IRREGULAR OPERATIONS

CONTINGENCY PLAN

Created 5/14/12
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Document Revision					
Revision	**Date**	**Content**	**Revision**	**Date**	**Content**
Pg 11	6/7/2013	Alaska/United Mgr Change	Pg. 60	4/23/17	Procedures for concessions table update
Pg 12	6/7/2013	Alaska Mgr Change	Pg. 68	4/23/17	Updated procedures with airlines table
Pg. 13	6/7/2013	United Mgr Change	Pg. 74-78	4/23/17	Updated Alaska Air Contingency Plan
Pg. 15	6/7/2013	Change Tower Phone #	Pg. 83	4/23/17	Updated Concessions Table
Pg. 19	6/7/2013	Change GSC	Pg. 84-85	4/23/17	Updated Status Plan Review Tables
Pg. 25	6/7/2013	Alaska/United Change	Pg. 125	4/23/17	Updated Committee Review table
Pg. 27	6/7/2013	Added CBP Contacts	Pg. 12-16	11/14/2018	Updated numerous airline managers and contact numbers
Pg. 29	6/7/2013	Added Contact List	Pg. 19-20	11/14/2018	Updated all airline contacts, added Sun Country and American
Pg. 51	6/7/2013	Changed Tower Phone #	Pg. 26	11/14/2018	Updated all airline managers and contacts
Pg. 52	6/7/2013	Changed Employee	Pg. 52-54	11/14/2018	Updated all airline managers and contacts
Pg. 55	6/7/2013	Alaska/United Change	Pg. 68	11/14/2018	Updated all airline managers and contacts
Pg. 67	6/7/2013	Alaska/United Change	Pg. 75	11/14/2018	Updated all airline managers and contacts

Pg. 73	6/7/2013	Alaska IROPS Plan Chng	Pg. 126	11/14/2018	Updated all airline managers and contacts
Pg. 79	6/7/2013	Changed Update Dates	Pg 80-81	11/15/2018	Added in American Airlines tarmac delay plan
Pg. 73-77	9/25/2013	Alaska IROPS change	Pg. 82-83	11/15/2018	Added in Sun Country Airlines tarmac delay plan
Pg.12, 13, 14, 16	4/10/2015	Updated United/Delta and Allegiant Manager and contact #	Pg. 28,58, 70	11/16/2018	Added American and Sun Country Airlines to airline list
Pg.52, 53, 54	4/10/2015	Updated numerous contact numbers and business names	Pg. 74	11/16/2018	Updated United Airlines Lengthy Tarmac Delay Plan
Pg. 56, 68	4/10/2015	Delta/United Allegiant Manager update and contact update	Pg. 20-21	11/16/2018	Updated Resource Inventory Table to include American and Sun Country Airlines
Pg. 74-78	4/10/2015	Alaska IROP plan Update	Pg. 12	4/23/2017	Update IROPS Response Committee Members
Pg. 84-85	4/10/2015	Review Date Update	Pg. 13	4/23/2017	Updated IROPS Plan Review Personnel
Pg. 125	4/10/2015	Alaska, United Allegiant and Delta Manager update and contact # change.	Pg. 14	4/23/2017	Updated IROPS Plan Review Personnel
Pg. 4	4/23/2017	Update Preparer Contact info	Pg. 19	4/23/2017	Updated Equipment list table
Pg. 20	4/23/2017	Updated Skills Availability chart	-	-	-

Pg. 26	4/23/2017	Updated Procedures with airlines table	Pg. 15	11/21/2019	Updated Delta/United manager
Pg. 29	4/23/17	Updated procedures with concession table	Pg. 28	11/21/2019	Updated Delta/United manager
Pg. 52, 53, 54	4/23/2017	Updated Communication Plan	Pg. 58	11/21/2019	Updated Delta/United manager
Pg. 56	4/23/2017	Updated Procedures with Airlines table	Pg. 70	11/21/2019	Updated Delta/United manager
Pg. 13	3/20/2019	Updated Delta/United managers	Pg. 132	11/21/2019	Updated Delta/United manager
Pg. 15	3/20/2019	Updated Delta/United managers	Pg. 14, 15, 29, 59, 71	3/6/2020	Updated Alaska Manage and Chief of Public Safety
Pg. 22	3/20/2019	Updated current GSC's	Pg. 55, 56, 57	3/6/2020	Updated MSO staff list and contact phone numbers
Pg. 28	3/20/2019	Updated Delta/United managers	Pg. 6	12/22/2020	Updated Preparer information for Jesse Johnson and PSO Contact #
Pg. 55-57	3/20/2019	Updated Delta/United managers	Pg. 5	7/1/2019	Updated PSO Contact Phone #
Pg. 59	3/20/2019	Updated Delta/United managers	Pg. 13	11/21/2019	Updated Delta/United Manager
Pg. 71	3/20/2019	Updated Delta/United managers	Pg. 10	8/12/2021	Updated contact info for Justin Shaffer and changed the airport name.
Pg.	3/20/2019	Updated Delta/United Man.	Pg.6-9	8/12/2021	Added blank pages

Pg18	8/12/2021	Updated multiple contact information due to change over. Updated Airport name	Pg 60-63	6/14/2022	Updated contact list due to new employees
All	8/12/2021	Changed all instances of Cris Jensen to Brian Ellestad	Pg 10	6/14/2022	Updated Non Hub status to Small hub status
All	8/12/2021	Changed all instances of Sean Munez to Erin Parker	All	8/15/2023	Changed all instances of Kynan Spethman to Nic Lynn and updated contact info
All	8/12/2021	Changed all instances of Kayla Pruitt to Vincent Duenaz	Pg 56	8/15/2023	Removed Gifted Wings and Liquid Planet
Pg 59-61	8/12/2021	Updated contact info to make it current due to employee turnover	Pg 59-61	8/15/2023	Updated contact info for new and past employees/companies
All	8/12/2021	Updated all instances of Missoula Int. Airport and changed to Missoula Montana Airport	All	8/15/2023	Updated PSO number
All	6/14/2022	Changed all instances of Vincent Duenaz to Kelly Morrison	All	8/15/2023	Updated Airport Shuttle number
All	6/14/2022	Changed all instances of Chad Morgan to Erin Parker	All	8/15/2023	Changed all instances of Frontier to Sun Country
All	6/14/2022	Changed the restaurant phone number in all locations.	All	8/15/2023	Updated Contact info for Andrew Bailey
Pg 25-26	6/14/2022	Updated Equipment List	All	8/15/2023	Changed all instances of Erin Parker to Dan Beard
Pg 1	6/14/2022	Changed modified date			

All	8/15/2023	Changed all instances of Kurt Carlson to Luis Marrero and updated contact number			
Pg 25-26	8/15/2023	Updated Inventory list for all airlines			
All	11/7/24	Updated Faber manager throughout document			
All	11/7/2024	Added Frontier to all airline locations			
Pg 61-62	11/7/2024	Updated contact list			
All	11/7/2024	Replaced Josh Johnson with Dakota Mamuzich			
Pg 59-61	12/20/2024	Updated list of new and past employees			

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Missoula Montana Airport or MSO, has prepared this Emergency Contingency Plan pursuant to §42301 of the FAA Modernization and Reform Act of 2012. Questions regarding this plan can be directed to Justin Shaffer jjshaffer@flymissoula.com. MSO is filing this plan with the Department of Transportation because (1) it is a commercial airport or (2) this airport may be used by an air carrier described in USC 42301(a)(1) for diversions.
This plan describes how, following excessive tarmac delays and to the extent practicable, MSO will:

☐ Provide for the deplanement of passengers
☐ Provide for the sharing of facilities and make gates available at the airport; and
☐ Provide a sterile area following excessive tarmac delays for passengers who have not yet cleared United States Customs & Border Protection (CBP).

MSO has facility constraints that limit our ability to accommodate diverted flights and strongly encourages aircraft operators to contact the airport at 406-728-4381 for prior coordination of diverted flights, except in the case of a declared in-flight emergency. Specific facility constraints include the following: lack of international passenger processing facilities, limited numbers of aircraft parking positions, inability to accommodate park or service certain types of aircraft and limited fueling capacity.

During diversion events MSO issues NOTAMs regarding its ability to accommodate diverted flights to ensure the safe and efficient operation of the airport and its ability to serve the civil aviation needs of the public during irregular operations events.

Airport Information

Name of Airport: Missoula Montana Airport
Name and title of person preparing the plan: Jesse Johnson/ Compliance Officer
Preparer contact number: Work: 406-728-4381
Preparer contact e-mail: jjohnson@flymissoula.com
Date of submission of plan: 5/14/2012
Airport Category: Small Hub

Contact Information

In the event of diversion or other irregular operations events, aircraft operators should contact the Airport Public Safety Office at 406-541-3100 or jjshaffer@flymissoula.com for assistance.

Plan to Provide for the Deplanement of Passengers Following Excessive Tarmac Delays

MSO has limited equipment and personnel needed to safely deplane passengers from air carrier aircraft. We will utilize this equipment to deplane passengers as soon as practicable after receiving requests from such airlines at the contact number listed above. We will also provide a list of airlines, ground handlers, fixed base operators and others who may have the necessary equipment and personnel to safely deplane passengers to airlines as soon as practicable after receiving requests from such airlines experiencing excessive tarmac delays at the contact number listed above.

Plan to Provide for the Sharing of Facilities and Make Gates Available in an Emergency

The gates at MSO are under preferential lease to air carriers and are not fully controlled by the airport during those time periods when the tenant's usage of that gate meets the usage specified in

the preferential use lease. We may be able to direct a tenant airline to accommodate another air carrier aircraft at its preferentially leased gate during those time periods when the tenant airline is not using, or not scheduled to use, the gates. We will direct our tenant air carriers to make gates and other facilities available to an air carrier seeking to deplane at a gate during those time periods the gates are not in use or not scheduled to be in use, to the maximum extent practicable.

Plan to Provide a Sterile Area for Passengers Who Have Not Cleared United States Customs and Border Protection

MSO does not have international passenger processing facilities. We will coordinate with local CBP and law enforcement officials to identify suitable areas and procedures for establishing a temporary sterile area into which international passengers on diverted aircraft who have not yet cleared United States Customs and Border Protection can be deplaned. Once these efforts are complete, we will coordinate with local CBP officials to develop procedures that will allow
International passengers who have not yet cleared United States Customs and Border Protection to be deplaned into these sterile areas to the extent practicable.

Public Access to the Emergency Contingency Plan

MSO will provide public access to its emergency contingency plan through one or more of the following means:

☐ Posting in a conspicuous location on the airport website (http://flymissoula.com)

☐ Posting signs in conspicuous locations in the terminals.

CHAPTER 6 – CAPTURE LESSONS LEARNED AND UPDATING PLANS

APPENDICES

INTRODUCTION

Purpose

This document provides the coordinated IROPS Contingency Plan for Missoula Montana Airport. It was developed by the airport's IROPS Contingency Response Committee under the sponsorship of Airport Operations. Membership in Missoula Montana Airport's IROPS Contingency Response Committee comprises representatives from each of Missoula Montana Airport's aviation service providers. The committee recognizes that individual plans and a coordinated effort by the airlines, airports, government agencies, and other aviation service providers is essential to successfully minimizing the impact of IROPS events on passengers. This coordinated contingency management plan provides a common point of focus for Missoula Montana Airport's coordinated response to IROPS events.

The emphasis for this plan is the identification and documentation of areas of contingency activities of Missoula Montana Airport's aviation service providers that require support from one or more service provider organizations. The plan format follows the recommendations provided in *ACRP Report 65: Guidebook for Airport Irregular Operations (IROPS) Contingency Planning.*

Missoula Montana Airport has recognized the importance of the guidance provided by the U.S. Department of Transportation (DOT) and its *Model Contingency Plans to Deal with Lengthy Onboard Ground Delays*. To this end, a compliance matrix is provided in Appendix A to relate specific sections of the Model Contingency Plan to those of this document.

Use of Terms

The following is a list of terms and definitions used throughout this Model Plan and associated topic worksheets. See the glossary contained in *ACRP Report 65: Guidebook for Airport Irregular Operations (IROPS) Contingency Planning* for additional terms and definitions.

Irregular Operations (IROPS) – Exceptional events that require actions and/or capabilities beyond those considered usual by aviation service providers. Generally speaking, an impact of these events is the occurrence of passengers experiencing delays, often in unexpected locations for an undetermined amount of time. Examples include extreme weather events (such as snowstorms, hurricanes, tornados), geological events (such as earthquakes, volcanoes), and other events (such as power outages or security breaches).

Passengers – Includes people traveling, service animals in the cabin, and live cargo onboard aircraft and in the terminal area.

Customers – Includes both passengers and other non-aviation service personnel such as meeters and greeters who are in the terminal area.

FAA – Federal Aviation Administration - Please note that for the purposes of this guidebook, references to the FAA include all forms of air traffic control (ATC) services.

CBP – Customs and Border Protection

TSA – Transportation Security Administration

Service Providers – All entities at an airport that provide services for customers and passengers including but not limited to: airports, airlines, concessionaires, ground transportation agencies, government agencies, fixed base operators (FBO), overnight accommodations, emergency response, military (if joint-use facility), and diversion airports.

Passenger Needs

Needs of passengers, both on board aircraft on the ground or in the airport terminal during lengthy delay or other IROPS events, vary and normally require the attention of more than one party to be met. By understanding the needs of passengers during such delays, Missoula Montana Airport, diversion airports, airlines, government agencies, and other aviation service providers can take appropriate steps to anticipate and address such needs

Causes of IROPS Events

Causes of IROPS events can include a number of conditions such as extreme weather, geological events, reduction of airport facility capacity, aircraft mechanical problems, and labor issues. The impacts of IROPS events include flight delays, cancellations, and diversions resulting in potentially adverse impacts on passengers and other airport customers. In addition to impacts on passengers, IROPS events also have an impact on airport operations. As noted in the guidebook, there are four phases of impact during an IROPS event that must be planned for:

- Surge
- Capacity
- Off-hours
- Extended stay

Each IROPS event is unique, and airlines, diversion airports, government agencies, and other aviation service providers will benefit from the Missoula Montana Airport IROPS Contingency Plan accounting for diverse IROPS characteristics by adapting to changing conditions.

Planning for Contingency Response

The purpose of the Missoula Montana Airport IROPS response management process is to identify and document actions requiring coordination between two or more aviation service providers. Joint actions are identified that reflect both current individual contingency plans and areas of recommended communication, collaboration, and coordination between service providers.

