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for every  
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# COVID-19 Recovery Recommendations

Airport Industry Recovery Advisory Panel  
June 2020





## About ACI-NA

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Airports Council International-North America (ACI-NA) represents local, regional, and state governing bodies that own and operate commercial airports in the United States and Canada. ACI-NA member airports enplane more than 95 percent of the domestic and virtually all the international airline passenger and cargo traffic in North America. Approximately 380 aviation-related businesses are also members of ACI-NA, providing goods and services to airports. Collectively, U.S. airports support more than 11.5 million jobs and account for \$1.4 trillion in economic activity – or more than seven percent of the total U.S. GDP. Canadian airports support 405,000 jobs and contribute C\$35 billion to Canada's GDP. Learn more at [www.airportscouncil.org](http://www.airportscouncil.org).

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AND AIRPORT  
EMPLOYEES  
ONLY BEYOND  
THIS POINT**

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**SEULS LES PASSAGERS  
ET LES EMPLOYÉS DE  
L'AÉROPORT PEUVENT  
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## Introduction

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Ensuring the health, safety, and security of the traveling public and airport workers is always an airport's top priority. As such, North American airports responded quickly to help contain the spread of COVID-19. Airports continue to take aggressive steps to protect everyone traveling through their facilities and their employees.

As governments and the global aviation industry begin to develop guidelines for the recovery and resumption of air service following the COVID-19 pandemic, they are considering an array of new measures for implementation at airports. As key stakeholders, North American airports should provide input, guidance, and leadership in developing measures that help to ensure consistency. ACI-NA committees are discussing ideas for short and long term recovery recommendations relevant to their missions. In order to ensure coordination and collaboration among these various committees, ACI-NA established an Airport Industry Recovery Advisory Panel (AIRAP).

During the initial response to the public health crisis, ACI-NA provided information to its membership about government and stakeholder activities. ACI-NA also provided opportunities for airports to share critical information and innovative practices directly with each other. For the recovery effort, ACI-NA endeavors to provide the same level of coordination and communication. A cross-committee ACI-NA advisory panel including both airport and World Business Partners (WBP)/Associate members will help ensure that ideas from all perspectives are considered and that there is consistency in communications.

# Airport Industry Recovery Advisory Panel

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## Mission Statement

The ACI-NA Airport Industry Recovery Advisory Panel (“Advisory Panel”) will support ACI-NA committees as the committees develop recommended plans, processes, procedures, and infrastructure investments to address the public health concerns associated with airport operations during and following the COVID-19 pandemic. The Advisory Panel will ensure that committee recommendations keep the health and welfare of both the traveling public and airport workforces as top priorities. The panel will also provide a forum in which COVID-19 response principles, guidance, and recommendations can be reviewed and harmonized among committees before being communicated externally.

The Advisory Panel will help ACI-NA as an organization agree upon basic principles for recovery to guide ACI-NA committee recommendations, as well as distinguish the areas for which airports are primarily responsible as well as those in which airports should guide policies but do not necessarily have direct responsibility. The Advisory Panel will also help ACI-NA leadership identify developing recovery needs of airports and World Business Partner (WBP) / Associate members for ACI-NA leadership, for both short term and long term efforts.

The Advisory Panel will provide advice on internal communications (ACI-NA committees, ACI-NA airports, WBP/Associates) and external communications (media, stakeholders, traveling public).

The immediate focus of the Advisory Panel will be collaboration between ACI-NA committees on common principles to guide their specific focus-area recommendations and communications with stakeholders. The Advisory Panel will provide committees a strategic and holistic communications framework for recovery efforts. Panel members will also present ACI-NA leadership and membership comprehensive updates on committee work.

The Advisory Panel will report to the U.S. and Canadian Policy Councils through ACI-NA’s Executive Vice President Matt Cornelius.

## Membership

The Advisory Panel will consist of representatives from the ACI-NA committees listed below, including representatives from the Canadian Airports Council (CAC), as well as representatives from the WBP/ Associates Board. The broad experience of the panel members will help ensure that the collective wisdom of ACI-NA is harnessed to effectively respond to one of the most critical events in the history of aviation.

- Air Service
- Business Information Technology
- Commercial Management
- Environmental Affairs
- Facilitation
- Finance
- Government and Political Affairs
- Human Resources
- Legal Affairs
- Marketing, Communications & Customer Experience
- Operations & Technical Affairs
- Public Safety & Security
- Risk Management
- Small Airports Committee
- WBP/Associates Board

# Airport Industry Recovery Advisory Panel Members

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## Co-Chair

**Jon Ballesteros**  
*Chief External Affairs Officer*  
San Francisco Airport Commission

## Co-Chair

**Roy Fuhrmann**  
*Chief Operating Officer*  
Metropolitan Airports Commission

**Dan Agostino**  
*Assistant Director, Operations*  
Miami-Dade Aviation Department

**Frank Barich**  
*Principal*  
Barich, Inc.

**Sheryl Bregman**  
*Airport General Counsel*  
San Francisco Airport Commission

**Gerry Bruno**  
*Vice President, Federal Government Relations*  
Vancouver Airport Authority

**Kevin Bumen**  
*Airport Director*  
San Luis Obispo County Regional Airport

**Mark Crosby**  
*Principal Consultant*  
Ross & Baruzzini

**Basil Dosunmu**  
*Senior Vice President and CFO, Finance and Administration*  
Greenville-Spartanburg Airport District

**Phillip Elchitz**  
*Senior Manager Airport Operations*  
Kelowna International Airport

**Karen Ellis**  
*Chief Customer Experience Officer*  
San Antonio International Airport

**Peter Gargiulo**  
*President*  
4QD Consulting

**Kevin Gurchak**  
*Director Environmental and Workplace Safety*  
Pittsburgh International Airport

**Chris Hinds**  
*Manager, Operations and Aviation Security*  
Columbus Regional Airport Authority

**Rob Hough**  
*Manager, Environmental and Operational Compliance*  
Edmonton International Airport

**Krista Kealey**  
*Vice President, Communications and Public Affairs*  
Ottawa International Airport Authority

**Scott Kelly**  
*Director, Human Resources*  
St John's International Airport

**Mitchell Kilian**  
*Associate Vice President, Governmental Affairs*  
Minneapolis-St. Paul Metropolitan Airports Commission

**Daver Malik**  
*Deputy Aviation Director and ACIO*  
Phoenix Sky Harbor International Airport

**Barbara Maloney**  
*Manager, Security*  
Vancouver Airport Authority

**Howard Mann**  
*Vice President*  
Campbell-Hill Aviation Group

**Edward K. McDonald III**  
*Assistant Vice President, Office of Risk Management*  
Nashville International Airport

**Margaret McKeough**  
*Principal*  
Paslay Management Group

**Pat Neville**  
*Vice President Airport Development and Technical Service*  
Greater Toronto Airports Authority

**Laurie Noyes**  
*Vice President of Concessions and Commercial Parking*  
Tampa International Airport

**Greg Owen**  
*Associate Director*  
Greater Toronto Airports Authority

**Rob Palmer**  
*Vice President, Finance and CFO*  
Calgary Airport Authority

**Peter Pierotti**  
*Assistant City Attorney, Aviation*  
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**Robyn Platt**  
*Air Service Program Manager*  
San Diego County Regional Airport Authority

**Viji Prasad**  
*Director of Airport Operations*  
Los Angeles World Airports

**Brian Reed**  
*Aviation Development Director*  
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**Jerry Ruth**  
*Senior Vice President, Aviation, Commercial Insurance*  
Chubb

**Steven Thomas**  
*Manager, Environmental Services*  
Greater Toronto Airports Authority

**Andrew Weddig**  
*Senior Vice President*  
Paradies Lagardère

**Solomon Wong**  
*President and Chief Executive Officer*  
InterVISTAS Consulting

## Recovery Principles

The Airport Industry Recovery Advisory Panel approved the following principles. These will guide both the Advisory Panel's work going forward, as well as the ACI-NA committees' individual focus area recommendations.

