



ACI EUROPE Guidance Document for Safety & Airside Operations

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WORKSTREAM OVERVIEW

- Facilitation
- Human Factors & Resources
- Communications
- **Operations & Safety**
- Aviation Security
- Sustainability
- Economics

RESTORING CONNECTIVITY

Key points

- Travel restrictions:
 - what **measures** will be applicable (**physical distancing, sanitary measures**)?
 - In what countries and by what date?
 - When will the measures be announced so the aviation industry can prepare themselves?
- What will be the **airport capacity** because of these post-covid19 measures imposed by authorities?
 - Terminal capacity (check-in/boarding process/available m²) will be the most limiting factor in most cases
 - A second limiting factor will be on-stand gate availability for boarding/deboarding
- What will be the **traffic demand**, how does this evolve?
- What will be the **predictability** of the intended flights/routes?
 - Key parameters : from/to, type of aircraft used, number of passengers, turnaround time
- How can the airports and GHs organize themselves; what capacity can they provide and when?
 - Sufficient **lead time** required to **organise resources** (airport + ground handler/airlines)
- What will be **bottlenecks** if traffic demand will be compared with airport capacity at a given time?
 - Terminal processes will drive the airport throughput rather than ATM capacity
- **Turnaround times** expected to be significantly longer due to sanitary measures, reduced gate availability and foreseen issues to allocate resources especially if flight schedules and passenger numbers are dynamic and details known (too) late in the process
- **Staff availability, training (schedules) and physical distancing/sanitary measures for staff** have been identified as important limiting factors for airside operations/safety processes.

- **Compliance/Regulations** seems to be **less of an issue** compared with the items listed above. Cooperation from the Regulators/CAAs is essential here, and **flexibility/extensions** one of the desired solutions. The issues may differ per country.
- For **currency/training**, alternate methods may be available (e-learning, e-testing), and **flexibility/extensions** should be considered an appropriate mitigating measure.
- **Not all problems have the same priority**, and problems/solutions may **differ per country/region/airport** and **per phase** in the recovery process.
- Thinking in terms of **different scenarios** (low/medium/high) for demand and capacity provides more flexibility, and could provide an early detection of capacity vs demand issues.
- **Balance** needs to be found between **(temporary) measures and costs**.
- Close **collaboration** with **all airport stakeholders** is essential for planning, coordination, communications, etc.
- There is a close relation with **other workstreams** (mentioned above).

Sequence

In order to restore connectivity at airports, following steps are considered to be the driving factors:¹

Sequence	Topic	
1	Border Open Yes/No ?	▪ If border not open, no pax
2	Traffic Demand	▪ Do people buy (enough) tickets for airlines to fly ? ▪ When is the critical load factor for the major airlines in Europe (so far no indications received on questions related to that)
3	Sanitary Measures	▪ What sanitary measures imposed by what state in what airport ? ▪ What is the impact on boarding/deboarding ? ▪ Impact on turn-around time ?

¹ List may not be complete and may change as recovery progresses, but intended to help to build the proper mindset by all stakeholders & regulators.

Recovery Scenario Planning

→ According to IATA

#	Recovery Phase	Timeline	Description
1	Preparatory	Q2-2020	Immediate: Developing and putting in place measures and procedures in place to enable restart
2	Initial Recovery	Q3-2020	Short Term: - Minimum measures in place to enable border reopening and resumption of operations - Procedures unlikely to be normalised/automated
3	Second Recovery	Q4-2020....Q4-2021	Medium Term –Temporary but systematized operations: - Temporary arrangements in place; supported by SOPs etc. - Consistent application and mutual acceptance
4	Final Recovery	Q1-2022	Return to Business as Usual: - Vaccine in place, with widespread uptake - Removal of temporary measures

Baseline Turnaround times

Pre-COVID-19	INITIAL RECOVERY PHASE
- EMB 175/190 = 40 vs 50 min (LCC vs Legacy) - A320-B737 = 40 vs 55 min (LCC vs Legacy) - B787/A350 = 95 min Source: EUROCONTROL	- EMB 175/190 = 55 - 65 min (+15') - A320-B737 = 60 - 90 min (+20-35') - B787/A350 = 120 min (+25') Present indications. Simulations with different scenarios can assist to improve prediction quality.