CHAPTER 1 – EXECUTIVE BUY-IN/GET ORGANIZED

Activities described in this chapter provide for:

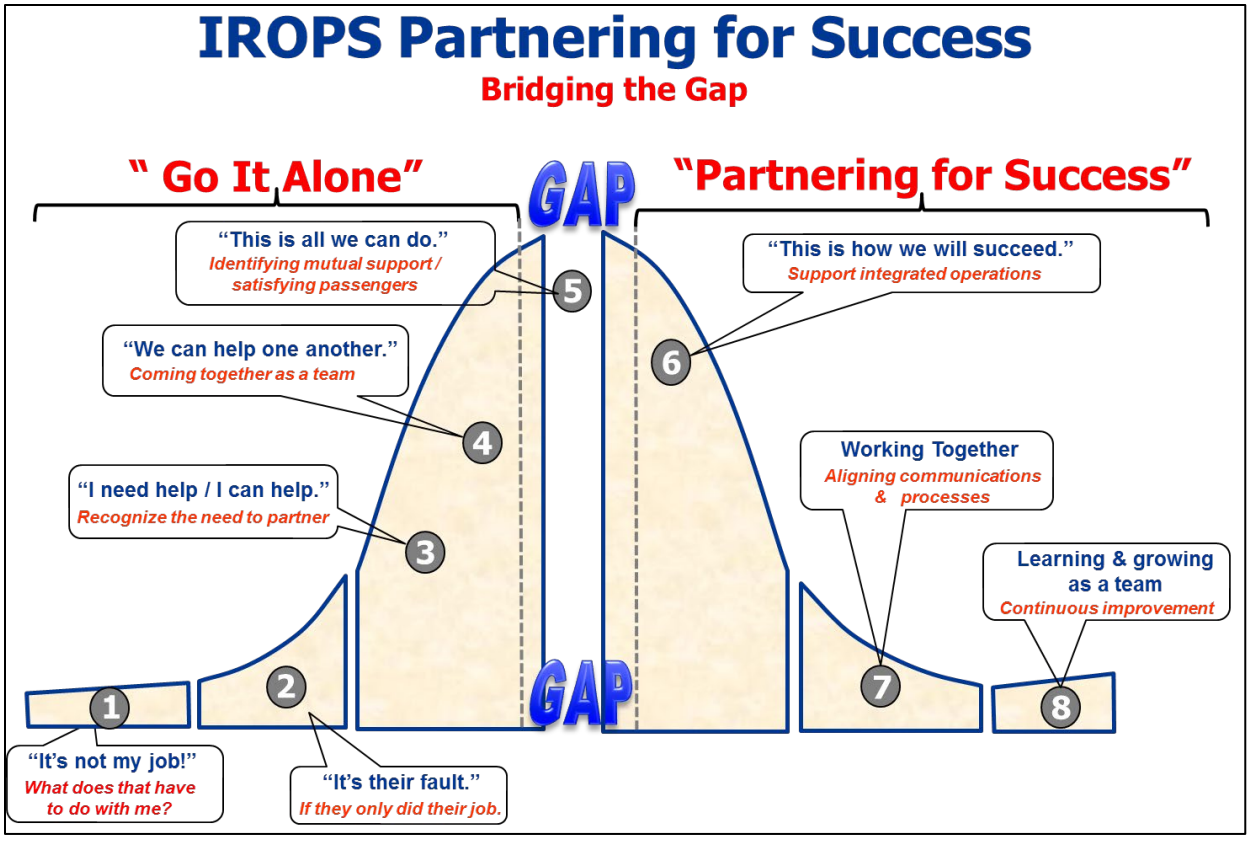
- The establishment of the Missoula Montana Airport IROPS Contingency Response Committee
- Establishment of 24/7 contact/notification list
- Documentation of procedures with airlines, government agencies, and support organizations
- Conducting workshops and training (including table-top exercises)

1.1 Establishing an IROPS Contingency Response Committee

The Missoula Montana Airport IROPS Contingency Response Committee has been established following the guidelines of the DOT's Model Contingency Plan. Missoula Montana Airport's Director, Brian Ellestad provides the sponsorship and designates the chairperson of the Committee.

The goal of the committee is to establish and enhance contingency plans through collaborative decision making. This will ensure that actions result in a unified level of customer care across all Missoula Montana Airport aviation service providers during IROPS events.

Members of the Missoula Montana Airport IROPS Contingency Response Committee include representatives of all local aviation and customer service provider organizations. Organizations and representatives are shown in the IROPS Contingency Response Committee table along with their 24/7 contact and notification information.


IROPS Partnering for Success
Bridging the Gap
" Go It Alone"
GAP
"Partnering for Success"
"This is all we can do."
Identifying mutual support / satisfying passengers
5
"This is how we will succeed."
Support integrated operations
6
"We can help one another."
Coming together as a team
4
Working Together
Aligning communications & processes
"I need help / I can help."
Recognize the need to partner
3
Learning & growing as a team
Continuous improvement
2
GAP
7
1
8
"It's not my job!"
What does that have to do with me?
"It's their fault."
If they only did their job.

IROPS Contingency Response Committee		
Organization	**Contact Name & Phone Number**	**Alternate Contact**
Committee Chairperson		
Missoula Montana Airport	Brian Ellestad/406-203-6208	406-728-4381
Airport Operations		
Missoula Montana Airport	On Duty PSO/406-541-3100	406-728-4381
Missoula Montana Airport	Nate Cole/406-370-2206	406-728-4381
Airlines		
American	Andrew Bailey / 406-370-6807	406-728-4381
Allegiant	Andrew Bailey/406-370-6807	406-728-4381
Alaska/Horizon	Anna Brock/406-542-5097	
Delta	Kelly Morrison 406-303-3930	406-303-3912
Frontier	Andrew Bailey / 406-370-6807	406-728-4381
Sun Country	Andrew Bailey/ 406-370-6807	406-728-4381
United	Kelly Morrison/406-303-3930	406-303-3912
Concessions		
Airport Restaurant	Dan Beard/406-360-9028	
Government Agencies		
TSA	Luis Marrero/406-672-4231	
Customs/Border Patrol	Ross Lyle/406-453-7631	
Public Safety Operations		
Missoula Montana Airport	Justin Shaffer /406-274-0888	
Diversion Airport(s)		
Glacier International Airport	Airport Admin/406-257-5994	
Bozeman Yellowstone Int.	Airport Admin/406-388-6632	
Great Falls Int. Airport	Airport Admin/406-727-3044	
Fixed Base Operations		
Northstar Aviation	Nic Lynn/406-360-3350	
Minuteman Aviation	Dakota Mamuzich/406-531-7541	

CHAPTER 2 – DOCUMENT CURRENT SITUATION

The IROPS data collection activities focus on:

- ¬ Reviewing existing IROPS response plans from service providers, including airlines, government agencies, and support organizations
- ¬ Local IROPS event history
- ¬ Local customer needs
- ¬ Local tracking of delayed aircraft
- ¬ Local trigger events and communications plans
- ¬ Local support for passengers on board, being deplaned, and in-terminal
- ¬ Local tracking of inventory
- ¬ Local skills availability

2.1 Reviewing Existing IROPS Response Plans

It is recognized that Missoula Montana Airport's organizations may have their own plans for response to IROPS events. It is also recognized that United States DOT's rules on enhancing airline passenger protections (14 CFR Part 259 – *Enhanced Protection for Airline Passengers*) require air carriers to adopt tarmac delay contingency plans and coordinate those plans with airports. The purpose of this section is to identify the several IROPS plans of local airlines, airport operations, and FBO organizations as they relate to areas of coordination between organizations.

The Review Existing IROPS Response Plans table describes both formal and informal understandings of coordination between these organizations, as well as individual organization Standard Operations Procedures (SOPs) related to IROPS response. Descriptions of procedures with concessions, ground transportation, and government agencies (FAA, TSA, and CBP) are found in Sections 3.1.1 through 3.1.5 of this plan.

IROPS Response Plan Review	
Organization Contingency Plan	**Description of Coordination**
Alaska/Horizon	Contact local Station Manager, Anna Brock /406-542-5097
Allegiant	Contact local Station Manager, Andrew Bailey / 406-370-6807
American	Contact local Station Manager, Andrew Bailey / 406-370-6807

IROPS Response Plan Review	
Delta	Contact local Station Manager, Kelly Morrison/406-303-3930
Sun Country	Contact local Station Manager, Andrew Bailey / 406-370-6807
United	Contact local Station Manager, Kelly Morrison/406-303-3930
Frontier	Contact local Station Manager, Andrew Bailey / 406-370-6807

2.2 Reviewing Local IROPS Events and Assessing Local Situation

The IROPS Event History table describes the history of local IROPS events, including lengthy onboard ground delay events. It also describes the role of various service providers in providing passenger and other customer support during IROPS events. The purpose of this history is to provide a basis for identification and review of IROPS response activities with focus on areas needing process improvement.

IROPS Event History	
Time/Date	**Event Description**

2.3 Passenger Needs during an IROPS Event

The Passenger Needs table focuses on needs of passengers and other customers during IROPS events, with special focus provided for special needs passengers. The needs analysis is provided by consideration of general information of customer needs during IROPS events.

Passenger Needs	
Need	**Description**

2.4 Tracking of Delayed Aircraft

The Tracking Delayed Aircraft table describes Missoula Montana Airport processes providing accurate, complete, and timely information in regard to expected flight delays including diversions. These processes describe local situations as they develop, including both flight delays and delayed aircraft on the ground.

Tracking Delayed Aircraft	
Organization	**Description**
Flight Aware/ Internet	http://www.flightaware.com
Flight Info. Display system	The airport utilizes a FIDS system that has real time updates during scheduled flight operations
iFly/ Internet	http://www.ifly.com/flight-tracker
Delta	Contact local agent at 406-327-1165
American	Contact local agent at 406-549-8313
Alaska/Horizon	Contact local agent at 406-542-5097
Allegiant	Contact local agent at 702-830-5890
Sun Country	Contact local agent at 406-303-3400
Frontier	Contact local agent at 406-549-8313
United	Contact local agent at 406-327-1165
Salt Lake Center (ATCT)	Contact on duty Air Traffic Controller at 801-320-2561
Spokane Approach (ATCT)	Contact on duty Air Traffic Controller at 509-363-6910
Missoula (ATCT)	Contact on duty Air Traffic Controller at 406-549-2979
CBP	Contact on duty personnel at 406-453-7631

2.5 Trigger Events and Communications Plans

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

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

The Trigger Events and Communication Plans table describes shared information, including aircraft delay tracking performed by airlines, the FAA, Missoula Montana Airport operations, and diversion airports.

Sample Communication Plan	
Establish talking points: Prepare for the following questions/data requests that are commonly asked, such as: • What is the impact on the airport? • What are the impacts on our customers? • What is the estimated length of time before operations return to normal? • What actions are we taking now? • Is there any system or technology issue arising? • Is the airport closed? YES or NO • Is the airfield closed?	**Websites**: Prepare to use websites during IROPS events to communicate both internally and externally. • Internal website: – Establish what needs to happen and who will do it – Status board: Display ongoing updates from airport operations center • External website: – Meet with the airport's IT organization to keep flight information display system (FIDS) and paging systems updated during IROPS events – Establish communication links and interfaces

Trigger Events and Communications Plans					
Organization	**Trigger Event**	**Responsible Party**	**Target Group(s)**	**Communication Method(s)**	**Comments**

2.6 Support for Passengers

The key goal of the Missoula Montana Airport IROPS plan is to ensure focus on coordinated support of passengers and other customers during an IROPS event. Three areas of coordination recognize U.S. Congressional concerns for the provision of:

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

The Support for Passengers table describes passenger coordinated support for passengers at airports while they are on board aircraft, during their deplaning (especially from remote parking areas), in the terminal, and when they need ground transportation.

Resource Inventory Checklist	
Inventory Item	**Owner**
• Aircraft parking locations	• Airport Operations
• Air stairs	• Airport Operations
• Medical transport/facility	• MESI
• Concession facility - food and beverage service	• Airport Restaurant
• Lavatory equipment/facility	• Airlines
• Potable water cart	• Airlines
• Fuel trucks and/or service/facility	• Minuteman/Northstar
• Tow tugs and baggage carts	• Airlines
• Pushback tug/tractor	• Airlines
• Towbars	• Airlines
• Communication equipment/facility access	• Airlines
• Recovery equipment/service	• Airlines
• Aircraft hangers	• Minuteman/Northstar
• Portable power supply	• Airlines
• Portable A/C systems	• Airlines
• Customer assistance personnel	• AirportOps./ Airlines

2.7 Tracking Inventory

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

Descriptions of understandings of planned coordination related to sharing of resources are listed in Section 2.1 – Reviewing Existing IROPS Response Plans. The Tracking Resource Inventory table describes specific categories of resources that have been identified as being available for shared use.

Sample Equipment List	American	Allegiant	Alaska	Delta	Sun Country	United	MCAA	FBO
737 Tow Bar 600-900	x			x	x	x		
757 TB								
A319/320 TB		x		x				
AIRBUS TB	x			x				
A320 TB	x	x		x				
MD80/90 TB		x					x	
CRJ200 TB				x		x		
CRJ700/900 TB				x		x		
E145 and 175 TB				x			x	

Q-400 TB								
Universal TB								x
737 Pushup stairs							x	
737 Air stairs	x						x	
757 Cabin access stairs								
757 Passenger stairs non-motorized							x	
A320 Diesel powered air stairs								
A320 Pushup stairs	x	x					x	
MD80 Galley access stairs	x	x					x	
Air start				x		x		
Air Start Wide Body Capable				x				
Ground Power Unit (GPU)	x	x	x			x	x	
Bottle air start								
Lavatory service cart	x	x	x	x		x	x	x
Lavatory service truck, wide body capable								
Potable water cart	x	x		x		x	x	
Cabin service lift truck wide body								
Pushback tractor, wide body capable	x	x		x			x	
Pushback tug	x	x		x		x	x	x
Frequency Converter	x	x					x	
Jet Bridges with PCA	x	x					x	

2.8 Skills Availability

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

Descriptions of understandings of planned coordination related to sharing of skilled staff are listed in Section 2.1 – Reviewing Existing IROPS Response Plans. The Skills Availability table describes specific categories of skilled personnel which have been identified as being available for shared use.

Skills Availability		
Organization	**Skill**	**Description**
MCAA	Mechanic	Airport mechanics are cross trained to work on ground support equipment for the airlines.
All Airlines	Ground Handling	All airline employees are trained to handle ground handling procedures and can be called upon to assist other air carriers
FBO's	Ground Handling	Both Minuteman aviation and Northstar have personnel at the airport 24 hours a day that can be called upon to help out with ground handling procedures for the airlines
All Airlines	Deicing	All airline employees have been trained to de-ice aircraft and can be used to help de-ice other airline aircraft.
Airlines	GSC	We have two GSC's that can be called upon to help out with diversions. Andrew Bailey (Allegiant) and Heather Matson(Delta)

CHAPTER 3 – ESTABLISH PROCEDURES TO COOPERATE

The following sections document the establishment of operating procedures with service providers (e.g., airlines, FAA, CBP, TSA, concessions, ground transportation) for use during IROPS events.

3.1 Cooperation Procedures

There is a group of service providers that are typically found at airports that are vital in local IROPS planning efforts. Coordination with these entities (identified in the following sections) is critical to establish procedures that will be followed during an IROPS event.

