

Airport Customer Experience Performance and Standards Manual

V2-2025

**John F. Kennedy International Airport
Newark Liberty International Airport
LaGuardia Airport
New York Stewart International Airport
Teterboro Airport**

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Table of Contents

Overview	6
1 Service Excellence Standards	11
Service Excellence Standards in Our Airports.....	11
1.1 Core Service Element: Human Interaction	12
1.2 Core Service Element: Accessibility	16
1.3 Core Service Element: Cleanliness.....	20
1.4 Core Service Element: Wayfinding.....	24
1.5 Core Service Element: Walking Distances.....	27
1.6 Core Service Element: Terminal Ambience.....	29
1.7 Core Service Element: Asset Management and Maintenance	33
1.8 Core Service Element: Digital / Technology	36
Airport Service Excellence Standards by Journey Step.....	43
1.9 Pre-Travel Information and Planning	44
1.10 Journey to the Airport.....	47
1.11 Arriving at the Terminal.....	50
1.12 Check-In Concourse	53
1.13 Security Checkpoint.....	56
1.14 Lounge / Shop / Dine	60
1.15 Boarding Gate.....	64
1.16 Flight Embarkation	66
1.17 Flight Arrival.....	69
1.18 Deboarding	71
1.19 Customs and Border Protection.....	74
1.20 Baggage Reclaim	77
1.21 Baggage Recheck.....	79
1.22 Arrivals Concourse.....	81
1.23 Journey From the Airport or Connecting to Another Terminal.....	84
2 Service Excellence During Irregular Operations	87
2.1 Core Service Element: Human Interaction	90
2.2 Core Service Element: Accessibility	91
2.3 Core Service Element: Cleanliness	91
2.4 Core Service Element: Wayfinding.....	92
2.5 Core Service Element: Walking Distances	92
2.6 Core Service Element: Terminal Ambience	92
2.7 Core Service Element: Asset Management and Maintenance.....	93
2.8 Core Service Element: Digital / Technology.....	93
2.9 Pre-Travel and Planning	94
2.10 Journey to the Airport.....	94
2.11 Arriving at the Terminal	94
2.12 Check-In Concourse	95
2.13 Security Checkpoint.....	96
2.14 Lounge / Dine / Shop.....	97
2.15 Boarding Gate	98
2.16 Flight Embarkation.....	98
2.17 Flight Arrival	98
2.18 Deboarding.....	99

2.19 Customs and Border Protection	99
2.20 Baggage Reclaim.....	100
2.21 Baggage Recheck	100
2.22 Arrivals Concourse	100
2.23 Journey From the Airport or Connecting to Another Terminal	101
Service Excellence Standards Relating to Stranded Passengers	102
2.24 Airlines	102
2.25 Terminal Operators.....	104
2.26 Port Authority.....	106
3 Service Excellence Performance and Measurement Action Plan.....	108
3.1 Methodology	110
3.2 Service Excellence Performance and Measurement Action Plan – Components.....	111
4 Our Shared Vision.....	115
4.1 Airport-Wide Customer Experience Vision	116
4.2 Guiding Principles	116
4.3 Unified Responsibility.....	116
4.4 Airport Service Excellence	117
4.5 Uniquely New York / New Jersey Experience	117
4.6 Brilliant Basics	118
4.7 World Class = Inclusive and Accessible	120
4.7.1 About Inclusivity and Accessibility	120
5 Our Airport Customers.....	121
5.1 Who Are Our Airport Customers?.....	122
5.1.1 Airport Customer Segments	122
5.2 Journey Mapping.....	123
5.2.1 Baseline Journey Map Structure	124
6 Roles and Responsibilities	127
6.1 Port Authority and Its Service Providers	128
6.2 Terminal Operators / Lessees and Their Service Providers.....	129
6.3 Document Management.....	130
6.3.1 Airport Customer Experience Manual Review and Approval Process.....	130
7 Supporting Information and Exhibits.....	132
7.1 Reference Documents	133
7.1.1 Port Authority Standards and Recommended Practices.....	133
7.1.2 Inclusivity and Accessibility	133
7.1.3 Passenger Service Guidelines.....	134
7.1.4 Unlawful Discrimination Poster.....	135
7.1.5 Out-of-Service Example Posters.....	135
7.1.6 ACI Passenger Journey Stress Chart.....	136
7.1.7 ACI ASQ Departure Passenger Survey	136
7.1.8 Port Authority Service Evaluation Checklists	138
7.2 Research and Best Practice Benchmarking	152
7.2.1 Industry Bodies	152
7.2.2 International Benchmarking	152
7.2.3 Primary Research: Our Passengers' and Frontline Employees' Voices.....	153
7.3 Service Excellence Performance and Measurement Action Plan – Template	157
8 List of Abbreviations	165

This Airport Customer Experience Performance and Standards Manual can be found at:
<https://www.panynj.gov/airports/en/operator-resources.html>

To Our Airport Partners:

I am delighted to reintroduce you to our Airport Customer Experience Performance and Standards Manual—a guidepost for excellence that sharply focuses our vision to be a world-class operator of world-class airports.

