animals in transit.

4.3 Airport Community Response Effort

a. Role of the airport operator. The airport operator consists of a wide variety of operational and supporting departments, as well as contractors and concessionaires that operate under the airport operator's direction. These departments, contractors, and concessionaires work together to provide airport services to all aviation service providers and passengers. The airport operator should recognize its need to serve as the facilitator for the development of the airport services contingency plan. Therefore, the airport operator should consider initiating the effort to bring all aviation service providers together to facilitate the development of the airport contingency plan.

b. Facilitating the development of the airport contingency plan. When facilitating the development of its contingency plan, the airport operator should—

(1) Identify aviation service providers to be included in the development of the plan.

(2) Ensure the airport contingency plan is developed in coordination with the airport-wide contingency plan developed by the ground delay committee.

(3) Establish an airport ground delay committee that will develop and execute the airport contingency plan This committee should—

- Be comprised of representatives from all key aviation service providers (including the airport operator, concessionaires, custodial and maintenance contractors, commercial transportation service providers, rental car companies, local transit organizations, hotels, and local chapters of the emergency management community (for example, the American Red Cross).

- Be committed to shared communication, collaborative decisionmaking, and coordinated response.

- Focus on integrating business processes to ensure consistency.

- Facilitate discussions during a lengthy onboard ground delay to identify additional needs.

- Facilitate debriefing after a lengthy onboard ground delay to identify lessons learned and contingency plan enhancements to provide a more effective response.

(4) Obtain information from airlines on their holistic level of customer service during periods of lengthy onboard ground delays. This information should be consistent with and supportive of the airport-wide contingency plan.

(5) Explain how and how often the airport ground delay committee will come together and act as a team. The airport ground delay committee should—

- Conduct a risk assessment to identify the nature, scope, and scale of airport response efforts in support of lengthy onboard ground delays.

- Align all aviation service providers' contingency plans by comparing, contrasting, and integrating plans to identify conflicts and gaps between them. For example, the airport ground delay committee could develop a template for use by all aviation service providers.

- Determine aviation service providers' roles and responsibilities.

- Identify the resource requirements to meet the needs of all entities dependent on airport services, including passengers, personnel meeting delayed passengers, airlines, CBP, FAA, TSA, airport operator employees, contractors, and tenants.

- Identify methods to address lengthy onboard ground delays and large numbers of passengers and personnel in terminals.

- Establish decision factors and criteria to ensure a holistic review of the needs of passengers and crewmembers in aircraft, passengers and personnel in terminals, and aviation service providers.

- Establish a means of collaborative decisionmaking to identify and implement actions to be taken during a lengthy onboard ground delay.

(6) Establish how the airport, and the aviation service providers under its control, will support the airlines, including—

- Providing consistent information and communication through the use of airport, concessionaire, and media outlets.

- Provisions for concessionaires to resupply stores to enable them to provide food and hydration to passengers and personnel in the terminal.

- Providing shelter and rest areas to passengers and personnel in the terminal.

- Providing facilities and other support for airline deplaning of passengers.

- Coordinating extended hours of operation by concessionaires, custodial/maintenance contractors, ground transportation providers, rental car companies, and transit agencies, where applicable, to meet the needs of passengers and flight crewmembers who have deplaned after experiencing a lengthy onboard ground delay and personnel in terminals and employees needing transportation beyond normal service hours.

- Providing personal safety to passengers and personnel remaining overnight in terminals beyond normal operating hours.

(7) Establish the capability to handle effectively aircraft diversions from other airports.

- To effectively address the needs of diverted aircraft, the aviation service provider community should be expanded to include originating airports and airlines, FBOs, and local airport service providers. Airport operators should establish a means of communicating effectively with originating airports and airlines to receive timely notification of diversions to adequately prepare for and service them. Airport operators also should communicate what capabilities exist to service diverted aircraft (such as gate/hardstand availability, equipment to deplane passengers, and ability to service aircraft).

- To ensure the effective handling of aircraft diversions, the airport should host or participate in regional diversion airport workshops. These workshops should bring together large hub airports and airlines and regional airports and airlines to communicate, collaborate, and coordinate activities to support diversion operations.

(8) Establish timely, coordinated, and consistent communication to enable real-time shared situational awareness across all aviation service providers, passengers, and personnel in terminals. Effective communication is key to an effective response effort. When establishing its communications, the airport should consider—

- Actions to take when receiving an early warning from the first aviation service provider sensing a developing lengthy ground delay.

- Collaborating on the scope and scale of a ground delay to enable all aviation service providers to tailor their response methods to the specific airport ground delay situation.

- Establishing a unified communications plan across all aviation service providers to enable continuous situational awareness on triggers used to initiate specific response efforts throughout a lengthy ground delay.

4.4 During an Event

a. Communication. Communication should be two-way. The airport ground delay committee should, where feasible, identify a communication office (for example, airport operations) that will receive and distribute all relevant information to keep all stakeholders informed of the ground delay as it unfolds. An airport should establish concise, consistent, and continuous communication with all aviation service providers, including the diversion airports. To do so, an airport should—

- Continuously share information related to the ground delay and status of response efforts with all aviation service providers.

- Provide early warning to aviation service providers regarding any change in the ground delay that might require adjustments to ongoing response efforts (such as changes in weather, insufficient resource availability, and issues related to ineffective response efforts).