PROBLEMS vs SOLUTIONS – AIRSIDE OPERATIONS

■ VIRUS SPREAD

Prio	Problem	Cause(s)	Possible Impact	Possible Solutions/ Recommendations
1	Health risk	Risk of virus spread	- Reduced staff availability at airside, which may cause reduced turnaround efficiency - Operational inefficiency due to less available staff in APOC - Virus spread on passengers during the boarding/disembarkation process.	All measures must comply with health authorities' rules. <u>PHYSICAL DISTANCING</u> - Physical distancing for passenger and staff (to include other shared areas (canteens, changing rooms, toilettes, etc.) - Procedures for airbridges, contact- and remote stands, and passenger buses (spacing, bank-lining, etc.) - Stand management - alternate contact stands; reduced use of remote stands. - Hold and hand baggage procedures (GHA distancing) – support with distance signage in the baggage management areas (alternate allocation) - Include physical distancing for staff training and promote e-learning/virtual methods. <u>SANITARY MEASURES</u> - Personal protection equipment/PPE (masks and gloves) for passengers and staff

				▪ Disinfecting/cleaning of boarding area/airbridge/bus/cabin ▪ Install sanitizer stations and mats ▪ Use of sanitizer wipes by staff ▪ Cleaning of shared equipment, vehicles, and operational centres and other shared areas (canteens, changing rooms, toilets, etc.) ▪ Ensure adequate ventilation and air circulation/filtration in those shared areas. <u>HEALTH CHECKS</u> ▪ Staff: health checks prior duty (check items to be clarified) ▪ Passengers: health checks during check-in process (departure), at specific areas, taking into account health requirements at arrival. Aim for single check across Europe (departure seems most logical) <u>INFORMATION CAMPAIGNS</u> ▪ Health campaign: remind passengers and staff of preventive measures (posters, leaflets, etc.) ▪ Safety campaign: promote the safety of the aviation industry and that the health of passengers is top priority. Summarise key measures. <u>STAFF MANAGEMENT</u> ▪ Set up separate duty teams (avoid mixing staff) ▪ Separate passenger- and staff flows
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				▪ Stagger duty times to reduce queuing at entry/exit ▪ Prepare backup team(s) in case of other team quarantine. <u>OPERATIONAL CENTRES</u> ▪ Restrict access to operational control centres (APOCS) ▪ Back up operational centres ready for use (estimate time to disinfect main location) ▪ Promote remote/virtual procedures, and avoid physical contact with document sharing as much as possible.
2	Prevention Measures (COVID-19)		▪ Impact on boarding/disembarkation processes and other turnaround activities ▪ Reduction of gate area capacity ▪ Increase of turnaround times ▪ Change of flight schedules/rotation ▪ In case remote stand boarding/deboarding is required (e.g. capacity reasons), more bus capacity may be needed. ▪ Physical distancing versus economic viability	▪ Prioritise stand gates via airbridge or boarding-by-walking instead of remote stands/using buses (physical distancing) ▪ Apply automated boarding processes as much as possible ▪ Closely monitor required contact stands vs remote stands, buffering and cargo ▪ Flexible policy on spacing, taking into account other preventive measures (risk-based approach).

■ INFRA USE

Generic

Prio	Problem	Cause(s)	Possible Impact	Possible Solutions/ Recommendations
1	Capacity (Airside) ➤ Aprons ➤ Taxiways ➤ Runways	▪ Stored, unused aircraft	▪ Reduced capacity ▪ Reduced efficiency ▪ Increased turnaround times	<i>See Apron/Capacity</i> ▪ Clear policy on spacing, coherent with contractors and government guidelines. ▪ Such guidelines are highly dependent on national guidelines. Staffing levels are probably the greatest limit to capacity.
2	Maintenance (Airside) ➤ Aprons ➤ Taxiways ➤ Runways	▪ Less resources due to low traffic volume and economic crisis ▪ Systems not used or disconnected	▪ Less maintenance personnel available to conduct works due to taking mandatory leave, absence and physical distance requirements ▪ Out of service of electric systems ▪ Increased safety risks in case of reduced performance of markings/signs/lighting ▪ Deterioration of surface due to long-term static loads	▪ Detailed inspection (Checklists should already be available for normal operations) ▪ Aircraft stored for prolonged times should be moved from time to time to avoid structural damage to infrastructure ▪ Identify operational and safety risks prior to restarting operations ▪ Take mitigating measures plan to control risks ▪ Necessary (preventive) maintenance works to be completed prior to restoring operations ▪ Maintenance planning and priorities to be re-evaluated, different scenarios considered (Temporary/Short/Medium/Long Term)