- Helping to minimize spread of COVID-19
- Promoting confidence in air travel
- Ensuring consistency
- Streamlining the recovery of air travel

## U.S. Policy Council Policy Positions on Facial Coverings & Passenger Health Screening

On May 11, 2020, the U.S. Policy Council approved two policy positions which also guide the Advisory Panel and all ACI-NA committee work on recovery.

### Facial Coverings

Given the extraordinary nature of the current COVID-19 pandemic, in order to provide for the health and safety of passengers and airport employees, to instill confidence in those who work or travel through America's airports, and consistent with guidance provided by public health officials in both Canada and the U.S., ACI-NA urges the Federal government to adopt guidelines for the use of facial coverings by all individuals in the public areas of (both sterile and non-sterile) of passenger airport terminals.

Absent Federal guidelines, ACI-NA supports state and local guidelines that all individuals in passenger airport terminals wear facial coverings over their nose and mouth during the COVID-19 pandemic.

### Passenger Health Screenings

Any health screening measures, including temperature checks, should be backed by medical evidence and national standards, performed by Federal government officials and minimize the impact on airport operations.

## Public Health Measures At Airports Data Collection

Through ACI-NA committees, the Airport Industry Recovery Advisory Panel distributed a survey for U.S. and Canadian airports on the various public health measures under consideration and implemented at their facilities. The ACI-NA Economic Affairs and Research team helped structure the data collection request, and has provided updated analysis as airports continue to provide new information. This information is being utilized by the Advisory Panel to help inform decisions, by ACI-NA committees to shape their policy recommendations, and by airports to share additional information with each other. The most recent analysis is attached.

## ACI World and Other International Guidance

In addition to ACI-NA guidance, ACI-NA committees and the Airport Industry Recovery Advisory Panel have used the ACI World "Aviation Operations During COVID-19: Business Restart and Recovery" and the International Civil Aviation Organization (ICAO) Council on Aviation Recovery Task Force (CART) reports as guidance. ACI-NA leadership and staff contributed to the working groups drafting these documents and therefore concurred with most of the guidance. As those organizations took into consideration the status of and policies in countries around the world, not all guidance applies to the United States and Canada. The AIRAP recommendations are in harmony with the aviation industry guidance, yet specific to North American airports, aviation and government policies.



## AIRAP Consideration of ACI-NA Committee Work

The Advisory Panel serves as a forum through which ACI-NA committees can coordinate their recommendations for airport recovery measures. The ACI-NA committees remain the entities that develop specific recommendations and tactics, based on the expertise of their members and relationships with stakeholders. Similarly, many recommendations considered by the AIRAP will be advanced by the committees based on the focus areas. Almost every ACI-NA committee has a recovery task force of some sort and is holding regular calls on COVID-19 response in addition to the traditional monthly calls for members.

For the immediate term, recommendations came up through the committees for assessment by the Advisory Panel. It is worth noting that while several committees such as Environmental Affairs, Operations and Technical Affairs, Public Safety & Security, and Risk Management have a specific technical focus area, ACI-NA's Finance, Government and Political Affairs, and the Legal Affairs committees provide support to all committees and are intricately involved in analysis and development of policy. Similarly, the Marketing, Communications & Customer Experience Committee provides recommendations and guidance not just to airport communications and customer experience teams but also to ACI-NA committees.

In addition to focusing on the steps airports need to take in the immediate term, ACI-NA committees have also been working on issues that will shape how airports function and look in the coming years as a result of long term public health concerns. Through the Advisory Panel, the committees are identifying several of these considerations that are cross-functional and on which they will work together moving forward.

Finally, this report reflects issues the Advisory Panel has considered since the end of April and does not reflect the work of ACI-NA committees from January through April, including providing financial and regulatory relief for airports, as well as good practices guidance.

### AIRAP Recommendation Framework

For purposes of this report, as well as to prioritize issues on which airports need guidance, the Advisory Panel asked ACI-NA committees to identify areas in which their committee could provide guidance for airport recovery immediately, as well as those areas their committees would be considering over the next several months.

Immediate AIRAP Recommendations	Medium-Term AIRAP Recommendations	Long-Term AIRAP Recommendations
Immediate legislative, regulatory and recommended initiatives for airport and ACI-NA implementation. <i>June 2020</i>	Initiatives identified as important for aviation recovery that ACI-NA committees and AIRAP are working with stakeholders to solidify recommendations for legislative or regulatory advocacy and airport implementation. <i>July to September 2020</i>	Areas still emerging but identified as critical to providing an airport environment that is responsive to long term public health concerns. <i>September 2020 and beyond</i>

Just as response to the pandemic is evolving across the world, measures that the airport industry must address to provide confidence in the system are also evolving. Some of the variables that affect airports' strategy to adapt to the new normal of air travel include: local/state/provincial/federal regulations, public health guidance, technological advances, available resources, workforce needs, and most importantly passengers' confidence in travel. Airports, associate members, air carriers, aircraft manufacturers and government agencies have been and will continue to work together to identify new programs and processes to meet the public's expectation of an airport environment that prioritizes the public's health.

With those variables and taking into account the roles and responsibilities of stakeholders, the Advisory Panel identified for itself a targeted timeframe for providing recommendations to the U.S. and Canadian Policy Councils for consideration and approval:

- Immediate AIRAP Recommendations: Those recommendations for which the committees and AIRAP have a concrete recommendation for the U.S. and Canadian Policy Councils at this time (June 2020).
- Medium-Term AIRAP Recommendations: Those recommendations for which the committees and AIRAP are developing recommendations and expect to bring forth recommendations for the U.S. and Canadian Policy Councils by the Fall 2020 ACI-NA Board meeting. It is likely that AIRAP will also bring recommendations to the policy councils during the summer as the situation evolves.
- Long-Term AIRAP Recommendations: Those recommendations for which the committees and AIRAP are researching and discussing with stakeholders that will likely take longer to fully develop and which will be brought to the policy councils in late 2020 and 2021.

This report is focused on the Immediate AIRAP Recommendations but it also includes examples of areas AIRAP has identified as focuses for recommendations in the medium and long term.



### Sustainability and Resilience

In accordance with the ACI-NA Sustainability Policy, and many airports' effort to recover with increased resiliency, the Recovery Group recommends that decision-making, prioritization, and updates to processes and procedures in response to COVID-19 are made using the framework of EONS – balancing the four legs of Economic vitality, Operational efficiency, Natural Resource conservation, Social responsibility (developed originally for airport Sustainability). This applies to the actions and best practices throughout the report.

## Immediate AIRAP Recommendations

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*Those recommendations for which the committees and AIRAP have a concrete recommendation for the U.S. and Canadian Policy Councils.*

Committees have identified priorities for immediate implementation in order to recover the previous level of service and adapt to the public health expectations of passengers and employees. Most of these are considerations for both U.S. and Canadian airports.

Those that are specific to one nation are identified as such. Some priorities will require legislative advocacy and a policy position from the U.S. and Canadian Policy Councils. Some priorities will require regulatory changes which necessitate ACI-NA staff to engage with agencies. Some of these priorities will be tactics airports can implement themselves and will be incorporated into a good practices document for Airport Directors. Such documents will be “living” documents that will be updated as new information emerges.