- Activate the unified communication plan for all aviation service providers as necessitated by the scale of the ground delay.

- Establish and hold meetings (possibly using teleconferencing technologies) as necessitated by the nature and scale of the response effort.

- Tailor the scope and scale of communications required to effectively support the scope and scale of the ground delay (that is, be prudent in the deployment of resources so as to not overencumber or interfere with the response effort).

b. Collaboration.

(1) *Trigger events*. Each aviation service provider should have established trigger events and associated decisionmaking criteria to determine the timing and scale of their response efforts. The aviation service provider response efforts can involve multiple aviation service providers based on the determined scale of the response effort. The information that decisionmakers rely on often comes from multiple aviation service providers. As a result, collaboration across aviation service responders is important to foster well-informed decisionmaking and well-defined response efforts.

(2) *Airport operators and aviation service providers*. Airport operators need to collaborate with other aviation service providers during a ground delay to ensure effective and timely decisions are being made and adequate resources are being provided by the airport in support of response efforts. Therefore, airport operators should ensure they—

- Are aware of the aviation service provider trigger events and associated decision criteria because they may be called on to support a response effort.

- Establish and distribute to other aviation service providers information pertaining to airport trigger events and associated decision criteria.

- Establish a means of collaborating with all aviation service providers based on the timing and criteria of defined trigger events.

- Establish a means of transferring relevant information to and receiving information from aviation service providers to recognize a trigger event and make effective decisions in support of response efforts. The airport should consider—

  o Using manual and/or automated means of transferring information based on local airport community event history.

  o Leveraging the use of existing aviation service provider information systems before developing new capabilities.

- Identify the essential elements of information that drive decisions to enable the airport and other aviation service providers to more quickly assess situations and make effective decisions.

- Collaborate in the response efforts in support of aircraft delayed on the ground with passengers onboard. The airport collaboration should address—

  o Working with airline operations centers and the FAA to track aircraft delayed on the ground.

  o Working with airlines to provide for the use of empty gates, consistent with the needs of other airline operations, customer service needs, technical requirements, and lease terms, and hardstand positions for the remote parking of aircraft. Airports should attempt to negotiate lease terms and other agreements that provide for the sharing of unused gates under appropriate circumstances.

  o Working with local airline management, FBOs, FAA, flightcrews, and airline operation control centers to provide access to remotely parked aircraft for servicing and resupply.

  o Working with local airline management, FBOs, FAA, flightcrews, and local area emergency medical service providers to assist in providing emergency medical support and other special needs to passengers on remotely parked aircraft.

  o Working with flightcrews, FBOs, and local airline management regarding the deplaning of passengers.

c. Coordination. Airports may need to work with other aviation service providers during a response effort. The actions of multiple aviation service responders should be coordinated to ensure an effective response. The following situations are some examples where effective coordination across appropriate aviation service responders should be considered. However, the local airport will need to establish in the preplanning effort the range of response efforts that will require a coordinated response.

(1) *Deplaning of passengers from remote locations.* To support airline deplaning decisions, the airport should—

- Coordinate with airlines and the FAA in the development of detailed remote aircraft parking plans.

- Coordinate with airlines and other aviation service providers for the use of people movers, buses, portable stairs, and vertical-lift equipment to support the deplaning of passengers with mobility impairments.

- Coordinate with airlines and other aviation service providers to address any special needs.

(2) *Extended hours of operation.* The airport should coordinate with Government agencies providing relevant services to passengers to ensure adequate staffing to manage higher traffic volumes. This coordination should include the following agencies:

- TSA for passenger and baggage screening and rescreening.

- FAA for ATC and aircraft movement area management.

- CBP for international passenger and cargo processing.

- Local public safety departments and nongovernment organizations for the safety and security of passengers and employees.

(3) *Airport concessions.* The airport should—

- Identify the designated concessionaires that will remain open during extended hours of operation.

- Recommend actions for concessionaires. These action should include—

    o Establishing the extended hours of operation needed to support the needs of passengers and employees.

    o Maintaining an adequate stock of normally consumed items.

o   Maintaining an adequate stock of items unique to ground delays, such as basic medical supplies, infant diapers/formula, and items needed by passengers with special needs.

o   Announcement of the designated concessionaires open for business.

(4) *Facilities management.* The airport should ensure—

- The existence of sleeping or rest space in terminals, including access to cots or sleeping mats.

- Access to snacks, coffee, water, soft drinks, overnight toiletry kits, diapers, blankets, and Wi-Fi service during certain events.

- Additional staffing is available, such as medical, janitorial, concessions, and public safety personnel.

- Information is provided, where available, regarding the status of the ground delay event and the availability of service to address passenger and employee needs.

(5) *Outside support.* The airport should ensure—

- Extended hours of transportation support for passengers and employees with rental car agencies, local area transit, commercial transport providers, and hotel shuttles.

- Access to lodging.

- Coordination with local chapters of the emergency management community such as the American Red Cross and travelers assistance organizations such as Travelers Aid.

4.5 Following an Event

a. Coordinating with aviation service providers. At the conclusion of a lengthy ground delay event, airports should coordinate with all aviation service responders to identify the effectiveness of their response efforts. This review would identify necessary improvements to individual contingency plans, as well as the airport-wide contingency plan. Airports should coordinate with the aviation service providers before coordinating with the airport-wide community.

b. Improving contingency plans. The airport should—

- Obtain feedback on the timeliness and effectiveness of airport response actions.