			▪ Increased risk due to reduced inspection capability (resources) ▪ Increased risk of compliancy issues.	▪ Obtain simplified authorization process with CAA if possible. If that works propose to make that the new standard. → Airbus, Safety first, "Aircraft Parking and Storage", April 2020 (Resources/Skybrary)
3	Works (Airside) ➤ Aprons ➤ Taxiways ➤ Runways	▪ Lack of resources	▪ Increased risk due to reduced inspection capability (resources) ▪ Risk of compliancy issues	▪ Identify operational and safety risks prior to restart and take mitigating measures plan to control risks. The EUROCONTROL FOSA/HIRM methodology is a good tool for which guidance is available. ACI may be able to compile a database of FOSA exercises that have been completed for sharing. ▪ Take mitigating measures plan to control risks ▪ Consider temporary/quick vs long term/definitive solutions. In this matter, we see the mini-master plan as the best approach. A brainstorming of requirements, restrictions, costs and benefits. The last two are important as the income model will have changed. ▪ Detailed inspection (Checklists should already be available for normal operations) ▪ Obtain simplified authorisation process with CAA if possible. If that works propose to make that the new standard. Perhaps EASA could be of use to help with equivalent level of safety determinations.

a-Apron

Prio	Problem	Cause(s)	Possible Impact	Possible Solutions/ Recommendations
1	Capacity	Stored, unused aircraft	- Reduced apron capacity - Less efficiency due to towing/manoeuvring - Increase of Turnaround times ...	- Plan availability with priority for contact stands/close to terminal to reduce the number of buses needed - Priority to fully equipped apron parking stands (GPU, PCA, Fuel pit, airbridge) to increase handling performance, and reduce turn-around times and reduce workload for ground-handlers - Extra taxi/towing time to be taken into account if extra ground movements foreseen. May influence turnaround times. - Apply longer turnaround times and take this into account for capacity predictions/monitoring - Update TOBT algorithms and make maximum efforts for updates - Gate management > short and medium term scenarios to be developed in concert with key stakeholders (airport, airline, GHO & ANSPs) - Stand & gate planning/simulation may assist in determining how to best use gates. As a rule of thumb, longer turn-round times will result in less flights per day or a longer operating day - Gate management decisions will be affected by the ratios of with point to point flights vs transfer flights (ANSP/Airport/Airlines/GHs).

2	Maintenance/Apron	<i>See Generic/Maintenance</i>	<i>See Generic/Maintenance</i>	<i>See Generic/Maintenance, plus:</i> ▪ Inspection of pavement condition ▪ Check of signs and markings ▪ Check of apron lighting.
3	Works/Apron	<i>See Generic/Works</i>	<i>See Generic/Works</i>	<i>See Generic/Works</i>
4	Fuel systems	▪ Specific maintenance may be required to restart fuel apron facilities	▪ Risk of interrupted fuel supply (due to fuel contamination or clogged filters)	▪ Aerodrome Operator to request confirmation from Fuel Suppliers of steps taken to ensure Fuel Quality
5	Flight waste management	▪ Risk of virus spread	▪ New measures could be necessary for aircraft waste management, catering, water supply, waste management infrastructures, systems or procedures.	▪ Guidelines or checklist to be checked and amended accordingly ▪ Awareness campaign for all stakeholders involved (GHs, airline crews, maintenance personnel, ...). → <i>See Virus Spread</i>
6	Potable Water	▪ Specific maintenance may be required to restart potable water supply	▪ Risk of water contamination	▪ Check infrastructures and vehicles for quality including (bacterial) contamination

b-Taxiways, Taxilanes

Prio	Problem	Cause(s)	Possible Impact	Possible Solutions/Recommendations
1	Capacity	Stored, unused aircraft	- Reduced taxiway/taxilane capacity - Less efficiency due to towing/manoeuvring - Increase of Turnaround times; ...	<i>See Generic/Capacity, plus:</i> Make impact assessment for normal and LVP operations → increased taxi/towing times → increased turnaround times
2	Maintenance/Taxiways	<i>See Generic/Maintenance</i>	<i>See Generic/Maintenance</i>	<i>See Generic/Maintenance, plus:</i> - Inspection of pavement condition - Check of signs and marking - Check of airfield lighting - Check of energy supply systems - Check of systems protecting for RWY incursions and ASMGCS - Check presence of mobile obstacles - Check presence of material interfering with (ILS) Sensitive areas.
3	Works/Taxiways	<i>See Generic/Works</i>	<i>See Generic/Works</i>	<i>See Generic/Works</i>