Implementation of AIRAP recommendations should be done in alignment with other aviation stakeholders whenever possible.

Committees have already provided the Policy Councils concrete recommendations in these areas, or, where noted, will have specific checklists and guidance recommendations within thirty days.

### Legislative and Policy Position

1. Request Additional Airport Financial Relief (U.S. Recommendation)
2. Request that the Government of Canada Eliminate Payments by National Airport System Airports, or Extend the Current Waiver (Canadian Recommendation)
3. Extend Interest-Free Loans to Airports (Canadian Recommendation)
4. Provide Loan/Bond Guarantees or Preferred Payments to Lenders (Canadian Recommendation)

5. Increase Small Airport Funding (Canadian Recommendation)
6. Supplemental funding for CBP Staffing (U.S. Recommendation)
7. Ensure TSA Maintains Adequate Staffing Levels at Screening Checkpoints (U.S. Recommendation)
8. Allow Municipally Owned Airports to Access Canada Emergency Wage Subsidy (Canadian Recommendation)
9. Provide Airport Liability Protection (U.S. Recommendation)
10. Create FIS Facility Modification Reimbursable Program (U.S. Recommendation)
11. Minimize “Touch Points” at Screening Checkpoints
12. Continued Funding for TSA to Reimburse Airports for Cleaning and Sanitization (U.S. Recommendation)
13. Transform Facilities and Deploy Technology for Screening Aviation Workers
14. Upgrade Access Control Systems

### Regulatory and Advocacy Effort

15. Accelerate Deployment of Contactless Technologies for International Arrivals
16. Removal of Restriction of Air Service to Designated Screening Airports
17. Collaboration on Development of International Travel Resumption Strategic Plan
18. Coordinate International Arrivals Cleaning and Disinfection Protocols



19. Reconfigure Security Checkpoints to Maximize Social/Physical Distancing
20. Modify Queuing at Security Checkpoints to Provide Space for Social/Physical Distancing
21. Modify Regulatory Requirements for Access Control and Badging
22. Collaboration on International Arrival Facility Modifications
23. Increase Enrollment in TSA PreCheck, NEXUS and other Trusted Traveler Programs
24. Address Considerations of Pandemic Strategies within Safety Management Systems
25. Request that Stakeholders Collect Information from Passengers Pre-Departure and Efficiently

### Airport Action and Good Practices

26. Update Airport Industrial Hygiene Program
27. Develop Revised Waste Management Strategy Due to COVID-19 Impacts
28. Develop Plan to Promote Airport Workforce Safety
29. Launch “Ready for Every Journey” Public Relations Campaign
30. Coordinate Plexiglass Barrier Installation for Consistency Throughout the Airport
31. Improve Coverage for Insurable, Transferable, and Retained Risk Exposures
32. Compile Guidelines for Queuing Space Requirements and Managing Terminal Capacity
33. Compile Guidance for Appropriate Configuration of Airport HVAC Systems
34. Prepare to Address New Noise and other Community Concerns
35. Collect Airport Economic Data and Encourage Information Sharing
36. Develop Communications Response to Passenger Survey Results
37. Remodel Volunteer/Airport Ambassadors Program

38. Develop Plan for Airport Organization Adjustments
39. Compile Guidance for Critical Airport Facility COVID-19 Contingency Plans
40. Prepare Airside Facilities for the Safe and Efficient Return to More Substantial Levels of Aircraft Operations
41. Contactless Technologies for Common Use Self-Service Kiosks
42. Commercial Management Guidance for Reopening Airport Commercial Programs

### Potential Additions

Transport Canada is currently engaged in consultation with Canadian airports, air carriers and others related to implementation of temperature checks. Once consultation has been completed, implementation will occur in phases, and is expected to commence at the end of June or early July.

The CAC remains engaged in this process and should the CAC identify immediate actions that need to be taken before the end of June, the information will be added to the report.



## Immediate AIRAP Recommendations

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ACI-NA committees have developed background information associated with the following identified priorities, primarily in the form of reports or guidance manuals that accompany the AIRAP report.

### 1. Additional Airport Financial Relief (U.S. Recommendation)

*Jurisdiction: Government and Political Affairs*

**Description:** ACI-NA continues to work to ensure airports have the resources they need to make it through this pandemic crisis. With federal requirements that airports remain open and operational, ACI-NA now estimates airports face at least \$23 billion in operating losses as a result of the COVID-19 pandemic.

**Approach:** ACI-NA has requested and is working with congressional committees and leadership on requests for: \$13 Billion in additional emergency assistance, a Gap Financing Program for Airports, and funding for a touchless journey through security.

**Legislative or Policy Change:** The ACI-NA Executive Committee approved a new airport industry request for the next comprehensive COVID-19 economic relief package.

### 2. Request that the Government of Canada Eliminate Payments by National Airport System Airports, or Extend the Current Waiver (Canadian Recommendation)

*Jurisdiction: Canadian Policy Council Financial Relief Working Group / Financial Affairs Committee*

**Description:** The Canadian government announced a waiver on rent payments by National Airport System airports for the remainder of 2020. The federal government should eliminate rent obligations on airports permanently or at least until the industry has recovered to 2019 passenger traffic levels.

**Approach:** Work with the Minister of Finance and the Minister of Transport to augment airport ground leases to eliminate or waive airport rent payments.

**Legislative or Policy Change:** The Minister of Finance has the authority to eliminate or waive rent payments for NAS airports as recommended by the Canadian Policy Council.

### 3. Extend Interest-Free Loans to Airports (Canadian Recommendation)

*Jurisdiction: Canadian Policy Council Financial Relief Working Group / Financial Affairs Committee*

**Description:** As the Canadian federal government has ruled out liquidity injections for the airport sector, interest-free loans, to be repaid over an extended period of time, would offset the increase in fees and charges that will need to be levied against airport users to recover the costs of borrowing through this crisis.

**Approach:** Engage with Minister of Finance and Department of Finance to demonstrate need and value.

**Legislative or Policy Change:** The Minister of Finance has the capability to extend credit to airports at zero interest as recommended by the Canadian Policy Council.



#### 4. Provide Loan/Bond Guarantees or Preferred Payments to Lenders (Canadian Recommendation)

*Jurisdiction: Canadian Policy Council Financial Relief Working Group / Financial Affairs Committee*

**Description:** Backstop guarantees on loans and bonds as well as the ability to pay creditors monies owed prior to paying the federal government rent payments would significantly contribute to continued access to affordable debt.

**Approach:** Engage with Minister of Finance and Department of Finance to demonstrate need and value.

**Legislative or Policy Change:** The Minister of Finance may provide loan or bond guarantees or the Minister of Finance may amend lease agreements to grant lenders preferred payments as recommended by the Canadian Policy Council.

#### 5. Increase Small Airport Funding (Canadian Recommendation)

*Jurisdiction: Canadian Policy Council Financial Relief Working Group / Small Airports Caucus*

**Description:** The only federal infrastructure program for small airports is vastly underfunded. As small airports are particularly vulnerable in the COVID-19 crisis, increased funding to ensure small airport viability is essential.

**Approach:** Work with stakeholders at other associations, local Members of Parliament, Transport Canada officials and the Minister of Transport to increase funding for small airports.

**Legislative or Policy Change:** The CAC recommends changes to the funding level of the Airports Capital Assistance Program.



## 6. Supplemental Funding for CBP Staffing (U.S. Recommendation)

*Jurisdiction: Facilitation*

<b>Description:</b>	User fee revenues have declined drastically during the pandemic, which will result in resource and staffing challenges for CBP.
<b>Approach:</b>	Work with stakeholders to support CBP staffing at ports-of-entry.
<b>Legislative or Policy Change:</b>	ACI-NA will request that Congress provide supplemental appropriations to cover a funding shortfall in CBP operations for the remainder of this fiscal year.