Since the Manual's last edition in 2021, we grappled with challenges brought on by the COVID-19 pandemic and emerged stronger than ever to serve a record-breaking number of passengers. Our perseverance during those unprecedented times propelled us to new heights.

Continued success today and tomorrow is only possible through a commitment to outstanding, end-to-end service to our customers and employees. Every person in our airport system can elevate the customer experience and deliver on the ambition to create seamless experiences that make air travel easy, convenient, and even fun.

Continuing Our Vision: To be a world class operator of world class airports

I am proud to note the industry recognition we've received for our airports since this Manual was introduced. In 2023, LaGuardia Airport's Terminal B received the global five-star terminal rating from Skytrax and claimed it again in 2024. Newark Liberty International Airport's Terminal A joined the ranks when it also was awarded its first five-star terminal rating from Skytrax in 2024.

Perhaps the best win is when our customers tell us how impressed they are with the customer service they receive at our airports, and each year we see accolades from our customers grow louder and brighter. Our collective commitment continues with major redevelopment projects that we are confident will surprise and delight customers from around the world.

I extend my gratitude to our esteemed partners and colleagues for their collaboration and unwavering commitment to the airport customer experience.

Sincerely,

Sarah K. McKeon

Director, Aviation Department



Overview

What Is Included in This Manual

Service Excellence Standards in Our Airports describe the characteristics of our Service Excellence Standards ("Standards"), at each core service element and journey step, defined to encourage us as a team and airport community to consider how they are best adapted to suit our customer segments. These have been drawn upon from benchmarks established by some of the highest ranked airports in the world, according to the ACI ASQ Survey and Skytrax awards.

Service Excellence Standards During Irregular Operations includes a set of standards to be followed during IROPS for stranded passengers and during a viral pandemic event, such as COVID-19, that are derived from mandatory requirements and recommended industry practices.

Service Excellence Performance and Measurement Action Plan includes a service audit-driven framework through which we will collectively demonstrate, communicate and self-manage our ongoing commitment to deliver world class experiences for all our customers. At the heart of this framework lies the Service Excellence Performance and Measurement Action Plan ("Action Plan"), and this Airport Customer Experience Performance and Standards Manual ("Manual") provides guidance on how to produce one.

Our Shared Vision to be a world class operator of world class airports is the outcome of our aligned and relentless efforts, and our culture of care and service excellence, so that we create unique and memorable experiences for all our customers. Our guiding principles are the platform upon which our Standards are built.

Our Airport Customers are our focus for driving and measuring the success of our unified efforts. Understanding and addressing their needs and pain points as they use our airports helps us to soar to new heights by exceeding expectations.

Roles and Responsibilities reflect our partnership across our airport community that will enable us to collectively reassert our airports' positions in world class rankings. These are set out here, along with details of how performance management should be approached: from establishing the Action Plan to auditing it and reviewing / amending the Action Plan in the event of non-performance against the key performance indicators (KPIs) set out in individual lease agreements.

Supporting Information and Exhibits provides an overview of the supporting material and best practices that informed the development of this Manual and that will assist terminal operators in the production and management of their annual Action Plans, in collaboration with their service providers, and the minimum elements that the Port Authority will periodically check against.

What Is the Intent of This Manual

The Port Authority is committed to becoming a *world class operator of world class airports* with unprecedented infrastructure investments intended to improve the customer's experience to a world class level of service for all segments, and implementing governance reform initiatives to reclaim the reputation of the Port Authority's airports across the region from our customers and industry peers.