- Conduct a formal debriefing for all aviation service providers that highlights the lessons learned.

- Incorporate lessons learned into its airport contingency plan.

- Update and provide revised training sessions.

- Conduct an assessment of resources used during the ground delay event to identify any needed maintenance actions or resupply efforts to be prepared for the next event.

CHAPTER 5—FEDERAL GOVERNMENT CONTINGENCY PLAN

All Federal, State, and local government agencies with a role or presence at U.S. airports should develop a plan that outlines how they will coordinate and assist airlines and airports in meeting the needs of passengers during lengthy onboard ground delays. These plans should coordinate with the other aviation service provider contingency plans. Each Government agency should develop its contingency plan tailored to its operations using the guidelines provided in this document. Based on its operations, the Government agency contingency plans should include discussion and implementation of the following items.

5.1 Air Traffic Control

a. FAA as a partner. The FAA is an important partner in addressing lengthy onboard ground delays.

b. Providing timely information. The FAA, including at the local level, should strive to provide accurate, complete, and timely information to airlines, airports, and other parties involved in the movement of aircraft with regard to expected flight delays and developing local situations to assist them in—

- Ensuring aircraft are not subject to extensive ground delays before takeoff and after landing.

- Effectively responding to lengthy onboard ground delays.

- Preventing compounding delays.

- Providing passengers with accurate and timely information regarding flight delays, for example, using the Internet or personal digital assistant downloads.

c. Priority return procedures. The FAA should review airport layouts and explore the development of procedures for enabling aircraft in the departure queue to return to a gate without losing their position in the queue. While such procedures may not be practical or even possible at some airports, a priority return procedure could be a valuable tool during lengthy onboard ground delays.

d. Managing diverted flights. The airlines and the FAA Traffic Flow Management System are charged with managing diverted flights. Collaboratively, the airline operations centers and the FAA Tactical Customer Advocate at the ATC System Command Center should identify and prioritize diverted flights and use the Diversion Recovery Tool for this effort.

e. Monitoring the status of arrivals and departures. FAA traffic flow managers and airline operations center personnel should establish and use common display platforms to monitor the status of departures and arrivals that may be experiencing lengthy ground delays.

f. Surface management displays. ATC System Command Center should have available real-time surface management displays to aid in enhancing situational awareness of lengthy tarmac delays for FAA traffic flow managers. This may require acceleration of the deployment of real-time surface management systems.

5.2 U.S. Customs and Border Protection

a. Directors of field operations. To provide for unscheduled and diverted arrivals of international flights into airports not normally staffed by CBP, CBP has issued guidance to all of its directors of field operations instructing them to take the following actions:

(1) An area port director, with a director of field operations' concurrence, may allow a weather-diverted flight to deplane as long as that port has a fully established contingency plan in place.

(2) Each port contingency plan must contain, at a minimum—

- The location of the secure area,

- Instructions on how security of the area will be maintained (for example, with CPB officers, airline employees, or secure doors),

- Instructions on how passenger needs will be addressed if the area does not contain lavatory facilities,

- Instructions on how the airport or airline can provide food and hydration, and

- Instructions on how the area will be kept secure.

(3) For those airports that do not process commercial flights, the director of field operations and port director will develop the contingency plan in cooperation with TSA, the port authority, and other relevant officials. The main focus of the plan will be to maintain the security of the offloaded passengers to prevent them from associating with other passengers. The director of field operations and port director will maintain the option of having all passengers, crewmembers, and baggage disembarked and inspected.

b. CBP's role. CBP should work closely with the airlines and airports to implement the guidance issued to the directors of field operations. CBP should take any special steps required to implement this at smaller airports.

5.3 Transportation Security Administration

a. Arrival of aircraft when TSA personnel are not available. To provide for the arrival of aircraft to airports when TSA personnel are not scheduled to be present, TSA has implemented nationally the following procedures:

(1) If passengers are deplaned into a secure area and remain in the secure area, they may reboard the aircraft without additional TSA screening.

(2) The airport or airline may establish a secure area using procedures in its Airport Security Program or Aircraft Operator Security Program without TSA presence.

(3) Procedures may be established to allow for the escort of passengers outside the secure area (for example, to vending machines) and return without TSA screening.

b. TSA procedures. TSA, airlines, and airports should work diligently to implement the TSA procedures, including the revision of airline and airport procedures as necessary.

APPENDIX A: ACRONYM LIST

ATC	air traffic control
BIDS	baggage information display system
C³	communication, collaboration, and coordination
CBP	U.S. Customs and Border Protection
CDC	Centers for Disease Control and Prevention
FAA	Federal Aviation Administration
FBO	fixed-base operator
FIDS	flight information display system
FIS	U.S. Federal Inspection Service
TSA	Transportation Security Administration

APPENDIX B: TASK FORCE CHARTER

FEDERAL ADVISORY COMMITTEE CHARTER

NATIONAL TASK FORCE TO DEVELOP MODEL CONTINGENCY PLANS TO DEAL WITH LENGTHY AIRLINE ON-BOARD GROUND DELAYS

U.S. DEPARTMENT OF TRANSPORTATION

1. **PURPOSE:** This charter establishes the National Task Force to Develop Model Contingency Plans to Deal with Lengthy Airline On-Board Ground Delays pursuant to the Federal Advisory Committee Act (FACA), as amended, 5 U.S.C., App. 2, and sets forth policies for its operations.