## 7. Ensure TSA Maintains Adequate Staffing Levels at Screening Checkpoints (U.S. Recommendation)

*Jurisdiction: Public Safety and Security*

<b>Description:</b>	Staffing models for security checkpoints were not designed to consider public health social/physical distancing guidelines for passengers and employees.
<b>Approach:</b>	Encourage federal funding to ensure TSA maintains adequate staffing levels so it can ensure social/physical distancing and minimize lengthy passenger queues at screening checkpoints.
<b>Legislative or Policy Change:</b>	ACI-NA will request federal funding to ensure there is a sufficient number of Transportation Security Officers at checkpoints so that screening operations remain open, operational, and safe.

## 8. Allow Municipally Owned Airports to Access Canada Emergency Wage Subsidy (Canadian Recommendation)

*Jurisdiction: Canadian Policy Council / Small Airports Caucus*

<b>Description:</b>	The Canada Emergency Wage Subsidy (CEWS) provides employers that have lost more than 20% of their revenue as a result of COVID-19 to receive a subsidy of 75% of employee wages until August 29, 2020. However, municipalities are ineligible for this program which impacts 13 CAC members.
<b>Approach:</b>	Work with Finance Canada and Canada Revenue Agency to allow municipally owned airports to access CEWS.
<b>Legislative or Policy Change:</b>	CAC seeks changes to the eligibility criteria for the Canada Emergency Wage Subsidy (CEWS)

## 9. Provide Airport Liability Protection (U.S. Recommendation)

*Jurisdiction: Legal Affairs, Government and Political Affairs*

**Description:** Airports may be exposed to claims seeking damages for injury/wrongful death arising from alleged exposure to COVID-19 at an airport.

**Approach:** Airports should be included in any legislation that provides broad liability protection for businesses and other entities. Moreover, because the federal government has required airports to remain open and fully operational during the COVID-19 pandemic, ACI-NA should consider supporting legislative efforts to shield airports from liability arising out of COVID-19 claims as part of a broader airport relief package. The Government and Political Affairs Committee is positioned to assess the political risks and opportunities of such an effort. The Legal Affairs Committee, working with the Government and Political Affairs Committee, can draft and review proposed legislative language to ensure that airports are included in the proper legislative vehicle. ACI-NA will work with airports and stakeholders on situational awareness and political considerations of liability protection.

**Legislative or Policy Change:** ACI-NA should recommend that U.S. Policy Council support legislative efforts that would shield airports from liability arising out of COVID-19 claims.

## 10. Create FIS Facility Modification Reimbursable Program (U.S. Recommendation)

*Jurisdiction: Facilitation*

**Description:** There is a lack of funding for FIS modifications necessary to help minimize the spread of COVID-19 and promote confidence in air travel.

**Approach:** Develop a reimbursable program to fund modifications and service requests.

**Legislative or Policy Change:** ACI-NA recommends that Congress create and provide airport funding for a FIS reimbursable program for CBP facility modifications and service requests related to COVID-19.

## 11. Minimize “Touch Points” at Screening Checkpoints

*Jurisdiction: Public Safety and Security*

**Description:** Screening checkpoints were not designed to accommodate new public health social/physical distancing guidelines.

**Approach:** Public Safety and Security Committee encourages federal funding for TSA/CATSA to procure and deploy technologies such as Advanced Imaging Technology, Biometric Authentication Technology and Computed Tomography integrated with Automated Screening Lanes that minimize “touch points” while enhancing security.

**Legislative or Policy Change:** ACI-NA will continue to advocate for federal funding for TSA/CATSA to procure and deploy technologies.

## 12. Continued Funding for TSA to Reimburse Airports for Cleaning and Sanitization (U.S. Recommendation)

*Jurisdiction: Public Safety and Security*

<b>Description:</b>	Response to COVID-19 and general public health concerns necessitates enhanced cleaning and sanitization around security checkpoints and other common areas at airports.
<b>Approach:</b>	Building on funding provided in the CARES Act, ACI-NA encourages federal funding for TSA to continue to reimburse airports for enhanced cleaning and sanitization.
<b>Legislative or Policy Change:</b>	ACI-NA will request continued federal funding for TSA to reimburse airports for enhanced cleaning and sanitization efforts.

## 13. Transform Facilities and Deploy Technology for Screening Aviation Workers

*Jurisdiction: Public Safety and Security*

<b>Description:</b>	Screening of aviation workers often involves physical contact and does not help mitigate the spread of COVID-19.
<b>Approach:</b>	Transform facilities and deploy “standoff” technology for physical screening of aviation workers with the goal of making it as contactless as possible.
<b>Legislative or Policy Change:</b>	ACI-NA will advocate for federal funding to support the transformation of facilities and deployment of “standoff” technology for the purpose of screening aviation workers.

## 14. Upgrade Access Control Systems

*Jurisdiction: Public Safety and Security*

<b>Description:</b>	Current access control systems at airports typically require physical contact, and do not allow adherence to new guidelines to minimize the spread of COVID-19.
<b>Approach:</b>	Encourage federal funding to upgrade all aspects of access control systems to reduce/eliminate the need for physical contact.
<b>Legislative or Policy Change:</b>	ACI-NA will encourage federal funding for airports to upgrade access control systems.



# Regulatory and Advocacy Efforts

## 15. Accelerate Deployment of Contactless Technologies for International Arrivals

*Jurisdiction: Facilitation*

<b>Description:</b>	Contactless technology will help minimize the spread of COVID-19 and make passengers more confident in air travel.
<b>Approach:</b>	Accelerate the deployment of contactless technologies for international arriving passengers and preclearance departing passengers. The acceleration of programs such as CBP's Simplified Arrival will promote the use of contactless technologies and eliminate the need for Automated Passport Control (APC) kiosks.
<b>Regulatory or Advocacy Effort:</b>	Work with CBP and CBSA to accelerate deployment of contactless programs including Simplified Arrival in the United States and Mobile/Low touch passport/DTC/KTDI clearance processes in Canada. In order to achieve this goal, ACI-NA will urge CBP to decouple the Simplified Arrival from biometric exit requirements.

## 16. Remove the Restriction of Air Service to Designated Screening Airports

*Jurisdiction: Air Service, Facilitation, Public Safety and Security*

<b>Description:</b>	Air carrier resumption of service, particularly international service, is and will be determined based on government restrictions, such as the "funneling" of most international arrivals to 15 airports in the U.S. and 4 arrival airports in Canada.
<b>Approach:</b>	Work with the appropriate government agencies to lift restrictions for air service recovery.
<b>Regulatory or Advocacy Effort:</b>	ACI-NA should advocate for overall removal of arrival restrictions.

## 17. Collaboration on Development of International Travel Resumption Strategic Plan

*Jurisdiction: Facilitation*

<b>Description:</b>	Since the beginning of the COVID-19 pandemic, the public health screening roles and responsibilities of federal agencies (health and security) and stakeholders (airports and air carriers) have been unclear and therefore the international arrival procedural changes remain unclear for airports and passengers.
<b>Approach:</b>	CBP/CBSA, public health agencies, air carriers and airports should develop a strategic plan for international arrivals. A strategic plan to provide options and considerations for all stakeholders could include, but is not limited to: workforce and passenger protection measures, inbound screening requirements and recognition of global standards, roles and responsibilities, and a communication strategy. The strategic plan must be flexible and sustainable when passenger traffic increases.
<b>Regulatory or Advocacy Effort:</b>	Request that CBP and CBSA work with airports and airlines stakeholders to develop strategic plans for the resumption of international travel and processing of international arriving passengers.