The Manual provides:

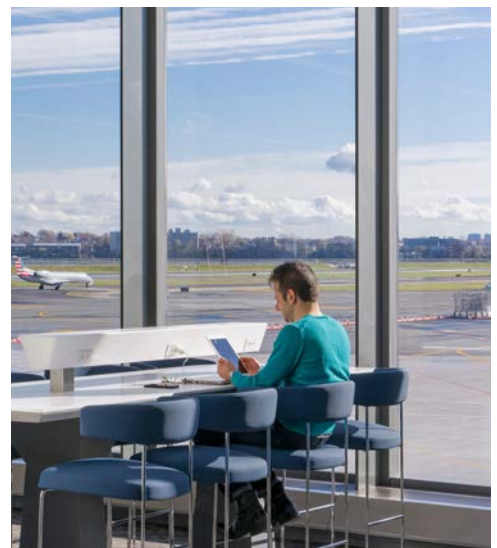
- Our Standards, defined by the Port Authority and widely exhibited by world class airports, to enable us to deliver world class customer experience.
- Guidance and tools necessary for the terminal operators and their service providers to understand what is expected of them and their employees; and to assist in the formation of a consolidated Service Excellence Performance and Measurement Action Plan that will detail how the Standards will be implemented and managed to achieve customer service excellence and world class status for our airports.

Who Is This Manual For

The Manual is designed and written to help achieve a shared vision through a customer-first culture of service excellence.

The Manual is relevant to all airport stakeholders, service providers and their employees, including but not limited to:

- Port Authority Aviation Department
- Air carriers and terminal operators / lessees
- Frontline customer and non-customer-facing (asset-facing) stakeholders
- Governmental agencies
- All contract service providers and permittees



The Manual is also essential to terminal developers, architects and designers, and the engineers who are ultimately responsible for construction and infrastructure. It is intended to provide guidance to ensure that customer excellence is given the highest priority and is the focus of all of the work on Port Authority projects.

The Manual has been developed to enable all airport stakeholders to provide world class service excellence in a consistent, informed, inclusive and responsible manner, for all customer journeys through the airports, reflecting the great attributes of New York and New Jersey.



How To Use This Manual

It is one of several Port Authority manuals including the PANYNJ Planning and Design Standards, Airport Standards Manual for Pedestrian Signing and Wayfinding ("Wayfinding Manual") and lease agreements (where applicable).

The Manual is made available to all airport partners. All airport partners agree to provide services for the benefit of the traveling public in a manner consistent with generally accepted airline industry standards for airport terminals, and to use good faith efforts to comply with the existing Port Authority Standards Manuals in effect at the time, and such reasonable future airport standards (including amendments or supplements) as the Port Authority may from time to time set forth in the public interest of health,

safety, noise, sanitation, good order and customer service and satisfaction.

Implemented together, these will help deliver outstanding service excellence to all our customers and assist in elevating the Port Authority's airports into world class ranking positions.

To comply with the requirements in this Manual:

- 1. Terminal operators will review the Service Excellence Standards.**
- 2. Terminal operators will coordinate with their service providers to determine how best to implement the Standards.**
- 3. Service providers will document their approach on how they will implement the Standards and provide that as input to the terminal operator for incorporation into the terminal operator's Action Plan.**
- 4. Terminal operators will prepare a consolidated draft Action Plan specific to their terminal that reflects the requirements of their customers by completing Parts A, B and C of the template in [Section 7.3](#).**

5. Terminal operators will **collaborate with the Port Authority to seek agreement** – The draft Action Plan should be discussed with the Port Authority’s designated Airport Customer Experience Representative with a view toward seeking agreement that the Action Plan is suitable and appropriate for the subject terminal and will help deliver customer service excellence.
6. Terminal operators, service providers, and the Port Authority will **measure and monitor performance:**
 - **Self-Audit** – Terminal operators and service providers should self-audit their performance relative to what is included in the Action Plan to ensure standards agreed to are monitored and delivered.
 - **Performance Review** – The Port Authority Aviation Department will:
 - Undertake ad hoc audits to confirm that the Action Plan is being implemented as agreed
 - Undertake surveys and interviews with customers to establish their thoughts as to the impact the Action Plan is having on their experience
 - Conduct periodic checks (e.g., ASQ scores, Mystery Shops) to confirm that the Action Plan is delivering service excellence
 - Share the results of the performance reviews conducted with stakeholders to inform continuous improvement
 - **Identify Successes and Opportunities for Improvement and Establish Corrective Actions** – If the terminal operator’s service delivery standards outlined in the Action Plan are not met, then the terminal operator or service provider should take steps to understand the reasons why, make necessary changes to service delivery, monitor performance and repeat until the desired outcome is achieved.
7. Terminal operators will **update the Action Plan annually and review it continuously** – The Action Plan is part of an evolving, continuous improvement process and should be:
 - Updated on an annual basis and discussed with the Port Authority for agreement.
 - Used as an opportunity to address challenge areas and changes in customer needs, tastes, fashions and in technological advancements.
 - Continuously reviewed by the terminal operator and their service providers, to ensure that service excellence is consistently delivered.