2. **SCOPE AND OBJECTIVES:**

   a. The Task Force will develop model contingency plans for minimizing the impact of lengthy airline on-board ground delays.

   b. The Task Force will be responsible for reviewing incidents involving long, on-board ground delays and their causes; identifying trends and patterns of such events; and recommending workable solutions for mitigating the on-board consumer impact of extraordinary flight disruptions.

   c. The Task Force will report to the Secretary of Transportation the results of its consideration and a description of model contingency plans it develops.

   d. The Task Force will not exercise program management, regulatory or program guidance responsibilities. It will make no decision directly affecting the programs on which it provides advice. The Task Force will provide a forum for the development, consideration, and communication from a knowledgeable and independent perspective of a strategy for dealing with lengthy on-board ground delays nationwide.

3. **DUTIES:** The Task Force will carry out the following tasks:

   a. Develop model contingency plans to deal with lengthy air carrier on-board delays.

   b. Review incidents involving long, on-board ground delays and their causes; identify trends and patterns of such events; and recommend workable solutions for mitigating the on-board consumer impact of extraordinary flight disruptions.

   c. Review existing airline and airport contingency plans for extended tarmac delays for best practices.

d.   Report to the Secretary of Transportation the results of its consideration and a description of the model contingency plans developed.

4.   **DURATION**: The Task Force will remain in existence for 1 year from the effective date of this charter, unless recommended for termination or renewal by the Secretary of Transportation.

5.   **OFFICIAL TO WHOM THE TASK FORCE REPORTS**: The Task Force will report to the Secretary of Transportation through the sponsor.

6.   **SPONSOR AND AGENCY PROVIDING SUPPORT**: The Office of the General Counsel serves as sponsor of the Task Force and has designated the Assistant General Counsel for Aviation Enforcement and Proceedings as the Designated Federal Official and Chairman of the Task Force. The Sponsor has designated the Federal Aviation Administration's Associate Administrator for Airports as the Vice Chairman of the Task Force. The Chairman of the Task Force will direct the affairs of the Task Force and will provide necessary administrative support, as required by the Federal Advisory Committee Act. At the request of the Chairman, the Vice Chairman will perform these duties.

7.   **DELEGATION**: The Chairman is delegated the authority to require special reports under 49 U.S.C. § 41708 to effectuate the duties of the Task Force. The Chairman is also delegated the authority to issue Federal Register notices regarding the workings of the Task Force.

8.   **MEMBERSHIP**:

a.   The Task Force will be composed of individuals appointed by the Secretary of Transportation. Task Force members will be Regular Government Employees and Representatives of airlines, airports and consumer groups in the U.S.

b.   Nonparticipation by any member in Task Force activities will be sufficient reason for the appointment of a replacement member by the Secretary of Transportation.

c.   The Task Force will ensure that the public is able to present its views to the Task Force in accordance with the Federal Advisory Committee Act.

9.   **TASK FORCE OFFICERS**: The Chairman will conduct each meeting using generally accepted meeting management techniques, provide an opportunity for participation by each member and by public attendees, ensure adherence to the agenda, maintain order, and prepare any recommendations to be submitted to the Secretary of Transportation. At the request of the Chairman, the Vice Chairman will perform these duties.

10. **MEETINGS:**

   a.   Meetings will be held at the call of or with the advance approval of the Designated Federal Official. The Task Force will meet approximately 4 times the first year in Washington, DC. Special meetings and working group meetings may be called as necessary. Notice of each scheduled meeting will be published in the Federal Register.

   b.   All meetings will be open to the public. Members of the public will be permitted to appear before or file statements with the Task Force. The Designated Federal Official must be present at each Task Force meeting. The official has the authority to adjourn the meeting whenever such action is deemed to be in the public interest. A quorum exists when at least one-half of the appointed members are present. A quorum must exist for any official action, including voting, to occur. In any situation involving voting, the majority vote of members present will prevail. An agenda for each meeting must be approved in advance by the Designated Federal Official.

11. **COMPENSATION:** Members of the Task Force are responsible for their own travel and per diem expenses.

12. **COSTS:** Operating expenses are borne by the Task Force Sponsor. The estimated annual cost to the government is $20,000 inclusive of support, report writing, meeting costs, travel, and other logistics.

13. **AVAILABILITY OF RECORDS:** Pursuant to Section 552 of Title 5, United States Code, the records, reports, minutes, agenda, and other documents made available to or by the Task Force will be available for public inspection and duplication in the Office of the Secretary of Transportation. A docket will be established for this Task Force to accomplish this result. To the extent that there is a discussion of issues concerning on-going rulemaking proceedings during a Task Force meeting, the minutes of that meeting will be placed in the appropriate docket.

14. **REPORTS:** The Designated Federal Official will furnish detailed minutes of each meeting to the Sponsor. The minutes contain a record of the persons present, a complete and accurate description of matters discussed and conclusions reached, and copies of all reports received, issued, or approved by the Task Force. The Chairman will certify the accuracy of the minutes.