Factors That Influence Diversion Decisions	
Factor at Receiving Airport	**Organization Monitoring and Reporting**
• Navigation equipment status • Aircraft parking status • Gate availability status • Customs capacity status • Refueling status • Deicing assets status • Jetway and air stair access status • General ramp operations status • Security status	• Local FAA Tech Ops. • Airport Operations • Airport Operations • Great Falls CBP • Northstar or Minuteman Aviation • Airlines • Airport Operations • Airport Operations or ATCT • Public Safety Department

AIRLINE

Before:

- Notify airport operations. Include:
  - Airline
  - Approximate arrival time
  - Approximate departure time – if available
  - Reason for potential diversion
  - Intentions (examples: gas and go, extended delay, or unknown)
  - Potential services needed
  - Number of passengers on board

During:

- Communicate plane's intentions to airport operations.
- Confirm airport operations and ensure that the duty manager will assist with communication.
- If necessary, ask for assistance. Determine who will coordinate passenger accommodations, including:
  - Food
  - Transportation
  - Lodging
  - Security
  - Special Needs
- Communicate status to necessary service providers at least every 30 minutes.

After:

- Supervisor – obtain feedback from employees about what went well, what did not, and what changes could be made.
- Manager and supervisor join post-diversion conference call with airport.

Airport Manager

Before:

- Create a 24/7 email contact/distribution list of major airport stakeholders in your region, including diversion airports, to communicate status and track diverted flights. For hubs and large airports, establish a conference call with key stakeholders 24 to 48 hours prior to severe weather forecasts to facilitate communications and coordination (i.e., National Weather Service, FAA, airlines, CBP, TSA, and airport departments).
- When notified by airline of a diversion, communicate to airlines that airport operations will be the point of contact during the event.
- Determine whether this is a regular diversion (airline and aircraft that are regularly serviced at airport).
  - If regular aircraft/airlines, determine and communicate equipment available to help service (see attached sample equipment list)
  - If airline has no representation at airport, determine potential services needed and communicate what equipment/options are available to service particular aircraft (see included sample equipment list)
- International diversions: Have a plan in place ahead of time with CBP to handle and/or offload passengers from international diversions, especially if there are no CBP officers or facilities present at an airport. At a minimum, coordinate with the regional CBP official and local law enforcement to share important CBP contact information, such as 24/7 phone numbers.

During:

- When notified of a possible diversion, contact the applicable airline to determine the potential length of the delay.

- Record in diversion contact log:
  - Date/time
  - Air carrier name and contact information
  - Flight number
  - Aircraft type and tail number
  - Passenger count
  - Arriving from/original route
  - Parking location
  - Reason for diversion
  - ETA/ETD
  - Jet bridge use and departing flight number
  - Crew time left (international flights only)
  - Services needed
- Determine gate needs (coordinate a gate from which to deplane if delay exceeds 3 hours for domestic flights and 4 hours for international flights), whether airline will accommodate aircraft at their regularly assigned gate(s), and can or will they accommodate other airlines. Gate options must take into consideration:
  - Aircraft type/size
  - Access to restroom facilities and restroom service needs
  - Access to vending machines
  - Access to drinking fountains
  - Food and beverage services through tenant restaurant vendor
  - Ability to restrict international passengers from mixing with domestic passengers*
  - Airline support to contain passengers isolated from domestic passengers*
  - No CBP processing available for international flights*

    *international flights only
- If no gates are available:
  - Coordinate with airlines and ATC services to direct aircraft to park at alternate parking location, escort marshaling/ground handling crew as necessary
  - Coordinate with airline or ground handlers to provide access to aircraft for air stairs, refueling, lavatory services, ground power units (GPUs), and other ground service equipment (GSE)

  - Coordinate deplaning of passengers via air stairs and buses or via loading bridge at terminal when delay exceeds 3 hours (4 hours for international flights) and/or when airline requests access to terminal
- If the aircraft delay is a departure and the passengers are deplaned at the terminal:
  - Screening for passengers who leave the concourses must be provided or passengers must remain in the sterile area and food, beverage, and restroom facilities must be provided until the passengers are reboarded for departure
- If the projected time at the gate is after the time that screening is closed:
  - Coordinate passenger screening operations to remain open or coordinate with the PSO to provide staffing of the checkpoint to prevent re-entry of unscreened passengers
- Coordinate provisions with the airport's concessions.
- Ensure that PSO is available to assist with disruptive passenger(s).
- Maintain contact with the airline representative to determine if the flight may be cancelled and, if so, the airline's intentions concerning its passengers.
- For international flights:
  - Coordinate with CBP port director for any concerns for passenger boarding/containment
  - Arrange for PSO to monitor passengers to prevent mixing with domestic passengers (must be local airline employee or air crew members when no local representative is available)
  - Establish visual or physical perimeter stanchions, seating, and so forth to contain passengers (perimeter should allow restroom access without escort)
- Communicate status to necessary service providers at least every 30 minutes.

After:

- Initiate conference call:
  - Obtain feedback on what went well, what didn't go well, and any changes that need to be made
- Type up notes from conference call – disseminate to all entities as lessons learned/action items.
- Check that the following entities attended conference call:
  - Airlines
  - FAA
  - TSA
  - CBP
  - PSO
  - Public safety
  - Concessions

- Car rental
- Parking
- Military (if on-site)
- FBO

PUBLIC SAFETY DEPARTMENT

Before (if notified prior to aircraft landing):

- Notify airport Public Safety officer on duty. (406-541-3100)
- Fill out diversion contact log.
- If warranted, notify additional personnel or entities such as concessions, FBO, and the like.
- For extended delays at the airport, determine the resources to accommodate the situation and call up resources as appropriate.

During

Notify:

- Federal security director (FSD)
- Concessions, if services are needed
- CBP (if international flight, need 24/7 contact information)
- Communicate with airlines frequently during event (at least every half hour).
- Remind airlines of available assistance, including:
  - Additional resources (If aircraft cannot taxi from its location, coordinate to use local FBOs and/or aircraft recovery service to have aircraft removed.)
  - Ability to contact resources for airlines if requested
  - Use of social media to inform passengers
  - Providing of flight information display systems (FIDS) updates
- Obtain additional information about aircraft:
  - Tail number
  - Time landed
  - Any other pertinent information
  - Fill out diversion contact log
- Inform airlines of public safety assistance available.
- Communicate status to necessary service providers at least every 30 minutes.

After:

- Obtain feedback from officers regarding what went well, what didn't, and any changes that need to be made (similar to post-incident discussion).
- Join the post diversion conference call and provide input.

Communicate status to necessary service providers at least every 30 minutes.

Ascertain who is making the decisions about the status of an aircraft regarding loading and unloading of passengers, bags, and cargo. This is especially important if an airline is not represented at an airport; airport staff should find out from the flight crew some of the system operations centers (SOCs) or headquarters phone numbers so that they can contact someone in a position to make a decision at critical times (such as when the 3- and 4-hour rule is reached). This should be done as soon as the aircraft is grounded and parked.

3.1.1 Airlines

It is recognized that the DOT has issued a rulemaking that requires airlines to adopt tarmac delay contingency plans and coordinate them with both scheduled airports they serve and their diversion airports. The Establish Procedures with Airlines table describes airline procedures specific to IROPS events for each airline operating out of the airport. Appendix B contains copies of specific airline procedures and tarmac delay contingency plans on file.

Procedures with Airlines	
Organization	**Local Agreements**
Allegiant- Andrew Bailey (406-370-6807)	Notify the CBP of any diverted international flights that are landing at the airport, regardless of the reason. International passengers will not be deplaned until adequate holding facilities have been coordinated with airport personnel.
Alaska/Horizon- Anna Brock (406-542-5097)	Ensure all decisions regarding deplaning and segregation of international passengers are made in concert with CBP personnel.
Delta - Kelly Morrison (406-303-3930)	Notify the TSA Coordination Center at least two hours prior to reboarding when passengers have deplaned at the airport. Manual screening requires additional time needed for screening/reboarding.
Frontier-Andrew Bailey (406-370-6807)	Notify the CBP of any diverted international flights that are landing at the airport, regardless of the reason. International passengers will not be deplaned until adequate holding facilities have been coordinated with airport personnel.
United – Kelly Morrison (406-303-3930)	Maintain an accurate passenger manifest at all times and present it to CBP personnel for immigration or accountability purposes.
American – Andrew Bailey (406-370-6807)	Coordinate any passenger needs (e.g., food, water, medicine, child care, health and hygiene) with CBP and all appropriate organizations as soon as possible. Comfort, health, and customer service needs must be proactively met.

Procedures with Airlines	
Organization	**Local Agreements**
Sun Country – Andrew Bailey (406-370-6807)	For situational awareness and ramp flow, advise airport operations when expecting the arrival of any diverted aircraft.
	Coordinate with ATC services, by way of flight crew communications, on where to direct diverted aircraft for ground handling purposes so as to avoid having a negative impact on the movement of other aircraft.
	Coordinate any passenger needs (e.g., food, water, medicine) with the appropriate organization or airport tenant as soon as possible. If support may be needed from other airport tenants (e.g., TSA, CBP, concessions, car rental agencies), make the call as early as possible, preferably before they close.
	Wherever possible, assist with ground handling support equipment to accommodate other diverted aircraft.
	Ensure that passengers and crew remain with quick-turn or gas and go aircraft.
	Ensure that flight crew communication to airport personnel (e.g., operations, police) pass through local airline supervisory staff. This is a MUST.
	Before deplaning, advise passengers of their circumstances and plan for their care and accommodations. This advisory should come from the crew in coordination with station management. Airport personnel should also be informed.
	Ensure that deplaning passengers understand that they may remove their carry-on luggage, blankets, and pillows if they will later return and subsequently depart on the same aircraft.
	Communicate that passengers may be deplaned into the concourse in accordance with airline policies. It is critical that the airline advise passengers that if they leave the sterile area they will not be allowed to re-enter. Passenger and baggage screening services are unavailable when the TSA checkpoint is closed.

3.1.2 FAA

It is recognized that FAA has issued directives to air traffic personnel pertaining to aircraft making tarmac delay requests related to United States DOT's 14 CFR Part 359 *Enhanced Protection for Airline Passengers*. The FAA has also established procedures allowing airports access to aircraft flight status. The Establish Procedures with FAA table describes Missoula Montana Airport FAA actions specific to IROPS events. Appendix B contains copies of specific procedures with the FAA.

Procedures with FAA	
Organization	**Local Agreements**
FAA Flight Service	Contact FAA flight service with irregular events
FAA AFS	Contact FAA AFS for navigation aid issues

3.1.3 CBP

It is recognized that CBP has issued guidance to directors of field operations concerning passengers on diversion flights, including those into airports not normally staffed by CBP.

Procedures with CBP		
Organization	**Contact Name**	**Local Agreements**
Great Falls	Ross Lyle/ (406)-453-7631	Authorize any aircraft servicing or crew movement on international flights. This authorization can be given in advance by CBP personnel via telephone if servicing/crew preflight inspection is critical and a CBP officer has not yet arrived at the diverted aircraft.
Butte	(406) 257-7034	Coordinate international diversion deplaning with airport personnel. Passengers will be deplaned and moved directly to the designated area. That location will be determined by the number of passengers on the diverted aircraft and available faculties. Every effort will be made to keep passengers segregated in the concourse for security, comfort, and rapid reboarding.
Helena	(406) 257-7034	Ensure that security for the segregation of passengers and crew will be a coordinated effort by the CBP, TSA, and airport personnel.
Kalispell	Richard Rowley	Ensure that due to personnel, equipment, and regulation issues, clearing passengers for entry into the United States will only be done as a last resort. Every effort will be made to move international passengers to their original destination for clearance purposes.
Bozeman	(406) 388-2114	Ensure that the processing of passengers for entry at the airport port of entry is coordinated with the port of original destination. If authority to clear passengers is granted, they must be processed for entry with all carry-on and checked baggage. A separate clearance area will be set up where both electronic processing and luggage search can be accomplished with the appropriate level of privacy. To do so, TSA requires a minimum of two hours advance notice.

3.1.4 TSA

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

Establish Procedures with TSA		
Organization	**Contact Name**	**Local Agreements**
TSO Manager	Luis Marrero (406-672-4231)	Establish procedures to screen international passengers that have been out of a sterile area prior to reboarding an aircraft whose destination is into a controlled sterile area.
		Consider mutual aid requests. Passenger screening and augmentation to monitor secure/nonsecure areas may be needed in extreme situations.

3.1.5 Concessions

Concessions at Missoula Montana Airport have been requested to agree to provide service during IROPS events, including those resulting in extended passenger (and other customers) stay in the terminal area. Key considerations include agreement to remain open during extended hours and support for special-needs passengers, including new infant supplies.

Establish Procedures with Concessions		
Organization	**Contact Name**	**Local Agreements**
Airport Restaurant	Dan Beard (406-360-9028)	Contact Restaurant manager for any other than normal working hour's food requests and crews will be put together to help accommodate passengers.

3.1.6 Ground Transportation

Ground transportation organizations at Missoula Montana Airport have been requested to agree to provide service during IROPS events, including those resulting in extended passenger (and other customers) stay in the terminal area. Key considerations include agreement to provide service during extended hours and procedures for obtaining additional resources when required.

Establish Procedures with Ground Transportation

Organization	Contact Name	Local Agreements
Hertz (406-549-9511)	On shift employee	Contact car rental agency if passengers request a vehicle
Avis (406-549-4711)	On shift employee	Contact car rental agency if passengers request a vehicle
Budget (406-543-7001)	On shift employee	Contact car rental agency if passengers request a vehicle
Enterprise (406-721-2484)	On shift employee	Contact car rental agency if passengers request a vehicle
Airport Shuttle (406-552-8515)	On shift employee	Contact Airport Shuttle if passengers request a taxi
Beach Transportation (406-549-6121)	On shift employee	Contact bus company if busses are needed for transportation
Rimrock Trailways (406-549-2339)	On shift employee	Contact bus company if busses are needed for transportation

3.2 Other Providers to Consider

Above and beyond the service providers identified in the previous section, several other entities should be coordinated with, as appropriate to Missoula Montana Airport. The list below highlights some of these service providers that should be considered when establishing procedures to follow during IROPS events.

- ¬ Alternate transportation providers (mass transit, bussing companies, off-site rental car agencies)
- ¬ Overnight accommodations (nearby hotels*)
- ¬ Military installations (if joint-use)
- ¬ FBOs
- ¬ Refuelers
- ¬ Off-site restaurants
- ¬ Emergency response (PSO, Fire, EMT)
- ¬ Red Cross
- ¬ FEMA
- ¬ Special needs service providers (wheelchairs, oxygen, etc.)

CHAPTER 4 – REVIEW, UPDATE, AND TRAINING

The Missoula Montana Airport IROPS Plan should be updated periodically throughout the year with improved practices, procedures, and coordinated response. In order for this to happen, the IROPS Contingency Response Committee should host coordination workshops and training at least a couple times annually.