c- Runways

Prio	Problem	Cause(s)	Possible Impact	Possible Solutions/Recommendations
1	Capacity	Stored, unused aircraft	- Reduced runway capacity - Apron management service, AMAN and DMAN change - More staff for RFF services - More staff for inspections and Wildlife management.	<i>See Generic/Capacity, plus:</i> - Plan availability with valuation of RFF category needed - AMS change management in normal and LVP conditions in concert with ANSP - Make impact assessment for normal and LVP operations → increased taxi/towing times → increased turnaround times.
2	Maintenance/Runways	<i>See Generic/Maintenance</i>	<i>See Generic/Maintenance</i>	<i>See Generic/Maintenance, plus:</i> - Inspection of pavement condition - Check of signs and marking - Check of airfield lighting - Check of energy supply systems - Check of systems protecting for RWY incursions and ASMGCS - Check presence of mobile obstacles - Check presence of material interfering with (ILS) Sensitive areas - Check NAVaids for unused runways during reduced operations period.
3	Works/Runways	<i>See Generic/Works</i>	<i>See Generic/Works</i>	<i>See Generic/Works</i>

■ TRAINING, RESOURCES

Prio	Problem	Cause(s)	Possible Impact	Possible Solutions/Recommendations
1	Availability of handling agents & staff	Redundancies/furloughs/short-time working/foreign nationals may have gone home (unable to return to work soon)	- Lack of staff in general; - Lack of training staff due to high training demand - Reduced number of handling agents with proper training available - Expiry dates may have been exceeded during lockdown period, or will soon - Physical distancing may make it impossible to use full capacity of training facilities slowing re-training programmes.	- Airlines to communicate flight schedules and confirmed flights as early as possible - Lead times to set up rostering, training and renewal/extension of licences to be made up, communicated, respected and adjusted where appropriate - Needed staff capacity to be assessed and checked against available handling resources. Potential issues identified as early as possible - Establish realistic turn-times with involvement from all parties (GHAs, Airlines, Airport, refuellers, caterers, etc.) - Check badges/airside access and put renewal process in place asap - Return to activity prior to beginning of aircraft operations, in order to ensure that handling agent staff are sufficiently available - Request each GHA/third party supplier (e.g. caterers, refuelling companies) provide evidence of ramp-up plans to the Airport Authority for review. - If not already in-place, consider 'common user' equipment, pooled for use by all GHAs - Develop different traffic scenarios, e.g.: ➤ Less than 25%

				➤ Between 25-75% ➤ More than 75% ▪ The different scenarios should include a Task and Resources Analysis (to note that during the initial recovery phase the focus will be on short and intra-European routes. Long haul flights will probably resume operations later) ▪ Collect and exchange information between peer airports and start collect and disseminate best practices/lessons learned. Especially from airports that started to operate earlier. ▪ Change in summer/winter operations may provide useful information for change in capacity vs demand (historical analysis) ▪ Evaluate on-line training packages for priority training requirements where possible.
2	Training (validity)	▪ See above ▪ Expiry dates may have been exceeded during lockdown period.	▪ See above ▪ Pressure on training system; all stakeholders to be taken into account ▪ Physical distancing requirements puts pressure on training facility capacity.	▪ Assess (recurrence) training needs and make risk assessment (all stakeholders). ▪ Ensure Airside Driving Permits remain valid. Consider local extensions. ▪ Prioritise training needs and establish a delivery plan. ▪ Ask your Competent Authority to apply flexibility tools ▪ Develop a new training program in accordance with Competent Authority. ▪ Return to activity prior to beginning of aircraft operations, in order to ensure that handling agent staff are properly trained