15. **WORKING GROUPS:**

   a.   The Task Force may establish working groups to perform specific assignments with the approval of the Designated Federal Official. The Chairman may designate members from either the Task Force or the

public to serve on working groups. Any Working Group Chairman will be a Task Force member. Recording or videotaping of working group meetings may be performed only with the Designated Federal Official's approval.

b.   Any recommendations to the Department by working groups are subject to approval by the Task Force as a whole.

16.   **FILING DATE:** January 3, 2008, is the filing date and the effective date of this charter which will expire 1 year from this filing date, unless sooner terminated or extended.

APPENDIX C: TASK FORCE MEMBERSHIP

Name	Affiliation/Organization	Task Force Designation
Samuel Podberesky	U.S. Department of Transportation	Chair
D. Kirk Shaffer	Federal Aviation Administration	Vice Chair
Basil Barimo	Air Transport Association	Member
Brian Bartal	American Eagle Airlines	Member
Roger Cohen	Regional Airline Association	Member
Michael Collins	Disability Rights Advocate	Member
James Crites	Dallas/Forth Worth International Airport	Member
Benjamin DeCosta	Hartsfield-Jackson International Airport	Member
George F. Doughty	Lehigh-Northampton Airport Authority	Member
Charles Durham III	ExpressJet Airlines	Member
Edward Faberman	Air Carrier Association of America	Member
James Gaydos	American Airlines	Member
Kate Hanni	Coalition for an Airline Passengers' Bill of Rights	Member
Steve Hozdulick	Southwest Airlines	Member
Kevin D. Hudson	Frontier Airlines	Member
William Lange	Compass Airlines	Member
Doug Lavin	International Air Transport Association	Member
Tony Lefebvre	Spirit Airlines	Member
D. Leo Malloy, Jr.	Skyway Airlines/Midwest Air Group	Member
Debby McElroy	Airports Council International- North America	Member
Robert Muhs, Jr.	Northwest Airlines	Member
Patrick Murphy	US Airways	Member
Larry Newman	Air Line Pilots Association	Member
Bradley Penrod	Allegheny County Airport Authority	Member
Paul M. Ruden	American Society of Travel Agents	Member
Daniel Rutenberg	International Airline Passengers Association	Member
Melissa Sabatine	American Association of Airport Executives	Member
Leo Schefer	Washington Airports Task Force	Member
Lysa Scully	Port Authority of New York New Jersey	Member
Cindy Szadokierski	United Airlines	Member
James Tabor	AirTran Airways	Member
Daniel Weiss	Continental Airlines	Member
Warren Wilkinson	Republic Airways	Member
William Williams, Jr.	North Carolina Department of Transportation	Member
Thomas E. Zoeller	National Air Carrier Association	Member

APPENDIX D: LENGTHY ONBOARD GROUND DELAY CAUSAL FACTORS

Generic Physical Causes

- Extreme weather

  - On the ground, at origin or destination, en route

  - Deicing

- Large scale, unpredicted events or disruptions

  - Airport outages (electrical, technology)

  - ATC system outages

  - Natural disasters

- Lack of gate availability

Airline-Related Causes

- Overwhelmed or inadequate resources, including staffing and equipment, during lengthy onboard ground delays

- Inability to quickly identify affected flights

- Lack of intra-airline communication during large scale delays at a common airport

- Gate management and gate availability

- Crewmember flight time limitations

- Reluctance by airlines, in almost all cases in the interest of customer service, to cancel flights

- Common departure times between airlines causing ramp and taxiway congestion

Airport- and Facility-Related Causes

- Airport, runway, and taxiway conditions, often because of severe weather, restrict arrival, and departures rates

  - Lack of resources prevents timely removal of surface contaminates (such as snow and ice) from ramp, taxiways, and runways

  - Insufficient deicing facilities, equipment, or shortage of deicing (glycol) fluids

- Shortage of available gates — Often due to lack of common gates, complicated by contractual/lease agreements

- Shortage of ramp space (hardstand) parking positions — Often requires coordination with TSA and airport security

- Lack/shortage of equipment (buses, airstairs, and snow removal equipment) — Large scale events may require coordination for extra equipment

- Facility-related problems, limitations, or construction

- Availability of compatible passenger loading bridges

- Runway, taxiway, or ramp construction

- Airport simply exceeds maximum capacity and facility resources

- Until recently, many airports did not have coordinated plans to deal with situations:

  o Coordination with all airlines and vendors

  o Continual review and updates

  o Accountability

Air- and Ground-Related Causes

- Ground stops, ground delay, and flow control programs

  o Often indeterminate length due to weather

  o Flights moved off gates, awaiting expected departure clearance time (EDCT), to accommodate other inbound flights

- Need for the Next Generation Air Transportation System—Outdated or unavailable ATC technology, as well as systems that have failed to keep pace with increased levels of activity

- Increased traffic at commercial airports from general aviation and business jet aircraft

- Inability to handle higher traffic volumes during lengthy onboard ground delays

- En route spacing and traffic management

- Equipment failures or malfunctions

  o Instrument landing system, runway lights, radar, communications

- Recent change in FAA regulations regarding ice pellets and deicing.