4.1 IROPS Coordination Workshops

Periodic IROPS coordination workshops are held at Missoula Montana Airport providing a common format and venue for periodic review and confirmation/update of local IROPS plans. The Missoula Montana Airport will determine the frequency and specific agenda for these meetings, as appropriate.

Workshop Goals and Objectives

1. *Identify hot button issues and insights from previous IROPS events*
2. *Review status and examples of airline and airport response to the United States DOT's rules on enhancing airline passenger protections (14 CFR Part 259 Enhanced Protections for Airline Passengers)*
3. *Discuss operational challenges associated with IROPS/extended delays:*
    i. Communication and early notification
    ii. Shared situational awareness
    iii. Tracking diverted aircraft (flow of information)
4. *Update airline station managers on the airport's IROPS plans*
5. *Share relevant regional experiences and IROPS planning activities*
6. *Review IROPS best practices*
7. *Strategize for mutual assistance and coordination during the forthcoming fall/winter and/or spring/summer season*

Part One

1. *Update airport staff on local and national IROPS response information*

    Review recent IROPS events at the airport, including lengthy tarmac delays. This information will summarize the current state of readiness to successfully minimize the effects of lengthy tarmac delays within a more global summary of related passenger service activities based on experiences in the United States. Current pending passengers' rights legislation and DOT requirements pertaining to IROPS events, including extended tarmac delays, should also be reviewed. This review serves to

provide a better understanding of the purpose of the airport's overall IROPS planning process and related activities to date.

2. *Describe approach during an IROPS event/lengthy tarmac delay*

Review key steps necessary for dealing with an irregular operations event, as well as best practice joint actions that have been developed by airports in the United States that have been successfully implemented to mitigate the effects of IROPS events/lengthy tarmac delays on passengers.

Part Two

1. *Identify hot buttons and insights from a recent IROPS event/lengthy tarmac delay*

In breakout sessions, first focus the group on recent local IROPS events/lengthy delays where individuals will have the opportunity to describe what happened from their own perspectives and begin to identify "where your IROPS plan affects my plan." The discussion opens the dialogue for improved coordination, collaboration, and communication between all aviation service organizations.

Part Three

1. *Strategize mutual assistance and coordination during the forthcoming season*

In a group discussion, request that all aviation service organizations discuss/vocalize what mutual assistance looks like from their perspective. The group should be challenged to use tools from *ACRP Report 65* to describe how to improve local response to IROPS events.

2. *Discuss specific operational challenges associated with customer service during IROPS events, including extended delays:*

- Communication and mutual assistance
- Ground handling equipment
- Gate and hard stand availability
- Tracking diversion aircraft (flow of information)
- Unforeseen operational activities – system implications
- Technology enablers

Describe how recommendations from the workshop will be incorporated into the IROPS plan.

IROPS Coordination Workshop		
Date	**Workshop Name**	**Description**

4.2 IROPS Coordinated Frontline Training

Periodic coordinated frontline training for IROPS response is held at Missoula Montana Airport. In addition to emphasis on actions requiring coordination of two or more organizations, this training provides an opportunity to test new policies, practices, and procedures. During the annual or biannual security badging process at Missoula Montana Airport, IROPS training and/or procedure updates have been reviewed with appropriate airport departments.

IROPS Coordinated Frontline Training	
IROPS Training Activity	**Description**

CHAPTER 5 – CONSOLIDATED COOPERATION ACTIONS DURING AN EVENT

The joint actions occurring during an IROPS event are described in the following diagram. The Missoula Montana Airport IROPS Contingency Response Committee ensures the capability for coordinating shared aircraft status information. Notification of relevant aspects of aircraft status are provided to appropriate aviation service provider organizations during an IROPS event by the Missoula Montana Airport communication center or point of contact, as appropriate.

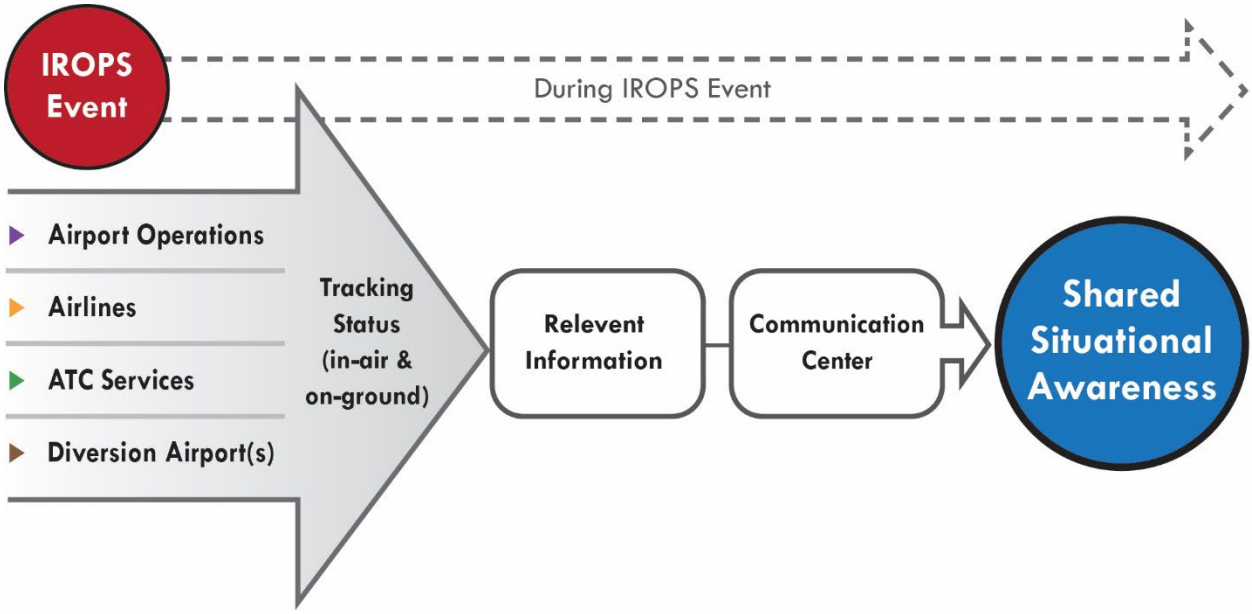


Figure 1. Joint Actions during an IROPS Event.

5.1 Monitoring IROPS Event Indicators

While some IROPS events are unpredictable (such as power outages, security breaches), many can be handled successfully if service providers are actively anticipating an event. Certain actions taken by service providers on a constant basis can position them well to handle an IROPS event should one occur. Some examples of these actions include tracking aircraft status and tracking weather patterns. Each of these is discussed in more detail in the following sections.

AIRPORT
Communication ☐ Media and communication plan activated **Terminal** ☐ Capacity provided for large number of passengers ☐ Rest areas provided/blankets ☐ Lavatory service **Parking/Ground Transportation** ☐ Ground transportation plan activated **Passenger Essential Provisions** ☐ Food / hydration (concessions plan activated) ☐ Retail (concessions plan activated) ☐ Lodging (hotels notified) **Additional Staffing** ☐ Employee transportation ☐ Supplement staffing ☐ Assistance desk ☐ Special services ☐ Medical response ☐ Tracking aircraft ☐ Coordination with relief organizations **Equipment** ☐ Gate sharing ☐ Hard stands

AIRLINES
Deplaning ☐ Onward transportation ☐ Coordination with airport operations ☐ Ground support equipment (e.g., gates, hardstands, tugs, towbars, AC) requested **Passenger Care** ☐ Lodging ☐ Baggage ☐ Compensation ☐ Information/communication ☐ Food/hydration ☐ Cleanliness ☐ Special services
GOVERNMENT AGENCIES
ATC Services ☐ Priority treatment for delayed flights if requested by the aircraft operator or a designee (pilots, dispatchers, etc.)
CBP ☐ Activate plan for after-hour capabilities ☐ Creation of ad hoc sterile areas via memorandum of understanding (MOU) activation
TSA ☐ Creating of ad-hoc sterile areas via MOU activation ☐ Escort plans activated ☐ Re-ticketing plan activated
CDC ☐ Plan activation for international flights subject to quarantine ☐ Plan activation for diversion airports in the system
FBO ☐ FBO support equipment provided

5.1.1 Aircraft Status

Aircraft status in the air and on the ground is tracked by both airlines and the FAA to provide accurate, complete, and timely information in regard to expected flight delays and developing local situations. The Aircraft Status table describes Missoula Montana Airport procedure checklists for tracking aircraft during IROPS events.

Aircraft Status	
Organization	**Aircraft Status Actions**

5.1.2 Tracking Weather

Weather patterns are tracked by the airport, airlines, and the FAA to predict potential impacts to aircraft operations and to carry out alternate operating procedures (such as diverting flights to alternate airports) to maintain the safety of the crew and passengers as well as operations staff out on the airfield. The Tracking Weather table outlines the roles and responsibilities of airport, airline, and FAA staff in tracking weather.

Weather Checklist

Before:

- Contact your local NWS office Meteorologist-in-Charge or Warning Coordination Meteorologist (public telephone number lists follow)
- Discuss best method/number for contacting the office
- Discuss critical thresholds for your operations
    - Threshold for planning 2 - 5 days ahead of time, for example
        - Significant snow/ice
        - Significant winds
        - Significant thunderstorm outbreak
    - Thresholds for real-time decisions, for example
        - Onset of snow/icing
        - Amount of snow/ice/rain
        - Onset of significant winds
        - Onset of thunderstorms
- Determine best method of communicating weather information for strategic planning
- Routinely exercise this process to ensure smooth operations during an event

During:

- Contact local NWS office for updated information on weather events and impact
- Receive information from NWS office from predetermined sources

After:

- Provide feedback to NWS office on content and flow of weather information
- Review event for improvements in the process

NWS Office and Phone Number	
Alabama	
Birmingham	(205) 664-3010
Huntsville	(256) 890-8503
Mobile	(251) 633-6443
Alaska	
Anchorage	(907) 266-5105
Fairbanks	(907) 458-3700
Juneau	(907) 790-6800
Arkansas	
Little Rock	(501) 834-0308
Arizona	
Flagstaff	(928) 556-9161
Phoenix	(602) 275-0073
Tucson	(520) 670-6526
California	
Eureka	(707) 443-6484
Los Angeles	(805) 988-6610
Sacramento	(916) 979-3051
San Diego	(858) 675-8700
San Francisco Bay Area	(831) 656-1725
San Joaquin Valley	(559) 584-3752
Colorado	
Denver/Boulder	(303) 494-4221
Grand Junction	(970) 243-7007
Pueblo	(719) 948-9429
Florida	
Jacksonville	(904) 741-4370
Key West	(305) 295-1316
Melbourne	(321) 255-0212
Miami	(305) 229-4522
Tallahassee	(850) 942-8833
Tampa Bay Area	(813) 645-2323
Georgia	
Atlanta	(770) 486-1133
Hawaii	
Honolulu	(808) 973-5286

NWS Office and Phone Number	
Idaho	
Boise	(208) 334-9860
Pocatello/Idaho Falls	(208) 232-9306
Illinois	
Central Illinois	(217) 732-3089
Chicago	(815) 834-1435
Indiana	
Indianapolis	(317) 856-0360
Northern Indiana	(574) 834-1104
Iowa	
Des Moines	(515) 270-2614
Quad Cities	(563) 386-3976
Kansas	
Dodge City	(620) 225-6514
Goodland	(785) 899-7119
Topeka	(785) 234-2592
Wichita	(316) 942-3102
Kentucky	
Jackson	(606) 666-8000
Louisville	(502) 969-8842
Paducah	(270) 744-6440
Louisiana	
Lake Charles	(337) 477-5285
New Orleans/Baton Rouge	(504) 522-7330
Shreveport	(318) 631-3669
Maine	
Caribou	(207) 492-0170
Portland	(207) 688-3216
Maryland	
Baltimore/Washington, D.C.	(703) 996-2200
Massachusetts	
Boston	(508) 828-2672

NWS Office and Phone Number	
Michigan	
Detroit	(248) 620-9804
Grand Rapids	(616) 949-0643
Marquette	(906) 475-5212
North Central Lower Michigan	(989) 731-3384
Minnesota	
Duluth	(218) 729-6697
Minneapolis	(952) 361-6670
Mississippi	
Jackson	(601) 936-2189
Missouri	
Kansas City/Pleasant Hill	(816) 540-6021
Springfield	(417) 863-8028
St. Louis	(636) 441-8467
Montana	
Billings	(406) 652-0851
Glasgow	(406) 228-4042
Great Falls	(406) 453-2081
Missoula	(406) 329-4840
Nebraska	
Hastings	(402) 462-4287
North Platte	(308) 532-4936
Omaha	(402) 359-5166
Nevada	
Elko	(775) 778-6716
Las Vegas	(702) 263-9744
Reno	(775) 673-8100
New Jersey	
Philadelphia/Mt Holly	(609) 261-6600
New Mexico	
Albuquerque	(505) 243-0702
New York	
Albany	(518) 435-9580
Binghamton	(607) 729-1597
Buffalo	(716) 565-0204
New York City	(631) 924-0517

NWS Office and Phone Number	
North Carolina	
Newport/Morehead City	(252) 223-5737
Raleigh/Durham	(919) 515-8209
Wilmington	(910) 762-4289
North Dakota	
Bismarck	(701) 250-4224
Eastern North Dakota	(701) 772-0720
Ohio	
Cincinnati	(937) 383-0031
Cleveland	(216) 265-2370
Oklahoma	
Oklahoma City	(405) 325-3816
Tulsa	(918) 838-7838
Oregon	
Medford	(541) 773-1067
Pendleton	(541) 276-7832
Portland	(503) 261-9246
Pennsylvania	
Central Pennsylvania	(814) 231-2408
Philadelphia/Mt Holly	(609) 261-6600
Pittsburgh	(412) 262-1591
Puerto Rico	
San Juan	(787) 253-4586
South Carolina	
Charleston	(843) 744-0303
Columbia	(803) 822-8135
Greenville/Spartanburg	(864) 848-3859
South Dakota	
Aberdeen	(605) 225-0519
Rapid City	(605) 341-9271
Sioux Falls	(605) 330-4247
Tennessee	
Knoxville/Tri-Cities	(423) 586-3771
Memphis	(901) 544-0399
Nashville	(615) 754-8500

NWS Office and Phone Number	
Texas	
Amarillo	(806) 335-1121
Austin/San Antonio	(830) 606-3617
Brownsville	(956) 504-1432
Corpus Christi	(361) 289-0959
Dallas/Fort Worth	(817) 429-2631
El Paso	(575) 589-4088
Houston/Galveston	(281) 337-5074
Lubbock	(806) 745-4260
Midland/Odessa	(432) 563-5901
San Angelo	(325) 944-9445
Utah	
Salt Lake City	(801) 524-5133
Vermont	
Burlington	(802) 862-2475
Virginia	
Baltimore/Washington, D.C.	(703) 996-2200
Roanoke	(540) 552-0084
Wakefield	(757) 899-4200
Washington	
Seattle/Tacoma	(206) 526-6087
Spokane	509) 244-0110
West Virginia	
Charleston	(304) 746-0180
Wisconsin	
Green Bay	(920) 494-2363
La Crosse	(608) 784-7294
Milwaukee	(262) 965-2074
Wyoming	
Cheyenne	(307) 772-2468
Riverton	(307) 857-3898

Tracking Weather Patterns		
Organization	**Contact Name**	**Weather Tracking/Communicating Responsibilities**
National Weather Service	Jeff Kitsmiller (406-329-4840)	Updates airport Public Safety Officers when a weather event is going to begin and as it is occurring.