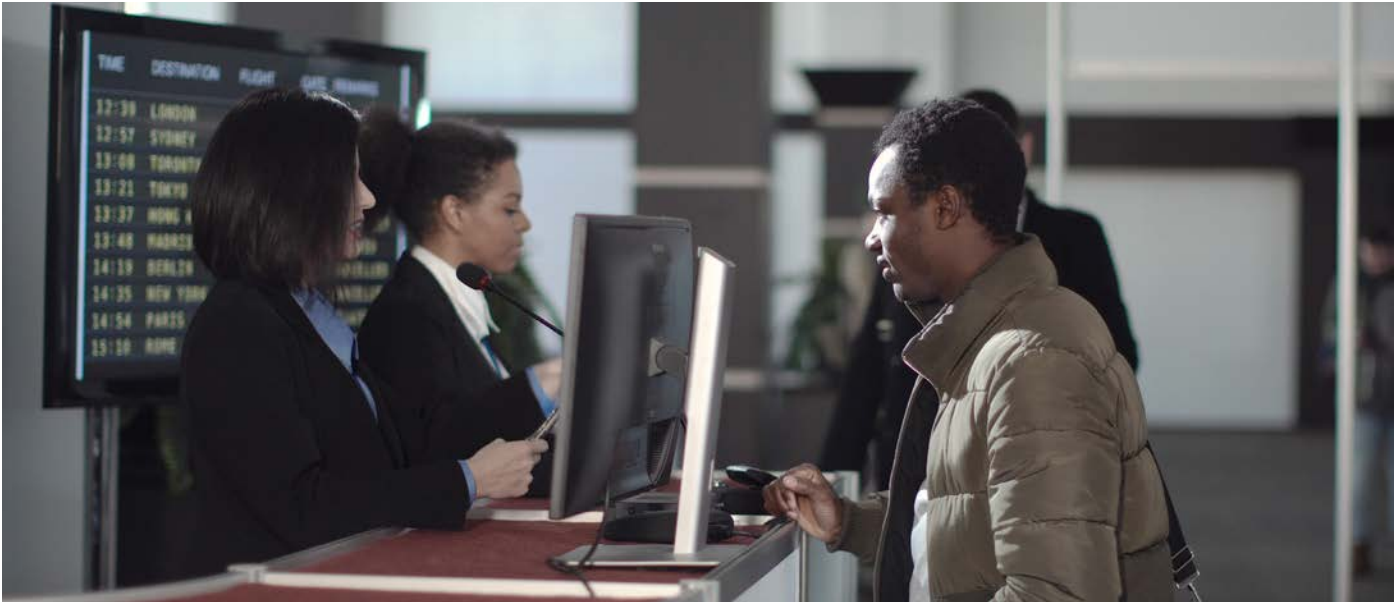
To develop the Action Plan, terminal operators and their service providers must:

■ **Understand the Customer**

Consider all customer segments that may use their terminal / service. Segment examples include business and leisure customers, those requiring accessibility and mobility assistance services, those traveling with young children, and customers for whom English is not their first language ("Additional Assistance"). [Section 5](#) provides a full list of examples of airport customer segments.

■ **Understand the Journey**

Understand all the journey steps customers take when they use the airport. This will include any pre-trip planning, inter-terminal connection steps, and the journey from the airport or connecting to another terminal. [Section 5.2](#) provides a baseline journey map and guidance in the construction of a journey map that can be used to inform the Action Plan.



■ **Bring Together Customer Segments, Journey Steps and Standards**

Once the customer segments, journey steps and Standards are understood, they need to be brought together to create a holistic Action Plan to deliver customer service excellence.

Need Further Guidance? Supporting materials including, but not limited to, recommended practices, inclusivity and accessibility references, and other documents that focus on inclusivity and accessibility, are listed in [Section 7, Supporting Information and Exhibits](#).

ACI Airport Service Quality (ASQ) Departure Passenger Survey

To measure our passengers' perceived level of satisfaction against the level of service offered, the Port Authority has adopted the ACI Airport Service Quality (ASQ) departure passenger survey, a quarterly worldwide airport benchmark that all our industry peers utilize.