- Taxiway congestion management

  o Getting aircraft out of line, back to the gate from the taxiway

  o Losing position in queue due to gate return

- Restricted airspaces during national lengthy onboard ground delays.

Extreme Weather-Related Causes

- While relatively forecastable, weather, particularly thunderstorms, is unpredictable and can affect any flight's ability to operate safely and on time

- Reduced arrival and departure rates because of extreme weather conditions

  o Inability to remove rapidly accumulating precipitation from runways and taxiways

  o Problem compounded when the reductions are issued after a flight has departed from the gate

- Deicing and freezing conditions

  o Equipment, adequate level of deicing fluid, qualified personnel

  o Severity of weather conditions – amount of deicing needed

  o Thru-put as more aircraft arrive

- Lightning on the ramp, ground crew safety — Airline initiated ground holds to prevent ground teams from being in danger

- ATC-necessitated ground delay programs (or ground stops) because of weather conditions at the point of origin, destination, or en route

- Unexpected runway closures — Contaminate removal, disabled aircraft, weather, wind shift, microburst, wind shear, and other situations

Diversions: Exacerbating Factors

- An airport may be overtaxed by having to accommodate multiple diverted flights

  o Limited resources, stretched past limits

  o Smaller, regional airports with less gate availability

  o Unable to bring in all aircraft to a gate

- Unfamiliarity with aircraft and airline procedures

- Crewmember legalities

- Lack of aircraft-specific equipment, such as airstairs and a jetway bridge

- ATC delays into the final destination

- Lack of customer service personnel

- Contract and FBO services stretched

- Is the ATC diversion management tool being correctly used and used by airlines to help recover diverted flights in proper priority order?

- Until recently, many diversion airports (and airlines) did not have coordinated plans to deal with situations:

  o Coordination with all airlines and vendors

  o Continual review and updates

  o Accountability

Other Causes

- Lack of (or limited) U.S. Federal Inspection Service (FIS) facilities and personnel to accommodate international inbound flights requiring clearance

  o Limited international gates and CBP personnel to process

  o Restricted hours of FIS operations because of budget concerns

- TSA, location of security checkpoint

  o Where passengers can be in the airport

  o Will the security checkpoint be open if outside of security

- Divided desires of passengers onboard

- Post-event measurability

APPENDIX E: PASSENGER NEEDS MATRIX

Extensive inputs from two industry workshops and inputs from a large working group, including both Government and industry, reviewed the common needs of airline passengers experiencing lengthy onboard ground delays and passengers who have returned to an airport terminal following a lengthy onboard ground delay. The issues surround needs and information the customer may not be prepared to deal with based on their initial travel plans. For instance, a traveler making a day trip to a domestic airport may not have the appropriate prescriptions or personal care items needed for spending the night in a different city. Provisions to make these kinds of items available to travelers will reduce the uncertainty that comes with irregular operation events.

The concept of the customer needs matrices is simply that certain issues may develop that initially do not seem to cause issues from an operational perspective. However, given the element of time and severity (rolling issues) of the event, the situation could rapidly become unmanageable, causing customer service problems, at the very least, and potentially impacting human life in the worst case scenario.

The matrices on the following pages provide extensive information with specific categories of passenger type and customer groups. The purpose of the extensive data is to provide a current, universal ranking to customer core needs during aircraft ground delay and large volumes of customers in the terminal. It's important for each airport community to address these needs and issues, as deemed appropriate, both from an internal corporate perspective and through a collaborative approach among the airport, airlines, Government agencies, and other aviation service providers.

Several common need areas include—

- Information on flight status and gate status — Provide passengers with information to keep them informed on the ground delay situation.

- Communication (cell phone usage, rebooking) — Provide passengers with a means for enabling them to communicate with friends, family, and colleagues.

- Food and hydration — Make available different types of sustenance for all passengers, being considerate of dietary restrictions.

- Cleanliness — Provide clean and serviceable restrooms to address bodily needs and maintain personal hygiene.

- Special services — Provide a means to address health-related needs, such as oxygen, medicine, and prescriptions.

- Executable plan to deplane the aircraft — Provide concise information on steps that will be taken after a period of time, whether using boarding gates, vertical lifts, buses, or other identified methods of deplaning passengers (for example, vertical lift assistance for mobility challenged passengers, mobility devices)

- Lodging and rest accommodations — Provide proper shelter and accommodations once passengers deplane at remote sites from the terminal.

These matrices will assist and provide options for you to evaluate your current processes, services, and equipment in place with an aviation service provider as you address passenger core needs. The matrices do not identify the stakeholder who has responsibility for purchasing or handling the core need, because this would need to be determined locally.