5.2 Executing IROPS Plans and Procedures

In Section 3.1 of this plan, procedures were established with service providers, including concessions, ground transportation, the FAA, CBP, and TSA. This section provides specific procedures that are to be executed at the time of an IROPS event. The following paragraphs outline procedures for each of the service providers.

Airport Operations Department
Offer and render assistance as available to air carriers and tenants.
Assist in selecting a parking location for the aircraft. Ground handlers are responsible for parking aircraft because airport operations personnel will not perform this function.
Ensure diverted aircraft do not obstruct loading gates for scheduled incoming flights or trap parked aircraft already at a gate or hardstand. It is preferable that all carriers coordinate parking early to ensure orderly flow.
Advice responsible ground handlers if parked aircraft must be moved.
Assist with vehicle inspections and movement of personnel, vehicles, and equipment in and out of the airport operations area or the security identification display area (SIDA) to unload, load, and service diverted company equipment parked in the SIDA, or on cargo aprons, tenant ramps, or closed taxiways.
Evaluate all actions from a customer service standpoint.
If passengers must be deplaned to meet DOT requirements, coordinate response and necessary holding areas with airline, airport public safety, TSA, and CBP personnel.
Coordinate with PSO, CBP, TSA, and airline supervisors all planned holding areas to segregate passengers (PAX) if they are deplaned.
Ensure that holding area(s) have operable lavatories and otherwise meet DOT requirements.
Ensure that the storm is monitored real-time and communicate updates to all agencies at least every 30 minutes.
Other.
Airport Public Safety Department
Provide security for containment of international passengers in the sterile area as necessary.
If any non-sterile area is used for holding international PAX, assist in providing security for PAX.
If necessary, request mutual aid support. As necessary, contact other airport departments or airport tenant businesses directly for assistance.
Provide space as needed to segregate passengers.
Augment security efforts as needed.
In addition to normal fire responsibilities, provide emergency first aid to passengers as necessary.
If necessary, request mutual aid.
Other.
Airport Marketing and Community Relations Department
Coordinate with national/international news media and all involved parties to ensure proper release of public information as necessary.
Other.
Airlines
Notify the CBP of any diverted international flights that are landing at the airport, regardless of the reason. International passengers will not be deplaned until adequate holding facilities have been coordinated with airport

personnel.
Ensure all decisions regarding deplaning and segregation of international passengers are made in concert with CBP personnel.
Notify the TSA Coordination Center at least two hours prior to reboarding when passengers have deplaned at the airport. Manual screening requires additional time needed for screening/reboarding.
Maintain an accurate passenger manifest at all times and present it to CBP personnel for immigration or accountability purposes.
Coordinate any passenger needs (e.g., food, water, medicine, childcare, health, and hygiene) with CBP and all appropriate organizations as soon as possible. Comfort, health, and customer service needs must be proactively met.
For situational awareness and ramp flow, advise airport operations when expecting the arrival of any diverted aircraft.
Coordinate with ATC services, by way of flight crew communications, on where to direct diverted aircraft for ground handling purposes so as to avoid having a negative impact on the movement of other aircraft.
Coordinate any passenger needs (e.g., food, water, medicine) with the appropriate organization or airport tenant as soon as possible. If support may be needed from other airport tenants (e.g., TSA, CBP, concessions, car rental agencies), make the call as early as possible, preferably before they close.
Wherever possible, assist with ground handling support equipment to accommodate other diverted aircraft.
Ensure that passengers and crew remain with quick-turn or gas and go aircraft.
Ensure that flight crew communication to airport personnel (e.g., operations, police) pass through local airline supervisory staff. This is a MUST.
Before deplaning, advise passengers of their circumstances and plan for their care and accommodations. This advisory should come from the crew in coordination with station management. Airport personnel should also be informed.
Ensure that deplaning passengers understand that they may remove their carry-on luggage, blankets, and pillows if they will later return and subsequently depart on the same aircraft.
Communicate that passengers may be deplaned into the concourse in accordance with airline policies. It is critical that the airline advise passengers that if they leave the sterile area they will not be allowed to re-enter. Passenger and baggage screening services are unavailable when the TSA checkpoint is closed.
Ensure that flight crews remain with passengers until alternate provisions are made. They will serve as the customer service representative to and advocate for their customers.
Ensure ground handling and parking of aircraft and of those of airlines with which airlines have ground handling agreements.
Make the necessary arrangements if passenger transportation is needed from a remote parking location to the concourse or terminal. Vehicles must be operated by properly qualified driver/escorts when accessing any movement area, non-movement area, or the SIDA.
Implement corporate aircraft diversion plan.
Other.
GOVERNMENT AGENCIES
TSA
Establish procedures to screen international passengers that have been out of a sterile area prior to reboarding an aircraft whose destination is into a controlled sterile area.
Consider mutual aid requests. Passenger screening and augmentation to monitor secure/nonsecure areas may be needed in extreme situations.
Other.

ATC Services
Establish aircraft ground control procedures to quickly, and safely park aircraft for unloading.
Maintain open lines of communication with airlines and ground handlers operating at the airport.
Other.
CBP
Authorize any aircraft servicing or crew movement on international flights. This authorization can be given in advance by CBP personnel via telephone if servicing/crew preflight inspection is critical and a CBP officer has not yet arrived at the diverted aircraft.
Coordinate international diversion deplaning with airport personnel. Passengers will be deplaned and moved directly to the designated area. That location will be determined by the number of passengers on the diverted aircraft and available faculties. Every effort will be made to keep passengers segregated in the concourse for security, comfort, and rapid reboarding.
Ensure that security for the segregation of passengers and crew will be a coordinated effort by the CBP, TSA, and airport personnel.
Ensure that due to personnel, equipment, and regulation issues, clearing passengers for entry into the United States will only be done as a last resort. Every effort will be made to move international passengers to their original destination for clearance purposes.
Ensure that the processing of passengers for entry at the airport port of entry is coordinated with the port of original destination. If authority to clear passengers is granted, they must be processed for entry with all carry-on and checked baggage. A separate clearance area will be set up where both electronic processing and luggage search can be accomplished with the appropriate level of privacy. To do so, TSA requires a minimum of two hours advance notice.
Other.
OTHER TENANTS
Airport Restaurant/Gift Shop, Car Rentals, Travel Agency

Snow Events

Pre-Planning

- Establish manager's responsibilities during snow events.
- Establish "Snow Team" associates who will "ride out the storm" at the airport
- Establish lodging for associates
- Establish transportation for associates
- Establish which key units to keep open to meet the needs of the public and airport personnel
- Establish catering needs for the airport ops center
- Establish levels for products and merchandise to meet the needs of stranded passengers
- Go over and above normal day-to-day business practices

During the Snow Event

- Attend all snow event meetings to stay up to date on the progress of the storm
- Be aware of the approximate time the storm will hit
- Be aware of inclement weather in other cities (It will affect your airport/inventory as well.)
- Place additional orders for food and merchandise
- Reserve rooms at local hotels for staff if needed
- Prepare the schedule for the snow event
- Call management and Snow Team associates into the airport before the inclement weather strikes
- Set up catering in "Snow Event" Emergency Room
- Begin stocking the units
- Be prepared to help passengers with special needs (e.g., warming up baby formula, having diapers on hand, toiletries, personal care needs)
- Stock personal care needs available in every store
- Keep the units well-stocked
- Keep units well-staffed
- Keep in touch with airport authority and airlines
  - Keep airport and airlines informed if anything changes with which locations you have open
  - Keep the airport and airlines informed as to which locations will be open for the duration of the storm
  - Keep the airport and airlines informed as to what you can do to help their stranded passengers

- Keep passengers' and associates' spirits up during the difficult travel time

Debrief after the Storm

- Attend the airport meetings
- Determine if all needs were met or if there are other needs that could be met moving forward
- Hold management meeting with Snow Team
- Get feedback from staff to see if the needs of the traveling public as well as the airport personnel were met
- Get feedback on what ran smoothly and what areas have room for improvement
- Get feedback on food and merchandise needs

Ground Transportation
Once requested, notify driver of where to park, how many passengers will need to be taken to requested location and how long of a wait might be expected

5.2.1 IROPS Communications Plans

Relevant IROPS information, including status and related situational information, is communicated among appropriate Missoula Montana Airport organizations during an IROPS event. The Execute IROPS Communication Plans table describes key elements of Missoula Montana Airport IROPS communications plan

TENANTS / FBO	PHONE NUMBERS	INTER COM	MCAA EMPLOYEE	INTER COM	VOICE MAIL
Aerotronics	406-728-7830		Juniper Davis	AP 10	100
			Nikki Munro	BASE	155
Airport Shuttle	406-552-8515		Briana Brewer	BASE	101
			Kathi Fritz	BASE	101
All Destinations	406-541-8500		Will Parnel	AP 13	102
Allegiant Air	702-505-8888		Jesse Johnson	AP 60	316
Allg fax 541-4867	406-532-8698	145	Brian Ellestad	AP 1	301
American Airlines	406-549-6103		Andrew Bailey	AP 11	145
Avis	406-549-4711		Tim Damrow	AP 2	157
Budget	406-543-7001		Dylan O'Leary	AP 12	301
Conference room	Main level	117	Nate Cole	AP 21	148
Conference room	Lower level	108	**Visitor Info Cntr**	**532-8655**	115
Customs	406-453-7631				
Delta Connection	800-221-1212		**Field/shop/brk rm**		113
Delta	406-532-8672	132	Jared Wiltse	AP 20	
Enterprise	406-721-2484		William Petrini	AP 28	
FAA AFSFax329-3253	406-549-8300		John Dolence	AP 24	
Control Tower	406-549-2979		Jake Sol	AP 22	114
Fax Control Tower	406-549-2927		Cody Christensen	AP 27	
FAA Flight Standards	800-457-9917		Mike Haslett	AP 29	

FAA Flight Service	800-992-7433		Ty Martinsen	AP 25	
Fax Admin	406-549-6103		Anthony Zent	AP 23	
Sun Country Airlines	406-549-6103		Kent Russell	AP 26	
Gate 22		127	**BUILDING**		
Hertz	406-549-9511		Brian Gosling	AP 42	
Frontier Airlines	406-549-6103		Josh Rice	AP 47	
Homestead	406-544-0402		Chance Cauthon	AP 46	
Horizon	800-547-9308	128#	AJ Bemrose	AP 43	116/141
Minuteman	406-728-9363		Yuriy Chinikaylo	AP 48	
Museum of Mt Fly	406-721-3644		Nathan Farnes	AP 40	
National Car	406-543-3131		Domingo Mulet	AP 41	
Neptune	406-542-0606		Map/paging		106/118#
Northstar Air Ex	406-721-8886		**PUBLIC SAFETY**		
NW Gate/Jetway	pod. 259	133#	Justin Shaffer	AP 4	
Northwest Medstar	406-721-1576		Bob Otte	AP 51	
Republic Parking	406-543-2588		Dyhlan Jodsaas	AP 52	
Restaurant	406-549-0212		George Erickson	AP 53	
TSA-Checkpoint	406-329-4305	146#	Guss Geldersma	AP 54	
United Flight Info.	800-241-6522	137#	Kevin Berland	AP 55	
Skywest/United	406-532-8676	136#	Kaedon Cook	AP 50	
United Cargo Info.	800-825-3788		Alex Hiday	AP 56	
USFS Switchboard	406-329-4900		Brad Roe	AP 58	
Vault		124#	Robert Whalen	AP 59	
Washington Corp.	406-728-3190	256#	Evan Eshleman	AP 61	
Washington Gt 11		135#	Chris Newman	AP 62	

Weather Service	406-329-4841		Ryan Devlin	AP 63	
Weather Svc. Rcrd	406-721-3939		Cameron Gillespie	AP 64	
			PSO Terminal Office		103
			Command Center		109/110
FIRE TRUCKS	**Mobile #**				
AP 5	370-2206				
PSO OPS 1	531-7985		**MOBILE #**		**Mobile**
PSO RED 1	406-541-3100		Jesse Johnson		396-0722
PSO RED 2	406-541-3100		Brian Ellestad		203-6208
PSO RED 3	406-541-3100		Justin Shaffer		274-0888
			Public Safety		541-3100
			AJ Bemrose		546-1201
			Nate Cole		370-2206
			Tim Damrow		370-3393
			Jake Sol		532-8654

5.2.2 Passenger Support Plans

Support procedures for passengers and other customers at Missoula Montana Airport during IROPS events include focus while they are on board aircraft, during their deplaning, in the terminal, and when they need ground transportation. The Execute Passenger Support Plans table describes procedures at Missoula Montana Airport for support during an IROPS event.

Passenger Support		
Passenger Location	**Service Provider**	**Description**

5.2.3 Procedures with Airlines

Airlines operating out of Missoula Montana Airport have implemented procedures pertaining to the DOT "3-Hour Rule" and "4-Hour Rule" relating to IROPS event response. The Execute IROPS Procedures with Airlines table describes the actions to be taken during IROPS events.

Execute IROPS Procedures with Airlines	
Organization **(24/7 Contact #)**	**Local agreement(s)**
Alleginat- Andrew Bailey (406-370-6807)	Notify the CBP of any diverted international flights that are landing at the airport, regardless of the reason. International passengers will not be deplaned until adequate holding facilities have been coordinated with airport personnel.
Alaska/Horizon- Anna Brock (406-542-5097)	Ensure all decisions regarding deplaning and segregation of international passengers are made in concert with CBP personnel.
Delta – Kelly Morrison (406-303-3930)	Notify the TSA Coordination Center at least two hours prior to reboarding when passengers have deplaned at the airport. Manual screening requires additional time needed for screening/reboarding.
United – Kelly Morrison (406-303-3930)	Maintain an accurate passenger manifest at all times and present it to CBP personnel for immigration or accountability purposes.
American – Andrew Bailey (406-370-6807)	Coordinate any passenger needs (e.g., food, water, medicine, child care, health and hygiene) with CBP and all appropriate organizations as soon as possible. Comfort, health, and customer service needs must be proactively met.
Sun Country – Andrew Bailey (406-370-6807)	For situational awareness and ramp flow, advise airport operations when expecting the arrival of any diverted aircraft.
Frontier – Andrew Bailey (406-370-6807)	Coordinate with ATC services, by way of flight crew communications, on where to direct diverted aircraft for ground handling purposes so as to avoid having a negative impact on the movement of other aircraft.
	Coordinate any passenger needs (e.g., food, water, medicine) with the appropriate organization or airport tenant as soon as possible. If support may be needed from other airport tenants (e.g., TSA, CBP, concessions, car rental agencies), make the call as early as possible, preferably before they close.
	Wherever possible, assist with ground handling support equipment to accommodate other diverted aircraft.
	Ensure that passengers and crew remain with quick-turn or gas and go aircraft.