## 18. Coordinate International Arrivals Cleaning and Disinfection Protocols

*Jurisdiction: Facilitation*

<b>Description:</b>	In order to meet all four Recovery Principles, airports have requested consistency in cleaning practices for international arrival and preclearance facilities. Increased cleaning and disinfection activities in the FIS and Customs halls (in coordination with all stakeholders) will reassure passengers and provide consistency for airports.
<b>Approach:</b>	Identify the roles and responsibilities of cleaning activities in the FIS, such as frequency and cleaning products and materials used. Work with local stakeholders to ensure airports are a priority location for receiving cleaning products and materials.
<b>Regulatory or Advocacy Effort:</b>	Work with CBP, CBSA and air carriers to identify recommended cleaning and disinfection strategies, consistent with sanitization efforts throughout the airport.

## 19. Reconfigure Screening Checkpoints to Maximize Social/Physical Distancing

*Jurisdiction: Public Safety and Security*

<b>Description:</b>	Screening checkpoints were not designed to comply with new public health social/physical distancing guidelines.
<b>Approach:</b>	When possible, airports should offer advice to TSA and CATSA on checkpoint reconfigurations. When federal funding is not available, other alternatives or combinations of alternatives should be considered commensurate.
<b>Regulatory or Advocacy Effort:</b>	ACI-NA will work with airports and TSA/CATSA to advocate for reconfiguration that will be the least impactful to airport operations, while maintaining public health best practices.

## 20. Modify Queuing at Screening Checkpoints to Provide Space for Social/Physical Distancing

*Jurisdiction: Public Safety and Security*

<b>Description:</b>	Screening checkpoints and gate hold areas were not designed to support new public health social/physical distancing guidelines.
<b>Approach:</b>	When possible, airports should work with TSA on queuing modifications to support social/physical distancing. Canadian airports will work collaboratively with CATSA to determine optimal checkpoint queuing configurations.
<b>Regulatory or Advocacy Effort:</b>	ACI-NA will work with airports, airlines and TSA/CATSA to advocate for modifications at the checkpoints and gate hold areas that meet passenger concerns and public health best practices.

## 21. Modify Regulatory Requirements for Access Control and Badging

*Jurisdiction: Public Safety and Security*

<b>Description:</b>	Access control and badging regulations contain requirements that necessitate physical contact.
<b>Approach:</b>	Modify regulatory requirements for access control and badging to make them as contactless as possible.
<b>Regulatory or Advocacy Effort:</b>	ACI-NA will work with airports and TSA through the Quarterly Airport Security Review (QASR) to promote regulatory modifications that support contactless processes. CAC will work with CATSA to promote modifications that support contactless processes.

## 22. Collaboration on International Arrival Facility Modifications

*Jurisdiction: Facilitation*

<b>Description:</b>	International arrival facilities in the U.S. and Canada need to be modified in order to help minimize the spread of COVID-19, promote confidence in air travel, ensure consistency and streamline the recovery of air travel. While airports have started to receive requests from federal agencies (such as local CBP requests for plexiglass screen installation) they still await information on expected future modifications.
<b>Approach:</b>	Airports and CBP/CBSA should work together to implement sustainable initiatives and solutions that can be maintained when passenger traffic starts to recover.
<b>Regulatory or Advocacy Effort:</b>	Encourage CBP and CBSA Headquarters to provide information regarding process modifications to local ports, and encourage airports to coordinate with local representatives on passenger flow and facility modifications.

## 23. Increase Enrollment in TSA PreCheck, NEXUS and other Trusted Traveler Programs

*Jurisdiction: Public Safety and Security*

<b>Description:</b>	Standard screening of passengers who have not been vetted in advance takes more time and necessitates additional contact with passengers and property.
<b>Approach:</b>	Increased participation in trusted traveler programs will increase efficiency, minimize contact between passengers and security personnel, and streamline the screening process.
<b>Regulatory or Advocacy Effort:</b>	ACI-NA will pursue initiatives with airports, TSA, CBP and CBSA to increase enrollment in PreCheck and International Trusted Traveler Programs such as Global Entry and NEXUS.



## 24. Address Considerations of Pandemic Strategies within Safety Management Systems

*Jurisdiction: Risk Management, Operations and Technical Affairs*

<b>Description:</b>	Airports should address the need for implementation, through SMS, how to address safety hazards and mitigation strategies through the SMS framework, including integration with the airports operational (emergency management) business continuity programs.
<b>Approach:</b>	Airport leaders should align strategic and tactical practices with guidance provided by OSHA, CDC, and civil health authorities to address ways to reduce the risk of pandemic exposures to passengers, airlines, and airport employees.
<b>Regulatory or Advocacy Effort:</b>	ACI-NA encourages airports to work with civil health authorities to address considerations of pandemic strategies within the SMS framework.

## 25. Request that Stakeholders Collect Information from Passengers Pre-Departure and Efficiently

*Jurisdiction: Facilitation, Air Service, Operations and Technical Affairs, Public Safety and Security*

<b>Description:</b>	CDC, CBSA, air carriers, state/provincial entities are collecting passenger information in the form of paper/oral questionnaires, electronic forms or other advance information submission. Most requests are to assist with contact tracing efforts and validating that passengers are not exhibiting common symptoms. Some jurisdictions have asked for additional information such as proof of a negative COVID-19 test. Many public health authorities and several in the aviation industry feel this data collection is essential to helping minimize the spread of COVID-19, as well as promote confidence in air travel.
<b>Approach:</b>	For 75% traffic reduction, measures are appropriate to help route information to the right health authority for travel in N. America. At traffic recovery scenarios of 50% or greater, there will be capacity limitations that prevent the ability to efficiently complete forms on arrival domestically or internationally.
<b>Regulatory or Advocacy Effort:</b>	ACI-NA will encourage stakeholders to collect health information (including contact tracing forms) pre-departure and electronically/remove duplicative forms, where possible. The collection of destination specific fields or destinations should be automated in order to minimize the amount of time passengers need to provide destination addresses and contact tracing information.



## Airport Actions and Good Practices

### 26. Update Airport Industrial Hygiene Program

*Jurisdiction: Environmental Affairs, Operations and Technical Affairs Facilities and Maintenance, Marketing, Communications, and Customer Experience*

**Description:** Airports need to address numerous new cleaning and sanitization issues, ranging from products to use, custodial practices, indoor air quality (including filtration issues), and passenger comfort and confidence.

**Approach:** In the near term, airports have updated their custodial practices. They should choose cleaning products that comply with federal guidance (EPA and Health Canada), as well as any state or local regulations. ACI-NA has established two new task groups to work on these issues. One task group is focused on ventilation and HVAC issues. The other task group is focused specifically on Cleaning. Airport staff should make use of these resources, as knowledge about cleaning and sanitization needs continue to develop. Additionally lessons learned will be shared as individual airports trial new approaches.

**Airport Action or Good Practice:** Update Airport Industrial Hygiene program and practices, including cleaning and sanitization procedures, HVAC issues, and communication with passengers.

### 27. Develop Revised Waste Management Strategy Due to COVID-19 Impacts

*Jurisdiction: Environmental Affairs*

**Description:** Waste streams may change as a result of COVID-19, including potential new requirements related to: processes for disposal of Personal Protective Equipment (PPE); temporary suspensions of recycling and composting collection; and disposal of gloves, masks, sanitizer bottles, paper towels as well as the increased utilization of single-use items to reduce potential for transmission.