Onboard Aircraft Passenger Needs Matrix

DOT Passenger Needs Task Force
Passenger in Aircraft - Extended Tarmac Delays
Total Average Score by Core Needs and Customer Type
Arpil 2008

Nugget - request general SSR list from airline

Passenger in Aircraft (extended delays > 2 hours)

Core Needs	Passenger Type	Frequent	Leisure	UMNR	International (ESL)	Deaf and Hard of Hearing	Mobility Disability	Blind or Low Vision	Elderly	Pets *	Maternity	Woman	Military	Prisoners * / Human Remains	Cargo Customers * / Live Cargo	Aircrew	LEO/FAM	Total Average
Information	Flight Status	5	5	4	5	5	4	4	5	5	5	5	5	4			5	5	5
	Gate Status	4	4	4	4	4	4	4	4		4	4	4	3			4	4	4
	"Awareness Brochure"	2	2	2	2	2	2	2	2	1	2	2	2	2			2	2	2
	IROPs Info Display Services	3	3	3	3	3	3	2	3	3	3	3	3	2			3	3	3
	Email Distribution subscription	2	2	2	2	2	2	1	2	1	2	2	2	2	1		2	2	2
	ADA: Visual/Hearing Impaired	2	2	1	1	5	4	5	3		1	1	1	1					2
	Hotel Availability	3	3	3	3	3	3	3	3	4	3	3	3	2			3	3	3
	Foreign Language	3	3	3	4	3	3	3	3		3	3	3	2			3	3	3
Communication	Internet: WiFi	2	2	2	3	3	3	2	2	3	3	3	3	2			2	2	2
	Cell Phone Use/Sharing Policy	5	5	4	5	3	5	5	5		5	5	5	5			5	5	5
	DFW Airport Channel	2	2	2	2	2	2	2	2		2	2	2	1			2	2	2
Food/Hydration	Grab & Go Variety	4	4	4	4	4	4	4	4	3	4	4	4	4			4	4	4
	Dietary Restrictions: Veg, Food Allergies, Lactose Intol, etc	3	3	3	3	3	3	3	3	4	4	3	3	3			3	3	3
	Juice	3	3	3	3	3	3	3	3	4	3	3	3	3			3	3	3
	Water (Pure/Bottled)	5	5	5	5	5	5	5	5	5	5	5	5			5	5	5	5
	Baby Food/Formula	3	3	3	4	4	4	4	3	4	4	4	3	3			3	3	3
Aircraft Resupply	Diapers	3	3	3	3	3	3	3	3	3	3	3	2				2	3	3
	Hygiene	4	5	4	5	5	5	5	5	5	5	5	5	4			4	5	4
	Baby Formula	3	3	3	4	4	4	4	3	5	4	4	3	2			3	3	3
	Diet restrictions	3	3	3	3	3	3	3	3	5	3	3	3	3			3	3	3
	Health/RX	3	3	4	4	4	4	4	4	4	4	4	4				4	4	4
	Undergarments	2	2	2	2	2	3	2	3	1	2	2	2	2			2	2	2
Cleanliness	Restrooms	4	4	4	4	4	4	4	4	4	4	4	4	4	2	5	4	4	4
	On A/C Pet restroom	2	2	2	2	2	2	2	2	3	2	2	2	2			2	2	2
Special Services	Executable plan to deplane passengers	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
	Language	3	2	2	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Oxygen	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4
	Nursing	2	2	2	2	2	2	2	2	1	2	2	2	1			2	2	2
	Kennel	1	1	1	1	1	1	2	1	2	1	1	1	1			1	1	1
	Pet Relief	2	2	1	1	1	2	2	1	3	1	1	1	1		3	1	1	2
	Air Quality/Temperature	No rating provided																	
	Physical movement to prevent DVT	No rating provided																	
	Stress Management	No rating provided																	
	Freedom to leave seat periodically	5	5	5	5	5	5	5	5		5	5	5				5	5	5
	Air Conditioning	5	5	5	5	5	5	5	5		5	5	5	5			5	5	5
	Airside Special Svcs	3	3	3	3	3	3	3	3	2	3	3	3	2			3	3	3
	Rebooking	4	4	4	4	4	4	4	4	3	4	4	4	4	3	3	3	4	3

Ranking: 1 - Low, 5 - High

	5 Score
	4 Score

Definitions
IROPs: Irregular operations
UMNR: Unaccompanied minor
International (ESL): English as a second language
* Pets, Prisoners, and cargo customers: Require escort and/or pickup assistance which score applies to.

Passenger Needs In Terminal

DOT Passenger Needs Task Force
Passengers in Terminals
Total Average Score by Core Needs and Customer Type
April 2008