Execute IROPS Procedures with Airlines	
Organization **(24/7 Contact #)**	**Local agreement(s)**
	Ensure that flight crew communication to airport personnel (e.g., operations, police) pass through local airline supervisory staff. This is a MUST.
	Before deplaning, advise passengers of their circumstances and plan for their care and accommodations. This advisory should come from the crew in coordination with station management. Airport personnel should also be informed.
	Ensure that deplaning passengers understand that they may remove their carry-on luggage, blankets, and pillows if they will later return and subsequently depart on the same aircraft.
	Communicate that passengers may be deplaned into the concourse in accordance with airline policies. It is critical that the airline advise passengers that if they leave the sterile area they will not be allowed to re-enter. Passenger and baggage screening services are unavailable when the TSA checkpoint is closed.
	Ensure that flight crews remain with passengers until alternate provisions are made. They will serve as the customer service representative to and advocate for their customers.
	Ensure ground handling and parking of aircraft and of those of airlines with which airlines have ground handling agreements.
	Make necessary arrangement if passenger transportation is needed from a remote parking location to the concourse or terminal. Vehicles must be operated by properly qualified driver/escorts when accessing any movement area, non-movement area, or the SIDA.
	Implement corporate aircraft diversion plan.

5.2.4 Procedures with FAA

The FAA organization at Missoula Montana Airport has implemented procedures pertaining to tarmac delay requests related to United States DOT's 14 CFR Part 359 *Enhanced Protection for Airline Passengers*. The Execute IROPS Procedures with FAA table describes Missoula Montana Airport FAA actions specific to IROPS events.

Execute IROPS Procedures with FAA	
Organization **(24/7 Contact #)**	**Local agreement(s)**
(1-800-992-7433)	Contact FAA Flight Service if international flight has an emergency landing at MSO

5.2.5 Procedures with CBP

Missoula Montana Airport has implemented procedures with CBP relating to response to IROPS events. The Execute IROPS Procedures with CBP table describes Missoula Montana Airport CBP actions specific to IROPS events.

Execute IROPS Procedures with CBP	
Organization **(24/7 Contact #)**	**Local agreement(s)**
(1-406-453-7631)	Authorize any aircraft servicing or crew movement on international flights. This authorization can be given in advance by CBP personnel via telephone if servicing/crew preflight inspection is critical and a CBP officer has not yet arrived at the diverted aircraft.
	Coordinate international diversion deplaning with airport personnel. Passengers will be deplaned and moved directly to the designated area. That location will be determined by the number of passengers on the diverted aircraft and available faculties. Every effort will be made to keep passengers segregated in the concourse for security, comfort, and rapid reboarding.
	Ensure that security for the segregation of passengers and crew will be a coordinated effort by the CBP, TSA, and airport personnel.

Execute IROPS Procedures with CBP	
Organization **(24/7 Contact #)**	**Local agreement(s)**
	Ensure that due to personnel, equipment, and regulation issues, clearing passengers for entry into the United States will only be done as a last resort. Every effort will be made to move international passengers to their original destination for clearance purposes.
	Ensure that the processing of passengers for entry at the airport port of entry is coordinated with the port of original destination. If authority to clear passengers is granted, they must be processed for entry with all carry-on and checked baggage. A separate clearance area will be set up where both electronic processing and luggage search can be accomplished with the appropriate level of privacy. To do so, TSA requires a minimum of two hours advance notice.

5.2.6 Procedures with TSA

The TSA organization at Missoula Montana Airport has implemented procedures concerning establishing and utilizing secure areas using procedures in the Airport Security Program or Aircraft Operator Standard Security Program.

The Execute IROPS Procedures with TSA table describes Missoula Montana Airport TSA actions specific to IROPS events.

Execute IROPS Procedures with TSA	
Organization **(24/7 Contact #)**	**Local agreement(s)**
Luis Marrero (1-406-672-4231)	Establish procedures to screen international passengers that have been out of a sterile area prior to reboarding an aircraft whose destination is into a controlled sterile area.
	Consider mutual aid requests. Passenger screening and augmentation to monitor secure/nonsecure areas may be needed in extreme situations.

5.2.7 Concessions Procedures

Concessions at Missoula Montana Airport have agreed to provide specific support during IROPS events. The Execute IROPS Concessions Procedures table describes these procedures.

Execute IROPS Procedures for Concessions	
Organization (24/7 Contact #)	**Local agreement(s)**
Dan Beard (406-360-9028)	Contact Restaurant manager for any other than normal working hour's food requests and she will get a crew together to help accommodate passengers.

5.2.8 Ground Transportation Procedures

Ground transportation organizations at Missoula Montana Airport have agreed to provide specific support during IROPS events. The Execute IROPS Ground Transportation Procedures table describes these procedures.

Execute IROPS Procedures for Ground Transportation	
Organization (24/7 Contact #)	**Local agreement(s)**
Hertz (406-549-9511)	Contact car rental agency if passengers request a vehicle
Avis (406-549-4711)	Contact car rental agency if passengers request a vehicle
Budget (406-543-7001)	Contact car rental agency if passengers request a vehicle
Enterprise (406-721-2484)	Contact car rental agency if passengers request a vehicle
Airport Shuttle (406-552-8515)	Contact Airport Shuttle if passengers request a taxi
Beach Transportation (406-549-6121)	Contact bus company if busses are needed for transportation
Rimrock Trailways (406-549-2339)	Contact bus company if busses are needed for transportation

CHAPTER 6 – CAPTURE LESSONS LEARNED AND UPDATING PLANS

Since recovery from an IROPS event is critical to the continual improvement of the Missoula Montana Airport IROPS plan, this chapter is divided into two sections: debrief after an IROPS event and lessons learned. The following tables describe other Montana Airports procedures for these actions, including incorporation of lessons learned into the update of Missoula Montana Airport IROPS Contingency Plan, as appropriate.

6.1 After an IROPS Event

After an IROPS event, it is important to have a timely and comprehensive assessment of the event. The Missoula Montana Airport will coordinate this debriefing meeting and include all aviation service providers as well as the IROPS Contingency Response Committee.

Debriefing IROPS Event	
Organization	**Organization**

Brief description of event **Date_____**

Insert a brief description of event

Causes:

- Local weather
- Diversion(s)
- Aircraft mechanical
- Aircraft crew
- ATC service system
- Other

Impacts

Surge: Potential impact caused by the rate of arrival of aircraft, timing of deplaning passengers, and subsequent movement of passengers through airport.

- Aircraft
- Passengers*

Capacity: Potential impact caused by the total number of aircraft that have arrived at the airport and of the number of passengers located in any particular areas of the airport

- Aircraft
- Passengers*

Off-hours: Potential impact caused by the time of day at which aircraft arrive at airport and the subsequent need to process passengers

- Aircraft
- Passengers*

Extended Stay: Potential impact caused by the duration of stay (often measured in days) that aircraft remain at the airport and that passengers are delayed before resuming their travel

- Aircraft
- Passengers*

*Including animals

6.2 Lessons Learned

As part of the debriefing, it is important to catalog the lessons learned from the individual IROPS events. The Missoula Montana Airport will coordinate these lessons learned and provide them to the aviation service providers as well as the IROPS Contingency Response Committee members.

Lessons Learned	Response Action	Response Party
Terminal • Communication center • Ramp • Gates • Concessions • Ground transportation		
Aircraft • Tarmac • Cockpit communication • Passenger deplanes • Additional service		
IROPS Actions • Communication issues • Procedure modifications • Equipment and resources • Service lapse • Operations and maintenance restock • New capability • Other		

APPENDICES

Appendix A – Compliance Matrix of Missoula Montana Airport IROPS Contingency Plan with DOT Model Contingency Plan

Appendix B – Reference Documents

Appendix C – Status of Plan Details

Appendix D – Contact Details for Missoula Montana Airport IROPS Contingency Response Committee and Points of Contact for Agencies during an IROPS Event

Appendix A – Compliance Matrix of Missoula Montana Airport IROPS Contingency Plan with DOT Model Contingency Plan

Note: The Missoula Montana Airport IROPS Contingency Plan (this document) describes the overall coordination process used by the Missoula Montana Airport IROPS Contingency Response Committee. It also serves to identify and document contingency-related actions requiring coordination between two or more aviation service providers.

This section provides a compliance summary of the Missoula Montana Airport IROPS Contingency Plan with [to be named requirement document]. [Note: This matrix will be populated following establishment of a required guideline by DOT, if and when such guideline is published.]

Individual service provider contingency plans for airlines, airports, and federal government agencies and indications of their compliance with the DOT Model Contingency Plan are not included. Questions concerning content and compliance of these individual plans should be directed to the individual service provider organizations.

The following compliance matrix addresses the overall coordination process used by the Missoula Montana Airport IROPS Contingency Response Committee and those elements of individual compliance plans identified as requiring action by two or more service providers.

DOT Reference Guideline (TBD)		Missoula Montana Airport IROPS Response Plan	
Section	**Title**	**Section**	**Title**

Appendix B – Reference Documents

- Copies of procedures put in place with aviation service providers
  - Airlines
  - FAA
  - CBP
  - TSA
  - Concessions
  - Ground transportation
- Copies of previous workshop summaries
- Copies of previous training exercises
- Copies of previous debriefing activities
- Copies of previous lessons learned

Other reference documents:

- "Development of Contingency Plans for Lengthy Airline On-Board Ground Delays," Developed by the United States DOT National Task Force to Develop Model Contingency Plans to Deal with Lengthy Airline On-Board Ground Delays, November 12, 2008.

Procedures with Airlines

Airlines operating out of Missoula Montana Airport have implemented procedures pertaining to the DOT "3-Hour Rule" and "4-Hour Rule" relating to IROPS event response. The Execute IROPS Procedures with Airlines table describes the actions to be taken during IROPS events.

Execute IROPS Procedures with Airlines	
Organization **(24/7 Contact #)**	**Local agreement(s)**
Allegiant- Andrew Bailey (406-370-6807)	Notify the CBP of any diverted international flights that are landing at the airport, regardless of the reason. International passengers will not be deplaned until adequate holding facilities have been coordinated with airport personnel.
Alaska/Horizon- Anna Brock (406-542-5097)	Ensure all decisions regarding deplaning and segregation of international passengers are made in concert with CBP personnel.
Delta – Kelly Morrison (406-303-3930)	Notify the TSA Coordination Center at least two hours prior to reboarding when passengers have deplaned at the airport. Manual screening requires additional time needed for screening/reboarding.
United – Kelly Morrison (406-303-3930)	Maintain an accurate passenger manifest at all times and present it to CBP personnel for immigration or accountability purposes.
American – Andrew Bailey (406-370-6807)	Coordinate any passenger needs (e.g., food, water, medicine, child care, health and hygiene) with CBP and all appropriate organizations as soon as possible. Comfort, health, and customer service needs must be proactively met.
Sun Country – Andrew Bailey (406-370-6807)	For situational awareness and ramp flow, advise airport operations when expecting the arrival of any diverted aircraft.
Frontier -Andrew Bailey (406-370-6807)	Coordinate with ATC services, by way of flight crew communications, on where to direct diverted aircraft for ground handling purposes so as to avoid having a negative impact on the movement of other aircraft.
	Coordinate any passenger needs (e.g., food, water, medicine) with the appropriate organization or airport tenant as soon as possible. If support may be needed from other airport tenants (e.g., TSA, CBP, concessions, car rental agencies), make the call as early as possible, preferably before they close.
	Wherever possible, assist with ground handling support equipment to accommodate other diverted aircraft.
	Ensure that passengers and crew remain with quick-turn or gas and go aircraft.

Execute IROPS Procedures with Airlines	
Organization **(24/7 Contact #)**	**Local agreement(s)**
	Ensure that flight crew communication to airport personnel (e.g., operations, police) pass through local airline supervisory staff. This is a MUST.
	Before deplaning, advise passengers of their circumstances and plan for their care and accommodations. This advisory should come from the crew in coordination with station management. Airport personnel should also be informed.
	Ensure that deplaning passengers understand that they may remove their carry-on luggage, blankets, and pillows if they will later return and subsequently depart on the same aircraft.
	Communicate that passengers may be deplaned into the concourse in accordance with airline policies. It is critical that the airline advise passengers that if they leave the sterile area they will not be allowed to re-enter. Passenger and baggage screening services are unavailable when the TSA checkpoint is closed.
	Ensure that flight crews remain with passengers until alternate provisions are made. They will serve as the customer service representative to and advocate for their customers.
	Ensure ground handling and parking of aircraft and of those of airlines with which airlines have ground handling agreements.
	Make necessary arrangement if passenger transportation is needed from a remote parking location to the concourse or terminal. Vehicles must be operated by properly qualified driver/escorts when accessing any movement area, non-movement area, or the SIDA.
	Implement corporate aircraft diversion plan.

Delta Airlines Lengthy Tarmac Delay Plan

Overview

Before delays occur, Delta has a comprehensive plan designed to forecast and adjust to operational challenges and minimize lengthy delays while passengers are on board the aircraft. The Operations Control Center (OCC) at Delta's headquarters is responsible for the daily execution of this plan, while keeping in mind the safety and well being of our customers.

The Department of Transportation's (DOT) tarmac delay rule establishes hard time limits for tarmac delays. Delta's plan meets or exceeds all limits imposed by this ruling. Delta has developed a detailed plan, with established trigger points, to account for those times when unforeseen constraints have caused taxi delays.

The following exceptions to the hard time limits apply to domestic and international flights:

Safety or security reasons

Air Traffic Control (ATC) advises the pilot-in-command that returning to the terminal would disrupt airport operations

Plan Requirements

Delta's contingency plan assures that Delta has sufficient resources and will meet the requirements of the DOT for extended tarmac delays, including diversions. This includes the three-hour domestic time limit, as well as the four-hour limit for international flights. This plan ensures that Delta will meet or exceed specified guidance as it pertains to provisioning, as follows: adequate food and potable water no later than two hours after the aircraft leaves the gate (in the case of departure) or touches down (in the case of an arrival) if the aircraft remains on the tarmac, unless the pilot-in-command determines that safety or security considerations preclude such service; operable lavatory facilities; medical attention; and other customer comfort needs.

Responsibility

The Operations Control Center (OCC) is responsible for the management and quality of the plan. The decision-making for this plan lies within the OCC. Airport Customer Service (ACS), Flight Operations and In-Flight Service will carry out the plan at the station and flight level.

Station Plan

The plan builds upon the standard operating procedures now in place to handle extended on-board delays and diversions. All stations have identified resources and developed procedures that will allow them to effectively bring a plane off the runway and open the door, giving the passengers the opportunity to egress within specified time limits.