**Approach:** Stay abreast of directives that may change how waste is regulated, which can come from a local, regional, or national level. Develop response to increased airport terminal waste due to COVID-19 impacts, including associated staffing resources. Encourage and support waste reduction.

**Airport Action or Good Practice:** The committee has identified a recommended symbol that airports can use to indicate “non-infectious PPE disposal here,” in order to provide consistency and reduce confusion for travelers. Stay abreast of Waste Management Working Group information sharing, including information related to airport experience collaborating with haulers to adjust service levels to reflect current generation rates and plan for return to previous levels.

## 28. Develop a Plan to Promote Airport Workforce Safety

*Jurisdiction: Human Resources*

**Description:** As return-to-work efforts continue, airports must ensure the safety of their workforce.

**Approach:** Recommend that employees with symptoms of illness to stay home or go home immediately if the symptoms appear while at work; require the use of masks or face coverings; promote physical distancing; comply with U.S. CDC and Public Health Canada general workforce sanitization guidance. Airports should consult with local and state/province regulations and maintain flexibility in return-to-work efforts as local conditions warrant.

**Airport Action or Good Practice:** The Human Resources Committee has developed a Recovery Guidance for airports to utilize.

## 29. Launch “Ready for Every Journey” Public Relations Campaign

*Jurisdiction: Marketing, Communications, and Customer Experience*

**Description:** Airports are outlining plans with new messaging priorities post-COVID-19. In order to promote confidence in air travel while ensuring consistency, ACI-NA is promoting coordinated messaging.

**Approach:** ACI-NA encourages four key messaging themes: Airports are fulfilling our commitment to protecting passengers and airport workers from the spread of COVID-19; Passengers should expect an enhanced passenger experience that promotes health and safety; Airports are working to restore and expand air service to local communities; Airports are economic engines for local communities that are entering recovery.

**Airport Action or Good Practice:** MarComCX is launching a dedicated Ready for Every Journey website and toolkit to assist airports.

## 30. Coordinate Plexiglass Barrier Installation for Consistency Throughout the Airport

*Jurisdiction: Public Safety and Security, Operations and Technical Affairs, Facilitation, Commercial Management*

**Description:** In order to help minimize the spread of COVID-19, promote confidence in air travel and ensure consistency, airports should consider measures to protect employees and passengers.

**Approach:** Since March, several airports in the U.S. and Canada have installed plexiglass barriers at various locations, to protect those performing security functions as well as the traveling public. The Public Safety and Security Committee has helped airports share information about installations and continues to coordinate with TSA as it develops standards for plexiglass installations at checkpoints and checked baggage screening locations. Additionally, some airports have installed plexiglass barriers upon request for concessionaires and other tenants. CBP has also asked airports to assist in plexiglass installation. Whether done by the airport or a stakeholder, plexiglass installation should be consistent.

**Airport Action or Good Practice:** ACI-NA encourages airports to work with all stakeholders to strive for consistency in plexiglass barrier installation.





### 31. Improve Coverage for Insurable, Transferable, and Retained Risk Exposures

*Jurisdiction: Risk Management, Finance, Legal Affairs, Human Resources*

**Description:** As airports implement new practices and modify old ones, they should be aware of emerging considerations when renewing insurance policies. Insurance coverage that should have priority are Business Interruption, Communicable Disease, Worker's Compensation, Property, and Environmental or Pollution coverages. Additional considerations should be taken to review other changing exposures that challenge the organization's resiliency and sustainability. Airports should regularly review contracts with tenants and vendors, ensuring the adequacy of underlying limits and indemnifications in place.

**Approach:** Airport Risk Management professionals are encouraged to work with insurance carriers and insurance brokers to improve insurance coverage limits and expand coverage triggers. Worker's Compensation insurance for pandemics should be inclusive to protect employee exposure. The insurance coverage should address communicable disease equitably and reasonably comparable to its enterprise risks. Most airports are identified as critical infrastructure or an essential service by a civil authority and should have opportunities to mitigate the many enterprise risks associated with a pandemic. Additional considerations should be taken to negotiate contract type, exposure, and obtain feedback from the insurer and broker.

**Airport Action or Good Practice:** ACI-NA encourages airport risk professionals to work closely with their insurance carriers and brokers to enable adequate coverage and mitigation of risks associated with a pandemic.



## 32. Compile Guidelines for Queuing Space Requirements and Managing Terminal Capacity

*Jurisdiction: Operations and Technical Affairs, Public Safety & Security, Facilitation, Business Information Technology*

**Description:** Physical distancing requirements greatly expand (by three- to four-fold) the space required to accommodate queues and gatherings of people associated with variety of passenger processes and are expected to strain the physical capacity of many airports. For departing passengers, these processes include airline check-in and bag check, conveyance systems (e.g. escalators, elevators, speedwalks, shuttle systems), concessions, restrooms, and hold rooms. For arriving passengers, these processes include international immigration and customs areas, conveyance systems, restrooms, concessions, baggage claim, rental car and ground transport queuing areas, and shared ground transport vehicles (e.g. buses, shuttles, trains).

**Approach:** Assess the capacity of various terminal processes, conveyances, and vehicles, and determine where accommodation will be challenged. Understand the passenger traffic levels and throughput rates – many of which are slower than usual – at which key processes and/or locations of passenger congregation would become unmanageable (e.g., exceed the capacity of available space). Develop contingency plans for situations in which passenger congregation exceeds capacity. Airport Operators should take the lead in coordinating the deployment of potential technological solutions such as contactless check-in and virtual queueing. ACI-NA will encourage members to consider queuing requirements in coordination with all stakeholders, and take the lead on identifying space for stakeholder queuing alternatives such as those associated with virtual queueing. Airport operators should also encourage stakeholders to use consistent directional and status signage.

**Airport Action or Good Practice:** Within 30 days, provide industry guidelines regarding queuing space requirements and good practices for managing terminal capacity with physical distancing requirements in place. Allow for flexibility so airports can apply measures best suited for their needs, while maintaining coordination with stakeholders and communicating new procedures to passengers. These guidelines, as well as future recommendations expected in the near future will focus on identifying alternatives such as technology or new processes rather than traditional physical modifications.



### 33. Develop Guidance for Appropriate Configuration of Airport HVAC Systems

*Jurisdiction: Operations and Technical Affairs*

**Description:** Airport heating, ventilation, and air conditioning (HVAC) systems can play a role in minimizing the role in reducing the airborne transmission risk of COVID-19.

**Approach:** Develop summaries of the immediate actions airport operators can take with respect to existing HVAC systems to reduce COVID-19 transmission risk.

**Airport Action or Good Practice:** Within 30 days, ACI-NA will develop guidance regarding the role HVAC system modifications can play in reducing COVID-19 transmission risks including:

- Summarizing current industry guidance regarding HVAC system modifications that can be made immediately to reduce transmission risk, including guidance promulgated by ASHRAE and RHEVA, associations that are dedicated to HVAC system standards.
- Providing guidance regarding (1) the steps airport operators can take with respect to assessing the performance of their HVAC systems in light of COVID-19, (2) the need to “recommission” HVAC systems to further decrease COVID-19 transmission risks, and (3) the need to assess or “audit” the indoor air quality of airport facilities.
- Summarizing good practices for use by airport facilities and maintenance personnel regarding HVAC and building maintenance during pandemics (e.g. change outdoor air filters frequently, maintain Relative Humidity between 40-60 percent, etc.).

### 34. Prepare to Address New Noise and other Community Concerns

*Jurisdiction: Environmental Affairs*

**Description:** Shelter at home orders and as the growing number companies encouraging employees to work from home has increased noise complaints at some airports. Some communities are using this national public health emergency to build opposition to airport projects, citing the benefits of decreased noise and improved air quality issues. Additionally complaints and aircraft noise opposition usually increases after a notable change, such as an extended period of limited flights. If not handled appropriately, community opposition can pose a risk to the economic impact benefits an airport provides, particularly by blocking future development programs.