Customer Group		Type	Frequent	Leisure	UMNR	International (ESL)	Deaf and Hard of Hearing	Mobility Disability	Blind or Low Vision	Elderly	Pets *	Maternity	Women	Military	Prisoners *	Human Remains	Live Cargo	PAXs/Selectees & Baggage Issues	Total Average
Core Needs	Information	Flight Status	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
		Gate Status	5	5	4	5	5	5	5	5	5	5	5	4	5	5	5	4	5
		Airport Opening Status	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4
		IROPs Awareness Brochure	2	2	2	3	3	2	2	2	2	2	2	2	2	2		2	2
		IROPs Info Display Services	3	3	3	3	3	3	2	3	3	3	3	3	2	3		3	3
		CNN/Web/PDA	2	3	2	3	3	3	3	3	4	3	3	3	2	4	4	2	3
		Frequent Updates/Announcements	4																4
		Email Distribution subscription	2	2	1	2	2	2	2	2	1	2	2	2	1	1	1	2	2
		ADA: Visual/Hearing Impaired	3	3	3	3	4	4	4	3	2	3	2	2	2	2	2	2	3
		Ground Transportation	4	4	3	4	4	3	4	4	4	4	4	4	3	4		3	3
		Weather	3	3	3	3	3	3	3	3	4	3	3	3	4	4		3	3
		Foreign Language	3	2	2	4	2	2	2	2	1	2	2	2	2	1	1	3	2
	Communication	Power Outlets: Phones & PCs	3	3	3	3	3	2	3	3	5	3	3	3	5	5	5	3	3
		Phones (incl TDD)	3	3	3	3	3	3	3	3	5	3	3	3	3	5		3	3
		Internet: WiFi	3	3	3	3	3	3	3	3	4	3	3	3	3	4	4	3	3
		Airport Information Center	3	4	4	4	4	4	4	4	5	4	4	4	3	5	5	4	4
		Email Center	2	2	2	2	2	2	2	2	4	2	2	2	2	4	4	2	2
	Food/Hydration	Grab & Go Variety	4	4	4	4	4	4	4	4	3	4	4	4	4	4	3	4	4
		Dietary Restrictions: Vegetarian, Food Allergies, Lactose Intol, etc	3	4	3	4	4	4	4	4	4	4	4	4	3	1	1	3	3
		Water (Purified/Bottled)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
		Dry Snacks	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	4
		Juice	3	3	3	3	3	3	3	3	4	3	3	3	3			3	3
		Baby Formula	3	3	3	3	3	3	3	3	3	4	3	3	2	3	3		3
	Retail	Diapers	3	3	3	3	3	3	3	3	4	4	3	3	2	2	2	3	3
		Hygiene	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4
		Baby Food/Milk/Diapers	3	3	3	3	3	3	3	3	4	4	4	3	3	3	3	3	3
		Pet Food	1	1	1	1	1	1	1	1	3	1	1	1	1		5	1	2
		Diet restrictions	3	4	3	4	4	4	4	4	1	4	4	3	3	1	1		3
		Health Care/RX	3	4	4	4	4	4	4	4	4	4	4	4	3			3	4
		Undergarments	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2

DOT Passenger Needs Task Force
Passengers in Terminals
Total Average Score by Core Needs and Customer Type
April 2008

Customer Group / Core Needs — Passenger in Terminals

Category	Type	Frequent	Leisure	UMNR	International (ESL)	Deaf and Hard of Hearing	Mobility Disability	Blind or Low Vision	Elderly	Pets *	Maternity	Women	Military	Prisoners * (Human Remains)	Cargo Customer * (Live Cargo)	PAXs/Selectees & Baggage Issues	Total Average
Cleanliness	Terminals	3	4	4	4	4	4	4	4	2	4	4	4	2	2	4	3
	Restrooms	4	5	4	5	5	5	5	5	4	5	5	4	3	3	4	4
	Automated People Mover	3	4	3	4	4	4	4	4		4	4	3	3			3	4
Lodging/Rest	Hotel Availability	4	4	3	4	4	4	4	4	4	4	4	3	3	3	4	4
	Cots/Mats/Blankets	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3	3
	Enclosed Tents	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Rest/Dedicated Sleep Area	2	2	2	2	2	2	2	2	1	2	2	2	1	1	2	2
Ground Transportation	Taxis, Limos, Shuttles	4	4	4	4	4	4	4	4		4	4	4	3			4	4
	Private	3	3	2	3	3	3	3	3		3	3	2	2			2	3
	Rental Car	4	4	4	4	4	4	4	4		4	4	4	3			4	4
	Hotel Shuttles	4	4	4	4	4	4	4	4		4	4	4	3			4	4
	Off Airport Parking Shuttles	4	3	3	3	3	3	3	3		3	3	3	3			3	3
	Charter Busses	3	3	2	3	3	3	3	3		3	3	2	3			2	3
Special Services	Language Speakers	2	2	2	4	2	2	2	2		2	2	2	2			2	2
	Nursing	2	2	2	2	2	2	2	2	1	2	2	2	2			2	2
	Kennel	1	1	1	1	1	1	1	1	2	1	1	1	1	2	1	1
	Pet Relief	2	2	2	2	2	2	2	2	3	2	2	2	2	3	3	2
	Airside Special Svcs	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	Banking - ATMs	3	4	3	4	4	4	4	4	3	4	4	3	3	3	4	3
	Banking - Foreign Currency	2	3	2	3	3	3	3	3	3	3	3	2	2			3	3
	Rebooking	4	5	5	5	5	5	5	5	4	5	5	5	4			4	4
	Child: Games, DVD Library, NetFlix, Play Areas	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2
	Massage Vouchers	1	1	1	1	1	1	1	1	1	1	1	1	1			1	1
	Live Entertainment	1	1	1	1	1	1	1	1		1	1	1	1			1	1
	Atmosphere Control: Dimming Lights & Music	1	1	1	1	1	1	1	1	1	1	1	1				1	1
	Spiritual/Traveler's Aid	1	1	1	1	1	1	1	2	1	1	1	1	1	1	2	1
	Lost and Found	2	2	2	2	2	2	2	2	1	2	2	2	1			2	2
	USO	No rating provided															
	Security Lockers - Secured Side	2	2	2	2	2	2	2	2	2	2	2	2	2			2	2

Ranking: 1 - Low, 5 - High
- 5 Score
- 4 Score

Definitions
- IROPs: Irregular operations
- UMNR: Unaccompanied minor
- International (ESL): English as a second language
- * Pets, Prisoners, and cargo customer: Require escort and/or pickup assistance which scoring applies to