Stations will assure that diversions are given the same priority as other taxi delays, meaning passenger egress will be allowed prior to the 3 hour mark (4 hours for international flights). Individual station plans should allow at least 30 minutes (or as much as 60 minutes at larger stations) to complete the task of returning to the gate and deplaning.

All Stations have coordinated plans with Airport Operations and local governmental agencies (TSA and CBA where applicable) to meet the tarmac-delay rule's requirements. This includes back-up methods for inoperative equipment and the provisioning and servicing of aircraft.

Communication

Announcements are made by ACS when the aircraft is at the gate with the doors open. Once the doors close, announcements are made by the flight crew. The announcements will:

Occur at least every 30 minutes while the aircraft is delayed
Identify the reason for the delay and tentative departure time
Explain the possible effect of the DOT's tarmac delay rule
Inform customers of the ability to egress, if the opportunity exists, beginning 30 minutes after scheduled departure (including revised departure time) and every 30 minutes thereafter

Throughout the flight delay, communication between Delta's Operations Control Center (OCC) and the flight crew will be continual. Both the OCC and flight crew will monitor the general environment and "mood" of the customers at all times. Delta will make decisions for the well-being of all customers aboard the affected flight.

United Airlines Lengthy Tarmac Delay Plan

We are dedicated to providing a level of service to our customers that makes us a leader in the airline industry and are committed to operating a reliable schedule. Safety considerations, weather, air traffic control, operations and other factors may occasionally cause lengthy tarmac delays. In compliance with Our United® Customer Commitment and U.S. Department of Transportation (DOT) regulations, we have planned and prepared to manage and minimize lengthy tarmac delays on United-operated flights. United's goal is to make every flight a safe and pleasant experience for our customers.
Consistent with DOT regulations, United's Plan covers all scheduled and public charter flights operated by United Airlines.

United's Assurances to Customers:

1. For domestic U.S. flights covered by the Plan, United will not permit an aircraft to remain on the tarmac for more than three hours before allowing passengers to deplane unless: 1) the pilot-in-command determines there is a safety-related or security-related reason (e.g., weather or a directive from an appropriate government agency) that the aircraft cannot leave its position on the tarmac to deplane passengers; or 2) air traffic control advises the pilot-in-command that returning to the gate or another disembarkation point in order to deplane passengers would significantly disrupt airport operations; or 3) in the case of a departing flight only, the aircraft begins to return to a suitable disembarkation point within three hours.

2.For international flights covered by this Plan that depart from or arrive at a U.S. airport, United will not permit an aircraft to remain on the tarmac at a U.S. airport for more than four hours before allowing passengers to deplane unless: 1) the pilot-in-command determines there is a safety-related or security-related reason (e.g., weather or a directive from an appropriate government agency) that the aircraft cannot leave its position on the tarmac to deplane passengers; or 2) air traffic control advises the pilot-in-command that returning to the gate or another disembarkation point in order to deplane passengers would significantly disrupt airport operations; or 3) in the case of a departing flight only, the aircraft begins to return to a suitable disembarkation point within four hours.

3. For all flights covered by this Plan, United will provide adequate food and drinking water no later than two hours after the aircraft leaves the gate (in the case of departure) or touches down (in the case of arrival) if the aircraft remains on the tarmac, unless the pilot-in-command determines that safety or security considerations preclude such service.

4. For all flights covered by this Plan, United will provide operable lavatory facilities, as well as adequate medical attention if needed, while the aircraft remains on the tarmac.

5. For all flights covered by this Plan, United will ensure that passengers on the delayed flight receive notification regarding the status of the delay every 30 minutes while the aircraft is delayed, including the reasons for the tarmac delay, if known.

6. For all flights covered by this Plan, United will ensure that passengers on the delayed flight receive notification beginning 30 minutes after departure time (including any revised departure time that passengers were notified about before boarding) and every 30 minutes thereafter that they have the opportunity to deplane from an aircraft that is at the gate or another disembarkation area with the door open if the opportunity to deplane actually exists.

7. United has sufficient resources to implement this Plan.

8. United has coordinated this Plan with airport authorities (including terminal facility operators where applicable) at each U.S. airport that we serve, including regular U.S. diversion airports.

9. United has coordinated this Plan with U.S. Customs and Border Protection (CBP) at each airport that we regularly use for international flights, including diversion airports and with the Transportation Security Administration (TSA) at each U.S. airport that we serve, including regular U.S. diversion airports.

Note: Consistent with United's contract of carriage, the tarmac delay contingency plan of the operating carrier governs when another carrier operates a flight on which the United (UA) code is displayed.

Important: Customers are notified of the following information regarding certain customer service provisions during a lengthy tarmac delayed flight

- Deplaning of customers may occur when it is safe and secure to do so at either a terminal gate or at a designated aircraft parking position on airport grounds via stairs and ground transportation, if needed.

- All customers who want to deplane from a flight that has experienced a lengthy tarmac delay and make alternative travel arrangements consistent with airline ticketing policies may do so when it is determined to be safe and secure, after the aircraft has been moved into position for deplaning, all operational requirements for deplaning have been completed and the pilot-in-command has allowed customer deplaning to begin. Passengers should be aware that they deplane at their own risk and the flight could depart anytime without them.

- In most cases, the flight will continue to its destination after passengers who have chosen to deplane do so as United's customers continue to tell us that, generally, they want to get to their intended destination, even if their arrival will be delayed.

- In instances where customers may deplane at a remote aircraft parking position, reboarding the aircraft will not be possible and therefore will not be made available. In cases where an aircraft that has returned to a gate in accordance with the Plan, customers may be advised how long the aircraft will remain at the gate to determine how much time (if any) customers may spend inside the terminal prior to having to re-board the aircraft for the continuation of the flight.

- Customers who chose to deplane and to make alternative travel arrangements, consistent with airline ticketing policies should be aware that on most domestic flights their checked baggage will remain on the aircraft to the flight's final destination. In cases where the flight returns to the gate and is canceled, customers will be able to retrieve their checked luggage at the airport.

- Depending upon aircraft catering provisions, local airport catering supplies and the circumstances of the delay, adequate food may only be a snack item.

- All aircraft covered by this Plan have onboard lavatory services for customer use, and in accordance with this Plan customers will have access to aircraft lavatories provided that the pilot-in-command has indicated it is safe and secure for customers to move about the aircraft cabin.

- United's in-flight crews are trained to contact, coordinate, and, if necessary, utilize third party medical service providers, if available, to address customer needs when an aircraft is experiencing a lengthy tarmac delay as well as in-flight. In-flight crews will also coordinate with the pilot-in-command should any customer require immediate medical attention.

- Customers are encouraged to make appropriate preparations for air travel, such as bringing essential needs onboard the aircraft in accordance with advised carry-on restrictions, including medicines and other medically required items, baby and child care products (i.e., diapers) and other items essential to personal health and communication requirements. United, in most cases, will not have such products available for customers.
- United will implement its Plan consistent with the safe and secure operation of our aircraft.

Alaska Airlines/Horizon Air Tarmac Delay Contingency Plan Every CSM is responsible to establish, maintain, and if needed implement this DOT Mandated Tarmac Delay Contingency plan. All Tarmac delays exceeding three hours will trigger an EFI, post event review/report.		
Station		MSO
When was the plan last revised		10/10/16
Who revised the plan		Trevor Peterson Regional Manager
1) The following plan addresses the following carriers:		__AS _X_QX ___OO* ___KS** Other
If other explain:		
2) Are alternate gates available from other airlines on an emergency basis?		X Yes ___No
If Yes, list five airlines that have gates available in your station		
Airline	Phone Number	
1) Delta	406-543-5491	
2) United	406-829-0473	
3) Allegiant	406-721-0346	
4) Sun Country	406-303-3400	
5) Frontier	406-549-6103	
6) American	406-549-6103	
3) Do we own or have access to passenger airstairs and a Turboway/DPL?		X Yes ___No
Airline/Ground Handling	Phone Number	
Missoula County Airport Authority	406-541-3100	X Turbo Way ___DPL

		___Turbo Way ___DPL
4) **Do we have equipment available (AS or other) to service the lavatories remotely?**		X Yes ___No
Airline/Ground Handling	Phone Number	
Horizon/Alaska owned	406-542-5097 ext 9	Lav Cart
Missoula County Airport Authority	406-728-4381	Lav cart
5) What is the local phone number for:		
Group	Phone Number	
Air Traffic Control	406-549-2979	
TSA	406-329-4301	
Customs and Border Patrol***	N/A	
6) Is there local aircraft catering available at your station?		_X_Yes ___No
Not official aircraft catering but the airport restaurant or local vendor could provide food/water in a		
7) If local ATC ground control will allow, is our vendor willing to cater our aircraft remotely?		_Yes __X No
Our restaurant vendor would provide the catering to our employees who would then cater the aircraft. There would be no need to have the restaurant employees put the catering on the aircraft.		

8) Are there Port or private busses available at your location with emergency access to taxiways?		_X___Yes – with police escort No
Group	Phone Number	
Beach Transportation	406-549-6121	
9) Is there a station resource for tracking Out/Off times for departing aircraft at your station?		__X_Yes ___No
If Yes, What is the resource? – Websend times, or the station ops board		
10) Other than airport terminal facilities, what alternate facilities are available at your airport to deplane passengers to in an emergency, e.g., air cargo facilities, FBOs, or other suitable buildings?		
Facility	Phone Number	
Northstar Jet – FBO	406-721-8886	Nic Lynn, V.P. of Ops.
Minutemen Aviation	406-728-9363	
Deice Pad	406-541-3100	Contact PSO to arrange
11) Is there a specific location where the local airport authority would park aircraft during an event?		__X_Yes ___No

Facility	Phone Number	Details
Deice Pad or Forest Service Ramp	406-541-3100	Contact Airport PSO to arrange
Northstar Jet Center	406-321-8886	

12) Is it an area in which GSE would need to be under escort or in radio contact with local ground control?	__Yes ___X_No
If Yes, please specify procedures. – All active taxiways, runways we would coordinate access with PSO's and the tower	
13) My station handles the following aircraft types (check all that apply)	___AS737 ___X_QX Q400

	___OO CRJ** ___KS Saab340** Other
If other explain:	
14) Do you have sufficient staff available to:	
a) Deplane the flight and return to the gate	__X__Yes ___No
If No, what is your contingency?	
b) Handle an international flight?	___Yes __X__No
If No, what is your contingency?	
15) Is TSA security screening available?	__X__Yes ___No
16) Are your station personnel prepared to comply with the CSM by making a PA gate announcements prior to boarding, in the rare event that the single lavatory on our Bombardier Q-400 and Regional Jet (CRJ-700) aircraft will not be operable for a given flight?	__X__Yes ___No
If No, what are the local procedures?	

17) Are your station personnel prepared to support the Captain and SOC/Dispatch in facilitating a return to the gate in the event of extreme heat or cold temperatures impacting cabin comfort?	__X__Yes ___No
If No, what is your contingency?	
18) Do any other plans need to be developed considering your unique station?	___Yes __X__No
If Yes, what are they? (Use additional Page if needed)	

Annual confirmation <u>is required</u> that you met with and coordinated this plan with the following:		
Group	Employee Name	Date
I met with Local TSA representative	Luis Marrero	11.7.24
I met with Airport Director of Maintenance	Nate Cole	11.7.18
I met with Customs and Border Patrol***	NA	NA

* SkyWest ** PenAir ***If Applicable

American Airlines Tarmac Delay Regulations

A. Department of Transportation Tarmac Delay Regulations

1. Below is an explanation of the Department of Transportation Tarmac Delay regulations which has been provided by Legal. Please make special note that providing our customers with an "opportunity to deplane" does not exist unless an announcement as such has been made.

A. The United States Department of Transportation (DOT) has enacted federal regulations requiring U.S. carriers to develop "Contingency Plans" to minimize customer impacts during lengthy tarmac delays.

B. Included in these regulations are provisions setting limits on the amount of time customers can remain on delayed aircraft without an opportunity to deplane, regulations mandating periodic update status announcements and regulations regarding food and water, lavatories and medical needs.

C. The regulations are found at 14 CFR 259.4. This document gives an overview of some of the most significant provisions of these regulations and addresses strategies for ensuring we comply with them.

B. Overview of Regulations

1. Opportunity to Deplane

A. DOT regulations require that customers on flights that are delayed at U.S. airports from taking off (departure delay) or from deplaning upon arrival (arrival delay) not be kept on board an aircraft without an "opportunity to deplane" for longer than three hours for domestic flights (which includes U.S.V.I. and Puerto Rico flights) or for longer than four hours for international flights, unless the pilot-in-command determines there is a safety or security related reason deplaning cannot be offered.

(1) For a departure delay, the applicable three or four hour tarmac delay "clock" starts when the main aircraft door is closed in preparation for departure.

(2) For an arrival delay, the applicable three or four hour "clock" begins when the aircraft lands at the destination airport or a diversion airport.

(3) To stop or reset the three or four hour tarmac delay clock the following must apply:

a) An announcement is made advising customers of the opportunity to deplane or

b) If the aircraft is off the gate and in an area controlled by AA, when the aircraft begins movement toward the disembarkation point

c) If the aircraft is off the gate and in an area not controlled by AA, when the permission is given to move the aircraft toward the disembarkation point

B. The mere fact an aircraft is at a gate or other disembarkation point with the door open does **not** qualify as an "opportunity to deplane." An "opportunity to deplane" **exists** only if customers onboard a delayed aircraft are **expressly notified** by an announcement that they may deplane if they wish. **NOTE :** An announcement of an opportunity to deplane "stops and resets" the applicable three or four hour tarmac delay clock.

2. Delay Status Announcements

A. DOT regulations also require that customers on departure AND/OR arrival delayed flights receive notifications as to the status of the delay (including the reason for the delay if known) every 30 minutes.

B. For departure delays, the "clock" for these 30 minute status delay announcements begins at the scheduled departure time (included any revised departure time that customers were notified of before boarding).
C. For arrival delays, the "clock" for 30 minute status delay announcement begins when the aircraft lands.

3. Provision of Food and Water on the Tarmac

A. We must provide food and water to customers experiencing tarmac delays no later than two hours after the aircraft leaves the gate (in the case of a departure tarmac delay) or touches down (in the case of an arrival tarmac delay), unless the pilot-in-command determines that safety or security considerations preclude such service.

4. Addressing Medical Needs, Lavatories and Cabin Comfort

A. We must provide operable lavatories on board delayed flights, appropriately address any medical needs that may arise and ensure "comfortable cabin temperatures."

C. Ensuring Compliance

1. Strategy for Ensuring Compliance with Tarmac Delay Regulations

NOTE : Coordination between airport personnel, flight attendants and pilots is key to ensuring we comply with the DOT tarmac delay regulations.