**Approach:** Recognizing the economic benefit of air service, be prepared to interact appropriately with noise sensitive communities, and work to manage the impacts of a return to service.

**Airport Action or Good Practice:** ACI-NA recommends that airports prepare an engagement plan appropriate for their specific community.

### 35. Collect Airport Economic Data and Encourage Information Sharing

*Jurisdiction: Finance*

**Description:** In order to better understand the financial position of North American airports, detailed information and analysis is needed.

**Approach:** The ACI-NA Economic Affairs and Research, in conjunction with the Government Affairs team, has been working on economic analysis and data collection from airports and industry to support short and long term recovery efforts. The Economic Affairs and Research Analysis team has also worked with various ACI-NA staff to develop and analyze the public health measures data collection.

**Airport Action or Good Practice:** ACI-NA will continue to collect and analyze data, and provide the results to ACI-NA committees as well as airports.

### 36. Develop Communications Response to Passenger Survey Results

*Jurisdiction: Marketing, Communications, and Customer Experience*

**Description:** Airports should utilize the results of the ACI-NA Airport Industry Recovery Passenger Survey to help promote confidence in air travel.

**Approach:** Airports should use enhanced signage to communicate changes in travel requirements, implement cleaning procedures and frequencies that instill confidence in travelers, and encourage employees to wear health safety protection gear in public areas.

**Airport Action or Good Practice:** Based on the survey results, MarCommCX will provide recommended communications practices that will help airports meet passenger expectations.

### 37. Remodel Volunteer/Airport Ambassadors Program

*Jurisdiction: Marketing, Communications, and Customer Experience*

**Description:** Airports rely on volunteers such as airport ambassadors to help guide passengers through their journey. During the COVID-19 pandemic, these volunteer programs were suspended. Even if the volunteers are ready to return, many airports are limiting terminal access. Therefore, innovative approaches to providing information are needed.

**Approach:** Airports could utilize video chat at information booths.

**Airport Action or Good Practice:** MarComCX will provide airports good practices and innovative methods to convey information to passengers information while maintaining physical distancing.



### 38. Develop a Plan for Airport Organizational Adjustments

*Jurisdiction: Human Resources*

**Description:** Airports are considering future organizational adjustments based on lower traffic levels.

**Approach:** Airport Human Resource departments should plan for adjustments that balance the need for headcount reductions with retaining skill sets that position airports for a rapidly changing future; maintain leadership capabilities and a talent pipeline; develop flexible workforce policies and processes to support the new post-recovery business environment.

**Airport Action or Good Practice:** The Human Resources Committee has developed a Recovery Guidance manual for airports.

### 39. Compile Guidance for Critical Airport Facility COVID-19 Contingency Plans

*Jurisdiction: Operations and Technical Affairs, Public Safety and Security*

**Description:** Airport operations centers, security & public safety facilities, communications centers, ARFF facilities, and ramp control facilities involve high congregations of people in confined spaces, often for extended durations. As such, employees assigned to them can be particularly susceptible to COVID-19 transmission. They also are critically important to the continuity, security, and safety of airport operations. Taking steps to (1) prevent COVID-19 infections among the employees that access these facilities, (2) minimizing the risks of transmission among employees that access these facilities, and (3) ensuring that procedures are established for rapid cleaning and disinfection of these facilities in the event of an outbreak are very important.

**Approach:** Describe good practices airport operators can take to reduce the risks associated with COVID-19 infections in safety and operationally critical facilities.

**Airport Action or Good Practice:** Within 30 days, ACI-NA will compile guidance regarding how to reduce COVID-19 infection and transmission risks in critical facilities.





## 40. Prepare Airside Facilities for the Safe and Efficient Return to More Substantial Levels of Aircraft Operations

*Jurisdiction: Operations and Technical Affairs*

**Description:** Aircraft operations levels at commercial service airports in the U.S. and Canada fell precipitously in March and April 2020 as stay at home orders, travel restrictions, and other actions were taken by national, state/provincial, and local governments. Airlines worked with multiple airports, the FAA, and Transport Canada to develop temporary aircraft parking plans for grounded aircraft—including parking on runways and taxiways. Additionally, both the FAA and Transport Canada suspended or extended deadlines for airport certification inspections, training, and emergency response exercises required under their respective national regulations. As aircraft operations levels begin to increase, it will be critical to have plans in place to return to normal operating practices on the airside, inclusive of regulatory requirements.

**Approach:** In accordance with US and Canadian airport certification requirements, develop checklists for safe return to normal airside operating practices.

**Airport Action or Good Practice:** Within 30 days, ACI-NA will develop a checklist airport operators can use to assist in the safe return to normal airside operations.

## 41. Contactless Technologies for Common Use Self-Service Kiosks

*Jurisdiction: Business Information Technology, Operations and Technical Affairs, Marketing, Communications, and Customer Experience*

**Description:** Airports should prioritize and promote contactless processes and technologies as much as possible throughout the passenger experience. Previous recommendations have addressed encouraging the use of contactless technologies by government stakeholders, working with air carriers and associate members on contactless queuing, and MarComCX's toolkit for addressing wayfinding and customer experience information via mobile applications and other contactless measures. Airports who have existing common use self-service kiosks can also look to contactless technology that would minimize or eliminate the need to physically touch the kiosk and therefore help minimize the spread of COVID-19. Such conversion will also minimize the kiosk cleaning/sanitization requirements for airports.

**Approach:** Airports with common use self-service kiosks (CUSS) should offer contactless options for passengers who use onsite check-in. For example, the use of a mobile app on a passenger mobile device to carry out the kiosk transactions.

**Airport Action or Good Practice:** Airports are encouraged to work with the industry supplier community to deploy technologies that can help transform existing common use, kiosk-based check-in to a contactless process.

## 42. Commercial Management Guidance for Reopening Airport Commercial Programs

*Jurisdiction: Commercial Management*

**Description:** The Commercial Management Committee has provided airports and associate members with a guidance manual for reopening airport commercial programs. This manual accompanies the AIRAP report.



Under Consideration

## Medium-Term AIRAP Recommendations

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*Those recommendations for which the committees and AIRAP are developing recommendations and expect to bring forth recommendations for the U.S. and Canadian Policy Councils to consider this summer and early fall.*

In addition to the immediate AIRAP recommendations – outlined in the previous section – committees are also working on matters that are still evolving or for which airports still need additional information. The Advisory Panel will provide the policy councils with specific recommendations for these considerations over the summer and into the early fall.

**Examples** of medium-term priorities that have been identified are:

### Financial Guidance for Budget Cuts

*Jurisdiction: Finance*

**Description:** ACI-NA now estimates airports face at least \$23 billion in operating losses as a result of the COVID-19 pandemic.

**Approach:** The Finance Committee Steering Group shares information on financial decision making. The Steering Group can identify measures that can be raised to the level of broad guidance for airports.

**Airport Action or Good Practice:** TBD

## Queueing

*Jurisdiction: Operations and Technical Affairs, Public Safety & Security, Facilitation, Commercial Management, Marketing, Communications, and Customer Experience,, Business Information Technology*

**Description:** Current queuing processes throughout the passenger journey do not meet current public health guidance on physical distancing.

**Approach:** Airport adaptations could be necessary to accommodate new processes in areas of passenger congregation including: facility modifications, international arrivals facility and processes, passenger conveyance systems. Queuing considerations for all of these will also include the use of technology to aid with distancing and queueing, communication of new queueing procedures, and engagement with various stakeholders.