The departure passenger survey covers a broad range of key service attributes across the end-to-end airport journey. These attributes provide an overview of our passengers' perceived satisfaction levels against a set of categories that include:

- Access (to the airport / terminal)
- Check-in
- Security (checkpoint)
- Wayfinding
- Airport Facilities

A copy of the current ACI ASQ departure passenger survey can be found in the Supporting Information and Exhibits Section of this Manual ([7.1.7](#)).



1 Service Excellence Standards

Service excellence is central to our vision for our airports, and can only be achieved through our collaborative efforts. These Standards are a guide for realizing success, and are the criteria against which we will assess our progress through the Service Excellence Performance and Measurement Action Plan.

Service Excellence Standards in Our Airports

This Section contains our Standards that define world class, beginning with adherence to the “Brilliant Basics”—rigorously clean, fully functioning and efficient terminals, processes and amenities, with sufficient capacity. Standards are provided for each core service element and for each step across the airport journey. Examples of core service elements include human interaction, accessibility, wayfinding, cleanliness, and asset management and maintenance. Core service elements exist across the entire operation and are defined separately in order to avoid repetition throughout the journey steps.

All core service elements and journey steps may not be applicable to each organization, given its role and operation at the airport.

Offering a helping hand.

CORE SERVICE ELEMENT

1.1 HUMAN INTERACTION

- Everyone working at the airport always makes it their business to help all airport customers with empathy and dignity
- Smart, connected employees with the tools and confidence to help
- Recognizing that some customers need more help than others

1.1 Core Service Element: Human Interaction

Positive and empathetic human interaction reflects our service-led culture, operations and processes, and is embodied by our region-proud "ambassadors" who ensure that service excellence is consistently delivered to all customer segments, as described in the Port Authority WE SOAR program.

Everyone Working at the Airport Always Makes It Their Business To Help All Airport Customers With Empathy and Dignity

- 1.1.1** Provide a "big welcome" frontline customer service experience for all airport customers, consistently throughout the terminal journey.
- 1.1.2** Deliver a service-led experience:
 - a.** Deploy technology and knowledgeable and helpful frontline staff in areas of primary need and across the airport journey
 - b.** Ensure all airport staff are proactive in offering assistance, delivering a positive and friendly "How may I help you?" service
 - c.** Ensure all airport staff are aware of their role as an airport ambassador and are knowledgeable of the location of airport facilities and amenities, products sold, customer service etiquettes and styles
 - d.** Thank all customers – departing, connecting or arriving – for using the facility through varied means
- 1.1.3** Provide and manage a flexible frontline staff resource plan that includes:
 - a.** Proactive management of customer service requirements
 - b.** Delivering an efficient level of resources, appropriate to the current and predicted number of customers at all journey process points
 - c.** Varying traffic patterns across the day, seasons and year, and with consideration to public holidays and other special events
- 1.1.4** Empower frontline airport staff to provide their observations and ideas on potential customer experience improvements across the airport journey.
- 1.1.5** Ensure that contract employees follow their terminal operator's / service provider's policy on accepting or soliciting tips. Port Authority contract employees e.g., ACES, taxi dispatchers, parking employees, etc., cannot accept or solicit gratuities in any form.

Smart, Connected Employees With the Tools and Confidence To Help

- 1.1.6** Ensure that a customer-first level of service and culture is the responsibility of all service providers, derived through:
 - a.** The implementation of unified and harmonious service standards and behaviors, compatible with the Port Authority vision and the most recent Port Authority WE SOAR customer experience training program

- b.** The delivery of an airport staff recruitment, orientation, development, reward, recognition and retention program that is aligned with the Port Authority vision and the most recent Port Authority customer experience program, recognizing and rewarding airport staff who “go the extra mile”
- c.** The development of airport-wide stakeholder partnerships and relationships to effectively serve all customers and to deliver connected and seamless services as one airport community

1.1.7 Ensure that all airport employees are trained and well versed in the Port Authority WE SOAR training program available at: www.wesoar.com.

1.1.8 Equip all airport staff with knowledge to deal with extraordinary events, such as where and how to obtain assistance in the case of medical emergencies and operational disruptions.

1.1.9 Ensure that all airport staff meet different customer needs and preferences and that all adhere to the Brilliant Basic of professional appearance.

1.1.10 Ensure that airport staff are easily identifiable and adhere to the name badge requirements in line with their uniform and brand standards at all times.