				▪ Facilitate e-learning, e-testing as much as possible (efficiency, reduce risk of virus spread) ▪ Look for condensed programs to save time, efforts, training resources and costs. ▪ Before restoring operations, coordinate with handling agent how to develop practical training on ramp (when, where and how) in order to ensure physical distancing ▪ Identify what trainings may cause physical distance/sanitary measurements issues in concert with stakeholders. Come up with mitigation proposals ▪ Ramp Safety Committee every week in order to identify safety problems during operation restoration ▪ Some training requirements may have legal consequences. To be identified and mitigation measures sought (see above). UK CAA GHOST have some good advice. ▪ Consider pooling resources across GHAs for the initial start-up and using an airport-wide 'training consortium' to train the trainers and ensure consistency. ▪ Evaluate on-line training packages for priority training requirements where possible.
3	First Aid service level	▪ Less resources available, less hospital support ▪ Sanitary measures	▪ Higher workload ▪ Risk of lower medical service level	▪ See Virus Spread/Health Risk ▪ See Reference Material (Skybrary, UK Gov) ▪ Check with nearest hospitals for service level (capacity) ▪ Set right priorities. Ensure staff for rescue in case of aeronautical emergency

				together vs possible medical procedures concerning the COVID cases ▪ Consider non-medical personnel for body temperature checks.
4	PRM assistance	▪ Less resources ▪ More personnel may be required, but difficult to get	▪ Assistance process may take longer (impact on turnaround time)	<i>See Virus Spread (above)</i> ▪ <i>See items 1 & 2 in this section</i> ▪ <i>Use Guidance Material (Skybrary, ...)</i> ▪ Look for mitigation measures e.g. more personnel, etc.

■ COMPLIANCE, REGULATIONS

Prio	Problem	Cause(s)	Possible Impact	Possible Solutions/ Recommendations
1	Maintaining compliance with safety regulations	- Less resources due to low traffic volume and economic crisis, redundancies and furloughs - change of established routines due to low traffic volumes - staff might assume roles that they are less familiar with due to resource shortage - Loss of corporate memory.	- Maintenance tasks and hours have been reduced. - Some airports operate on demand. - Less capacity for airport operator to meet compliance action plan - Introduction of new risks due to changes in routines.	- Reprioritised certification, compliance assessments to be carried out, and ensured that operations can be resumed safely - Ensure compliance assessments of changes made in Q1/Q2 to aid ramp up assessments - Elaborate a procedure to recover activity with the gradual re-scheduling of maintenance tasks and safety audits - Postpone implementation of new regulations due to financial and resource based implications thereby allowing time for compliance - Consider use of flexibility tools (Airport ↔ Competent Authority).
2	Maintaining certification	In the case of airports which a) have been closed b) have been used only for humanitarian and emergency ops c) have been used with reduced operations.	- Possible non-compliance with consequent accountability risks - Potential admin burden to obtain re-certification.	- Reprioritised certification, compliance assessments to be carried out, and ensured that operations can be resumed safely - Number and frequency of infra inspections may need to be checked, impact of change of other aircraft types evaluated (Helicopters, Cargo, General Aviation, different Aircraft Codes, Military aircraft) - Change of service level assessed

				- Change management to be discussed with and approved by CAA - Consider use of flexibility tools (Airport ↔ Competent Authority) - Temporary procedures may need to be issued, staff informed/trained.
3	Security IDs lapsing, and delays in issuing new IDs	- Lack of awareness due to prolonged non-working period - Lack of resources - Financial implications.	- Staff member not pursuing work permit issuance/renewal - Mgt may not be aware of an issue. - Health sector getting Police clearance given priority.	- Ensure all staff with a permit due to expire in 3 months to check ID status and commence the issuing/renewal process - Clear policy on ID replacement (including priorities for essential staff) - Awareness campaign - Involve software provider to raise alerts - Make planning to avoid ID process overload, taking into account process times - Extend deadlines for renewal of permits in agreement with the regulator - Prioritise the processing of essential staff (security) versus other (retail) - Proactively approach the processing authority, alert them to the problem.
4	EASA non-compliances: (DAAD, Special conditions, AltMoC)	Lack of resources due to redundancies/furloughs/short-time working	- Less focus for non-compliance - Accountability risk - Inability to address DAADs within specified period of validity due to financial impacts.	- Reprioritised certification, compliance assessments to be carried out, and ensured that operations can be resumed safely (Airport ↔ Competent Authority) - Flexibility tools to be discussed and agreed upon with CAA where appropriate - Enlist EASA support to encourage CAAs to deal generously flexibility tools where appropriate.