A. Pilots, Flight Attendants and airport personnel MUST coordinate to ensure that delay status update public announcements (PA) are made every 30 minutes after scheduled departure time (which includes any revised departure time that customers were notified of before boarding) or after landing (either at the destination or a diversion airport).
B. While status delay announcements can be made by the Pilots, Flight Attendants and airport personnel, it is the responsibility of the Captain in command to make sure that such announcements are in fact made every 30 minutes.
C. Departing flights must receive delay status PAs every 30 minutes after schedule departure time (including any revised departure time that customers were notified or before boarding). Opportunity to deplane announcements must also be made at the time delay status announcements are made. Combining the delay status PA and opportunity to deplane PA resets the clock.
D. Obviously, no opportunity to deplane announcement will be made unless that opportunity actually exists, that is, the aircraft is at a gate or a disembarkation point with the door open and there is not safety or regulatory impediment to customers deplaning.
E. Making such an "opportunity to deplane" announcement "stops and resets" the applicable three or four hour tarmac delay clock.
F. Remember, unless an affirmative announcement is made informing customers they may deplane, the applicable three or four hour clock is ticking, even if the aircraft door is open.

(1) Flight Attendants are primarily responsible for ensuring that food and water are provided to customers no later than two hours after departure from a gate or after touchdown.
(2) Flight Attendants are also primarily responsible for monitoring cabin temperature and informing the Captain if temperature adjustment is required.
(3) Flight Attendants should immediately let the Captain and airport personnel, if feasible, know of any issues with inoperable lavatories or customer medical needs.

Sun Country Airlines
Contingency Plan for Extended Tarmac Delays

Work in progress: Not yet completed

Allegiant Airlines Lengthy Tarmac Delay Plan

Should an unusual event result in a lengthy onboard delay, we want to ensure the safety and well-being of our customers and crew. If the aircraft is delayed on the tarmac, without access to a terminal gate, for more than three hours (four hours in the case of international flights), the following contingency plan to ensure we meet our customers' essential needs will apply. A tarmac delay is defined as the time after leaving the gate or upon landing without access to the terminal. Our Manager of Customer Operations will work with the affected airport and in-flight teams to implement the plan which may include the participation of local airport authorities and other carriers.

1. For U.S. domestic flights, Allegiant will not permit its aircraft to remain on the tarmac for more than three (3) hours after the aircraft leaves the gate in the case of departures or touches down in the case of arrivals before allowing passengers to deplane, unless:

(a) The pilot-in-command determines there is a safety-related or security-related reason (e.g. weather, a directive from an appropriate government agency) why the aircraft cannot leave its position on the tarmac to deplane passengers; or

(b) Air traffic control advises the pilot-in-command that returning to the gate or another disembarkation point elsewhere in order to deplane passengers would significantly disrupt airport operations.

2. For international flights when departing from or arriving at a U.S. airport, Allegiant will not permit its aircraft to remain on the tarmac for more than four (4) hours after the aircraft leaves the gate in the case of departures or touches down in the case of arrivals before allowing passengers to deplane, unless:

(a) The pilot-in-command determines there is a safety-related or security-related reason (e.g. weather, a directive from an appropriate government agency) why the aircraft cannot leave its position on the tarmac to deplane passengers; or

(b) Air traffic control advises the pilot-in-command that returning to the gate or another disembarkation point elsewhere in order to deplane passengers would significantly disrupt airport operations.

3. For all flights, Allegiant will provide adequate food (e.g. snack foods such as pretzels or granola bars) and non-alcoholic beverages no later than two (2) hours after the aircraft leaves the gate (in the case of departure) or touches down (in the case of arrival) if the aircraft remains on the tarmac, unless the pilot-in-command determines that safety or security considerations preclude such service.

4. For all flights, Allegiant will provide operable restroom facilities, as well as adequate medical attention if needed, while the aircraft remains on the tarmac.

5. For all flights, Allegiant will provide passengers on the delayed flight notification regarding the status of the delay every 30 minutes while the aircraft is delayed, including the reasons for the tarmac delay, if known.

6. For all flights, Allegiant will provide passengers on the delayed flight notification beginning 30 minutes after scheduled departure time (including any revised departure time that passengers were notified about before boarding) and every 30 minutes thereafter that they have the opportunity to deplane from the aircraft if it is at the gate or another disembarkation area with the door open, provided the opportunity to deplane actually exists.

7. At all U.S. airports with 10,000 or more total annual enplanements (including diversion airports), Allegiant has coordinated this plan with (a) airport authorities, (b) the Transportation Security Administration (TSA),

and (c) if the airport is regularly used for international flights operated by Allegiant, U.S. Customs and Border Protection (CBP).

8. Allegiant will provide sufficient resources to implement this plan.

Procedures with FAA

The FAA organization at Missoula Montana Airport has implemented procedures pertaining to tarmac delay requests related to United States DOT's 14 CFR Part 359 *Enhanced Protection for Airline Passengers*. The Execute IROPS Procedures with FAA table describes Missoula Montana Airport FAA actions specific to IROPS events.

Execute IROPS Procedures with FAA	
Organization **(24/7 Contact #)**	**Local agreement(s)**
1-800-992-7433	Contact FAA Flight Service if Montana flight has an emergency landing at MSO

Procedures with CBP

Missoula Montana Airport has implemented procedures with CBP relating to response to IROPS events. The Execute IROPS Procedures with CBP table describes Missoula Montana Airport CBP actions specific to IROPS events.

Execute IROPS Procedures with CBP	
Organization **(24/7 Contact #)**	**Local agreement(s)**
1-406-453-7631	Authorize any aircraft servicing or crew movement on international flights. This authorization can be given in advance by CBP personnel via telephone if servicing/crew preflight inspection is critical and a CBP officer has not yet arrived at the diverted aircraft.
	Coordinate international diversion deplaning with airport personnel. Passengers will be deplaned and moved directly to the designated area. That location will be determined by the number of passengers on the diverted aircraft and available faculties. Every effort will be made to keep passengers segregated in the concourse for security, comfort, and rapid reboarding.
	Ensure that security for the segregation of passengers and crew will be a coordinated effort by the CBP, TSA, and airport personnel.

Execute IROPS Procedures with CBP	
Organization **(24/7 Contact #)**	**Local agreement(s)**
	Ensure that due to personnel, equipment, and regulation issues, clearing passengers for entry into the United States will only be done as a last resort. Every effort will be made to move international passengers to their original destination for clearance purposes.
	Ensure that the processing of passengers for entry at the airport port of entry is coordinated with the port of original destination. If authority to clear passengers is granted, they must be processed for entry with all carry-on and checked baggage. A separate clearance area will be set up where both electronic processing and luggage search can be accomplished with the appropriate level of privacy. To do so, TSA requires a minimum of two hours advance notice.

Procedures with TSA

The TSA organization at Missoula Montana Airport has implemented procedures concerning establishing and utilizing secure areas using procedures in the Airport Security Program or Aircraft Operator Standard Security Program.

The Execute IROPS Procedures with TSA table describes Missoula Montana Airport TSA actions specific to IROPS events.

Execute IROPS Procedures with TSA	
Organization **(24/7 Contact #)**	**Local agreement(s)**
Luis Marrero (1-406-672-4231)	Establish procedures to screen international passengers that have been out of a sterile area prior to reboarding an aircraft whose destination is into a controlled sterile area.
	Consider mutual aid requests. Passenger screening and augmentation to monitor secure/nonsecure areas may be needed in extreme situations.

Concessions Procedures

Concessions at Missoula Montana Airport have agreed to provide specific support during IROPS events. The Execute IROPS Concessions Procedures table describes these procedures.

Execute IROPS Procedures for Concessions	
Organization (24/7 Contact #)	**Local agreement(s)**
Dan Beard (406-360-9028)	Contact Restaurant manager for any other than normal working hour's food requests and she will get a crew together to help accommodate passengers.

Ground Transportation Procedures

Ground transportation organizations at Missoula Montana Airport have agreed to provide specific support during IROPS events. The Execute IROPS Ground Transportation Procedures table describes these procedures.

Execute IROPS Procedures for Ground Transportation	
Organization (24/7 Contact #)	**Local agreement(s)**
Hertz (406-549-9511)	Contact car rental agency if passengers request a vehicle
Avis (406-549-4711)	Contact car rental agency if passengers request a vehicle
Budget (406-543-7001)	Contact car rental agency if passengers request a vehicle
Enterprise (406-721-2484)	Contact car rental agency if passengers request a vehicle
Airport Shuttle (406-552-8515)	Contact Airport Shuttle if passengers request a taxi
Beach Transportation (406-549-6121)	Contact bus company if busses are needed for transportation
Rimrock Trailways (406-549-2339)	Contact bus company if busses are needed for transportation

Appendix C – Status of Plan Details

The following table serves as a working summary of the actions within the current version of the Missoula Montana Airport IROPS Contingency Plan. It is intended that each item in the table be reviewed periodically for status and outlook by the IROPS Contingency Response Committee.

Topic	Last Update	Expected Update
IROPS Contingency Response Committee	November 2024	November 2025
IROPS Response Plan Review	November 2024	November 2025
IROPS Event History	November 2024	November 2025
Customer Needs	November 2024	November 2025
Tracking Delayed Aircraft	November 2024	November 2025
Trigger Events And Communication Plans	November 2024	November 2025
Support For Passengers	November 2024	November 2025
Tracking Resource Inventory	November 2024	November 2025
Skills Availability	November 2024	November 2025
Procedures With Airlines	November 2024	November 2025
Procedures With FAA	November 2024	November 2025
Procedures With CBP	November 2024	November 2025
Procedures With TSA	November 2024	November 2025
Procedures With Concessions	November 2024	November 2025
Procedures With Ground Transportation	November 2024	November 2025
IROPS Coordination Workshops	November 2024	November 2025
IROPS Coordinated Frontline Training	November 2024	November 2025

Aircraft Status	November 2024	November 2025
Tracking Weather	November 2024	November 2025
Execute IROPS Communication Plan	November 2024	November 2025
Execute Passenger Support Plans	November 2024	November 2025
Executing IROPS Procedures With Airlines	November 2024	November 2025
Executing IROPS Procedures With FAA	November 2024	November 2025
Executing IROPS Procedures With CBP	November 2024	November 2025
Executing IROPS Procedures With TSA	November 2024	November 2025
Executing IROPS Procedures For Concessions	November 2024	November 2025
Executing IROPS Procedures For Ground Transportation	November 2024	November 2025
Debriefing IROPS Event	November 2024	November 2025
Capturing Lessons Learned	November 2024	November 2025

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

NOVEMBER 12, 2008

TABLE OF CONTENTS

CHAPTER 1—INTRODUCTION

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.

[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].

(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.

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.

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

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 C_3 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.

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:

- *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.
- *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.
- *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—

- Assess whether to include additional representatives on the committee.
- Distribute copies of the coordinated aviation contingency plan to airport service providers.
- 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.

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

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 C^3, 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—
    - Flight status,
    - Resources available in the event of a lengthy onboard ground delay, and
    - 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.

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 decision makers.

(4) *Types of triggers*.

- Initial trigger. 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.
- Subsequent triggers. 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.
- Deplaning trigger. 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.
- Access to special services such as—
    - Specific communication aids such as foreign language, and American Sign Language services and guides for the visually impaired.
    - Coordination with the local chapter of the emergency management community (for example, the American Red Cross).
    - Information on the location of medical assistance and facilities where passengers may fill prescriptions in coordination with local pharmacies or medical providers.
    - 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 airportwide 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 decision making, 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 decision making 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 decision making 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 decision makers rely on often comes from multiple aviation service providers. As a result, collaboration across aviation service responders is important to foster well-informed decision making 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—

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

- Working with airline operations centers and the FAA to track aircraft delayed on the ground.
- 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.
- Working with local airline management, FBOs, FAA, flightcrews, and airline operation control centers to provide access to remotely parked aircraft for servicing and resupply.
- 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.
- 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—
    - Establishing the extended hours of operation needed to support the needs of passengers and employees.
    - Maintaining an adequate stock of normally consumed items.
    - 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.
    - 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

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 Sun Country Airlines Member
William Lange Compass Airlines Member
Doug Lavin International Air Transport Association Member
Tony Lefebvre Spirit Airlines Member
D. Pso 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
Pso 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:
  - Coordination with all airlines and vendors
  - Continual review and updates
  - Accountability

Air- and Ground-Related Causes

- Ground stops, ground delay, and flow control programs
    - Often indeterminate length due to weather
    - 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
    - Instrument landing system, runway lights, radar, communications
- Recent change in FAA regulations regarding ice pellets and deicing.
- Taxiway congestion management
    - Getting aircraft out of line, back to the gate from the taxiway
    - 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
    - Inability to remove rapidly accumulating precipitation from runways and taxiways
    - Problem compounded when the reductions are issued after a flight has departed from the gate
- Deicing and freezing conditions
    - Equipment, adequate level of deicing fluid, qualified personnel
    - Severity of weather conditions – amount of deicing needed
    - 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
    - Limited resources, stretched past limits
    - Smaller, regional airports with less gate availability
    - 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:
    - Coordination with all airlines and vendors
    - Continual review and updates
    - Accountability

Other Causes

- Lack of (or limited) U.S. Federal Inspection Service (FIS) facilities and personnel to accommodate international inbound flights requiring clearance
    - Limited international gates and CBP personnel to process
    - Restricted hours of FIS operations because of budget concerns
- TSA, location of security checkpoint
    - Where passengers can be in the airport
    - 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.

Appendix D – Contact Details for Missoula Montana Airport IROPS Contingency Response Committee and Points of Contact for Agencies during an IROPS Event

IROPS Contingency Response Committee		
Organization	**Contact Name & Phone Number**	**Alternate Contact**
Committee Chairperson		
Missoula Montana Airport	Brian Ellestad/406-531-1936	406-728-4381
Airport Operations		
Missoula Montana Airport	On Duty PSO/406-541-3100	406-728-4381
Missoula Montana Airport	Nate Cole/406-370-2206	406-728-4381
Airlines		
American	Andrew Bailey/406-370-6807	406-728-4381
Allegiant	Andrew Bailey/406-370-6807	406-728-4381
Alaska/Horizon	Anna Brock/406-542-5097	406-830-8732
Delta	Kelly Morrison/406-303-3930	406-303-3912
Frontier	Andrew Bailey/ 406-370-6807	406-728-4381
Sun Country	Andrew Bailey/406-370-6807	406-728-4381
United	Kelly Morrison/406-303-3930	406-303-3912
Concessions		
Airport Restaurant	Dan Beard/406-360-9028	
Government Agencies		
TSA	Luis Marrero/406-672-4231	406-329-4305
Customs/Boarder Patrol	Ross Lyle/406-453-7631	
Public Safety Operations		
Missoula Montana Airport	Justin Shaffer/406-274-0888	406-728-4381
Diversion Airport(s)		
Glacier International Airport	Airport Admin/406-257-5994	
Bozeman Yellowstone Int.	Airport Admin/406-388-6632	
Great Falls Int. Airport	Airport Admin/406-727-3044	
Fixed Base Operations		
Northstar Aviation	Nic Lynn/406-360-3350	406-721-8886
Minuteman Aviation	Dakota Mamuzich/406-531-8115	406-728-9363