**Airport Action or Good Practice:** TBD

## Pandemic Recovery Insurance Act (PRIA) (U.S. Recommendation)

*Jurisdiction: Risk Management, Finance, Legal Affairs, Human Resources*

**Description:** There is an effort in Congress to present a bill to address specific insurable interests of organizations related to a pandemic, the Pandemic Recovery Insurance Act (PRIA). Similar to the Terrorism Risk Insurance Act (TRIA), insurance companies would be required to include pandemic coverage. At the same time, the federal government would maintain marketplace stability and share the burden to ensure sufficient capacity to cover losses from future pandemics or public health emergencies.

**Approach:** Airport Risk Management professionals should work with each other and leading insurance brokers to address concerns with lack of insurable risks of pandemics, communicable disease, and business interruption needs.

**Regulatory or Advocacy Effort:** ACI-NA will look into legislative efforts on supporting the Pandemic Recovery Insurance Act (PRIA).

## Business Continuity Management (BCM)

*Jurisdiction: Risk Management, Business Information Technology, Finance, Human Resources, Operations, and Technical Affairs*

**Description:** Business Continuity Management (BCM) should address how airports are planning for continuity of operations, including but not limited to workforce reduction, increased cyber exposure, financial impacts of business interruption, reduction in vendor support, and reduction in infrastructure – including access limitations.

**Approach:** Airport Risk Management professionals should work within their organizations on how to best address a flexible Business Continuity framework and plan for emerging exposures. A considerable focus should address vendor risk management reduction as it pertains to the financial and operational impacts of third-party business interruption, including but not limited to leases, construction projects, maintenance agreements, management agreements, and professional services. Airport leaders should be flexible in their approach to BCM to address uncertainty. This approach should also consider contractual transference of Business Interruption to Third-Party Vendors and consideration of planning for construction delay risks driven by a pandemic.

**Regulatory or Advocacy Effort:** ACI-NA should work with senior leaders of airports to address “common” aviation exposures and concerns around BCM practices, and address areas most commonly identified by aviation practitioners pertaining to the pandemic.





Under Consideration

## Long-Term AIRAP Recommendations

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*Those recommendations for which the committees and AIRAP are researching and discussing with stakeholders that will likely take longer to fully develop.*

As a result of public health concerns raised by COVID-19, which are certain to remain even when this pandemic wanes, ACI-NA committees have been examining how airports function and consider how they will look in the coming years as a result of new policies. ACI-NA committees and the Advisory Panel have identified several long-term areas that will need to be addressed, most of which will require cross-functional collaboration. As both variables change over time, and as airports identify available resources, the Advisory Panel will provide guidance to members on changes the traveling public and workers expect to see at airports in the next decade. Advisory Panel meetings will include topical discussions of these cross-functional considerations – encouraging communication, coordination and collaboration with aviation stakeholders.

Many of these priorities are areas ACI-NA was addressing prior to COVID-19. They are still relevant to helping promote confidence in air travel. Therefore, the arguments and tactics may change for a new purpose, but the goal remains the same.

**Examples** of long-term priorities that have been identified are:

### Installation of Biometric and Contactless Technology

*Jurisdiction: Operations and Technical Affairs, Public Safety & Security, Facilitation, Commercial Management, Marketing, Communications, and Customer Experience, Business Information Technology, Government and Political Affairs*

**Description:** ACI-NA continues to work with stakeholders and regulators to encourage the implementation of biometric and contactless technology. The goal is a more efficient system and passenger satisfaction. With public health concerns, these technologies are even more important to minimize the spread of COVID-19, promote confidence in air travel, ensure consistency, and streamline the recovery of air travel.

**Approach:** ACI-NA will consider a variety of options from legislative to regulatory to stakeholder engagement to accelerate use of biometric and contactless technologies.

**Airport Action or Good Practice:** TBD

## Increase the Federal Limit on Passenger Facility Charges (U.S. Recommendation)

*Jurisdiction: Government and Political Affairs*

**Description:** ACI-NA developed a robust campaign to increase the federal limit on Passenger Facility Charges (PFC). With record passenger volume, airports had limited ability to raise the necessary capital in order to meet growing facility capacity needs. Though the COVID-19 pandemic has drastically reduced air travel, facility expansion is still necessary to meet guidelines on physical distancing and other potential public health measures.

**Approach:** ACI-NA will work with airports to identify necessary facility modifications, the costs associated with public health requirements and customer expectations.

**Legislative or Policy Change:** Continue to advocate for a modernized PFC.

## Climate Change Adaption

*Jurisdiction: Sustainability and Integration Council*

**Description:** In the wake of COVID-19, climate action may be needed to rebuild public trust. In addition, climate action is increasingly important for federal funding grants and to access investment funding.

**Approach:** ACI-NA will encourage members to consider Climate Action at airports when updating process and procedures, or investing in infrastructure.

**Airport Action or Good Practice:** Use this opportunity to envision and plan for more resilient airports in the 2020's and beyond. Workshops being planned for later this summer.

## Data Sharing and Interoperability

*Jurisdiction: Government and Political Affairs, Legal Affairs, Public Safety & Security, Facilitation, Operations and Technical Affairs, Environmental Affairs, Business Information Technology, Marketing, Communications, and Customer Experience, Air Service*

**Description:** Airport adaptations to increase data sharing in response to the COVID-19 pandemic should focus on interoperability whenever possible.

**Approach:** Ensure that new systems and technologies follow good practices and standards that facilitate data sharing and interoperability with: existing systems and digital assets at respective airports and across airports, as much as possible; and other stakeholders (e.g. airlines and government agencies) and systems for providing timely and standardized information access.

**Airport Action or Good Practice:** TBD

## Potential Health Screening Measures

*Jurisdiction: Business Information Technology*

<b>Description:</b>	As the Government of Canada begins to implement public health screening (temperature checks) and though the United States Government has not yet decided to do so, if it should, ACI-NA will continue to work with federal agencies to determine the direction they may be taking. In addition, state/provincial and local health departments are also considering implementation of health screening measures at airports.
<b>Approach:</b>	Work with government entities and other stakeholders in accordance with ACI-NA policy that “any health screening measures, including temperature checks, should be backed by medical evidence and national standards, performed by Federal government officials and minimize the impact on airport operations.” Within that context, ACI-NA will help airports adapt, develop good practices, provide communications guidance and other support as needed.
<b>Airport Action or Good Practice:</b>	TBD

## Enterprise Risk Management (ERM)

*Jurisdiction: Risk Management and Finance*

<b>Description:</b>	ERM should be embedded in the decision-making processes from a strategic and tactical perspective, as airports prepare for a “new normal.” The ERM considerations should strategically align with sustainability and resiliency efforts.
<b>Approach:</b>	Airports should identify, prioritize, and treat risks associated with a new normal of business strategy and operations, risk reduction tasks, and mitigation strategies. The purpose would be to include risk considerations in the decision-making process of strategic planning and tactical, operational approaches and include considerations for emerging opportunities and risks regarding pandemics.
<b>Advocacy or Regulatory Effort:</b>	ACI-NA should look into collaboration with Risk Management Society – ERM (RIMS), Public Risks Management Association (PRIMA), Committee of Sponsoring Organizations (COSO) and International Standards Organization (ISO) 31000 members for specific changes to address Pandemic outcomes and lessons learned to support airports addressing their risks and decision making. COSO is an initiative of accounting and auditing organizations dedicated to providing thought leadership through the development of frameworks and guidance on enterprise risk management, internal control, and fraud deterrence.

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