■ SAFETY, OPERATIONS

Prio	Problem	Cause(s)	Possible Impact	Possible Solutions/Recommendations
1	First Aid service level	Lack of resources due to redundancies/furloughs/short-time working/foreign nationals may have gone home (unable to return to work soon)		<i>See Training/Resources</i>
2	Wildlife strikes	Less traffic	Increasing of wildlife in areas not in use (RWY, TWY, APRON, SAFETY AREAS)	- Change inspection procedures considering the use of infrastructures and wildlife behaviour, increase frequency if needed - Maintain minimum of inspections in closed areas in accordance with the risk management for local wildlife hazards - Inspect parked aircraft for animal invasions (e.g. nesting animals) - Monitor trends; make changes where needed.
3	Uncovered Threats	Lack of experience in a long closures with reduced activities and personnel	- Increased safety risks - Reduced efficiency - Reduced capacity - Need for higher attention level and pre-	Overall inspection of the paved and unpaved surfaces and surroundings, paying attention to: General cleanliness, presence of foreign object damage and any signs

			operational inspections by qualified/experienced staff	of damage to the pavement surface which could pose a risk to the aircraft operations (walking inspection suggested) ▪ Leakages and depressions due to long term parked aircraft ▪ Presence of wildlife ▪ The state of the vegetation to ensure that lights, signs and markers are not obstructed ▪ Markings and lighting of authorised obstacles, and any new unauthorised obstacles ▪ The proper functioning of the lighting system, including signs ▪ The proper functioning of radio navigation aids ▪ The proper functioning of rescue and firefighting vehicles ▪ The proper functioning of communication systems used during emergencies ▪ Aircraft parked on the manoeuvring area do not infringe the obstacle limitation surfaces, the critical and sensitive areas of radio navigation aids serving the active runway(s) and the line of sight of air traffic control. Information on such closed parts of the manoeuvring area is made available through a NOTAM ▪ Emergency access roads of rescue and firefighting vehicles to the active runway(s) are unobstructed
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				▪ If a runway is closed due to parked aircraft, runway lighting and radio navigation aids of the runway are switched off and a NOTAM is issued.
4	Noise	▪ More military aircraft, less movements, different fleet mix	▪ Noise impact could be different	▪ New or temporary noise procedures ▪ Change of traffic frequency and flows will influence citizens noise perception ▪ Information campaign may need to be considered before traffic volumes notably increase ▪ Check if noise procedures can be avoided, in accordance with local regulation, to increase capacity or performances of the infrastructures still in operation (e.g. runway limitations, curfew) for a temporary period.
5	Monitoring surroundings or interaction with external stakeholders could be more difficult (new obstacle, fire control, drone monitoring, etc.)	▪ Less resources available	▪ Could require more coordination ▪ Higher risk of non-compliance or reduced safety/security level	▪ Coordination with local police, RFFS, Civil Protection to optimise patrolling/monitoring of the surroundings both for COVID issue and aeronautical issues (e.g. Drones, Mobile Obstacles, Wild life attraction, Fire prevention in the forest or countryside) ▪ Updates may be needed when situation changes.

6	Adverse Weather Operations	▪ Less resources available	▪ Proper resources may no longer be available ▪ Risk of wrong assessments and decisions	▪ Mitigating measures to be considered: - backup procedures - training new personnel - on line table top exercises - check FOD sensitive areas and clean up as early as possible - awareness campaign > all stakeholders - inform stakeholders as early as possible when adverse conditions are expected.
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GUIDANCE MATERIAL/CHECKLIST(s)

- Preparation for Aerodromes to resume operations (SIB) – EASA
- Guidance for Ground Handling during COVID-19 – Ground Handling (IATA)
- Ground Handling, Training (GHOST)
- Temporary aircraft storage/parking (Airbus, WSP whitepaper)

→ See *RESOURCES/REFERENCE MATERIAL* section

BEST PRACTICES

- To be completed as the recovery progresses...

USEFUL RESOURCES/REFERENCE MATERIAL

Topic	Description/Hyperlink/Source	Remarks
COVID-19: Statements, facts and figures	https://www.aci-europe.org/industry-topics/covid-19.html	ACI EUROPE
Information on the COVID-19 pandemic	https://aci.aero/about-aci/priorities/health/covid-19/	ACI World
Information on the COVID-19 pandemic	https://aci.aero/about-aci/priorities/health/covid-19/webinars/ Recorded Webinars: ▪ Airport communications during and after COVID-19 ▪ Airside Safety and Operations during COVID-19 ▪ Business as unusual: COVID-19 and airport business continuity ▪ Economic impact and policy responses to the ongoing COVID-19 crisis	ACI World
Airport Operational Practice – Examples for Managing COVID-19	https://store.aci.aero/product/airport-operational-practice-examples-for-managing-covid-19/	ACI World
Mitigating the risks created by overflow aircraft parking	https://aci.aero/wp-content/uploads/2020/04/200423-Airfield-Parking-Advisory-Bulletin-FINAL_001.pdf ACI Advisory Bulletin	ACI World
Airside Safety and Operations under COVID-19	https://aci.aero/wp-content/uploads/2020/04/200403-Airfield-Ops-Advisory-Bulletin-FINAL.pdf ACI Advisory Bulletin	ACI World
EASA	https://www.easa.europa.eu/the-agency/coronavirus-covid-19 e.g.: ▪ Preparation for Aerodromes to resume operations (SIB)	EASA Guidelines and Safety Information

	▪ Guidelines for the transport of cargo in passenger aircraft ▪ List of airports with high risk of transmission of the COVID-19 infection ▪ Clarification on recommendations relating to fans for recirculation of air (SIB)	Bulletins (SIBs) on various aspects on how to deal with concerning COVID-19
EACCC Pandemics Factsheet	https://www.capsca.org/Documentation/CoronaVirus/PANDEMICS%20COVID-19%20v3.1.pdf European Aviation Crisis Coordination Cell (EACCC)	EUROCONTROL
Corona updates	http://www.capsca.org/CoronaVirusRefs.html	CAPSCA/ICAO
Notams/CAPSCA	https://www.icao.int/safety/Pages/COVID-19-Airport-Status.aspx COVID-19 NOTAM info (CAPSCA/ICAO)	Worldwide, per country, per airport (restriction information)
COVID-19 Safety Operational Measures	https://www.icao.int/safety/COVID-19OPS	Guidance for States
IATA Guidelines	https://www.iata.org/en/programs/safety/health/diseases/	Updates, Emergency Response Guidelines
IATA, Ground Handling,	https://www.iata.org/en/programs/ops-infra/ground-operations/ https://www.iata.org/contentassets/094560b4bd9844fda520e9058a0fbe2e/final-revised-bulletin-3-guideline-for-ground-handling-in-case-of-covid.pdf https://www.iata.org/contentassets/094560b4bd9844fda520e9058a0fbe2e/quick-reference-guide-ground-handling-covid.pdf This bulletin and its future updates will be posted on www.iata.org/ground-operations	Guidance for Ground Handling during COVID-19 Quick Reference English, Spanish
Ground Handling, Training	Ground Operational Readiness - Post COVID-19 Guidance (.PDF) → <i>Ground Handling Operations Safety Team (GHOST)</i>	UK

Ground Handling, Training	GHOST Ground Operational Readiness - Post COVID-19 Risk Assessment (.XLSX) → <i>Ground Handling Operations Safety Team (GHOST), UK</i>	Risk Assessment 1. Management of Expiring Training 2. GSE/Vehicle Care and Maintenance 3. Staff Wellbeing 4. Wildlife Management 5. Management of Station Restarts
Temporary Parking of Aircraft	https://www.wsp.com/en-CA/insights/2020-temporary-parking-of-overflow-aircraft	WSP whitepaper (Gael LeBris)
Grounded aircraft in the EUROCONTROL area	https://ansperformance.eu/covid/acft_ground/ ▪ State View ▪ Airport View ▪ Aircraft Operators View	Performance Review Unit/ PRU (EUROCONTROL)
Sanitary Measures, UK Government	https://www.gov.uk/government/publications/novel-coronavirus-2019-ncov-interim-guidance-for-first-responders/interim-guidance-for-first-responders-and-others-in-close-contact-with-symptomatic-people-with-potential-2019-ncov	Guidance for First Responders
SKYBRARY	https://www.skybrary.aero/index.php/Coronavirus_Disease_2019_(COVID-19)#Further_Reading Excellent reference material	1 Definitions 2 Description 3 Symptoms 4 Impact on Aviation 5 Guidance Material 6 Safety and Contingency Planning 7 Related Articles 8 Further Reading 9 Web-based Resources