Employees that must wear name badges are:

- a.** Additional Assistance Services Employee
- b.** Airline Baggage Services Representative
- c.** Airline Check-In / Curbside Check-In / Airline Boarding Gate Representative
- d.** Airline and Post-TSA Lounge Employee
- e.** Airport Customer Experience Specialist (ACES)
- f.** Airport Security (non-TSA or CBP)
- g.** AirTrain Agent
- h.** Baggage Reclaim Security Guard
- i.** Boarding Card Verification Employee
- j.** Concession Employee
- k.** Customer Experience Delivery Supervisor
- l.** For-Hire Vehicle Company Ambassador
- m.** Frontage Traffic Attendant
- n.** Maintenance / Facilities / Custodial Employee
- o.** On-Airport Bus Driver / Bus Supervisor
- p.** Parking Services Representative / Traffic Attendant
- q.** Pedestrian Traffic Manager
- r.** Port Authority of New York and New Jersey Police Department (PAPD)
- s.** Taxi Dispatch Employee
- t.** Traveler’s Aid Employee
- u.** TSA Employee



1.1.11 Consider implementing and actively managing an Airport Customer Service volunteer program to supplement the frontline airport staff, with each volunteer recruited for the same service ethos, and provided with suitable training, recognition and equipment to allow them to complement airport staff.

- 1.1.12** Provide frontline airport staff with operable, accessible, appropriate, dynamic tools and technology to support:
- a.** Multiple languages for all customers
 - b.** Persons requiring Additional Assistance, including visual and hearing assistance
 - c.** Seamless navigation for all customers to their next step or desired destination
- 1.1.13** Provide accessible, real-time and accurate information in order to assist all customers on frequently asked questions including:
- a.** Routes, schedules and fares relating to onward travel options
 - b.** Wait times at different journey steps / airport process areas
 - c.** Gate information, including walking distances
 - d.** Check-in, bag drop, recheck and baggage reclaim information and any last-minute changes to these
 - e.** Process and legislation requirements (including security, passenger rights and border control)

Recognizing That Some Customers Need More Help Than Others

- 1.1.14** Ensure customers who require Additional Assistance receive excellent service with dignity, empathy and patience, and in a non-discriminatory manner.
- 1.1.15** Select frontline staff based on their ability to treat customers with respect, taking into account cultural backgrounds and the needs of different customer segments and special conditions. Provide those staff with the tools to competently recognize customers who may need assistance and to deliver that assistance, in person or by mobilizing Additional Assistance services.
- 1.1.16** Instill the knowledge across all airport staff that not all impairments are visible, and ensure that staff are aware of what signs may be evident and are sensitive to the requirements of these individuals.
- 1.1.17** Instill the knowledge across all airport staff that an individual or group doesn't necessarily have to have an impairment to require help.
- 1.1.18** Equip all staff that are deployed for the purpose of providing assistance or information to customers with a means to receive up-to-date, clear and accurate information. This would include multilingual capability as well as formats accessible to the visually or hearing impaired.





Delivering empathy and exceptional service.

CORE SERVICE ELEMENT

1.2 ACCESSIBILITY

- World class level of service for all customers
- Understanding the variety of requirements, both visible and non-apparent
- Easy-to-use facilities in convenient locations along the journey

1.2 Core Service Element: Accessibility

Exceptional service includes an added requirement to safeguard accessibility, inclusivity and memorable experiences for all, such as:

- People with disabilities
- The elderly
- Unaccompanied minors
- People traveling with young children
- People of all religious faiths
- Transgender people
- Ethnic minorities

The Port Authority of New York and New Jersey is committed to ensuring that no person is excluded from participation in, denied the benefits of, or subjected to discrimination in the receipt of airport services on the basis of race, color, national origin, sex, age, religion / creed or disability. Employees should be trained on these requirements and aware that customers can submit complaints via the Feedback link on the bottom of each airport's website. Non-discrimination posters are also posted throughout the airport advising of this requirement.



World Class Level of Service for All Customers

- 1.2.1** Provide dedicated customer assistance via pre-booking and on request at a high standard for all who need it. Ensure that staff are trained to recognize and respond to customer requirements and the need for assistance in a sensitive and discrete way.
- 1.2.2** Ensure that, at all times, staff are present and have knowledge of facilities, services and processes, including those designed to safeguard a consistent level of service for all customers, such as accessible counters and restrooms, Service Animal Relief Areas (SARAs), and seating and rest areas, in order to provide an inclusive environment and facilities.
- 1.2.3** Maintain amenities and facilities throughout the terminal building that are accessible and comply with inclusive design best practice guidelines, which are implemented in a way that meets the needs of all customers, irrespective of specific requirements, differences or impairments.
- 1.2.4** Promote and implement alternative and more innovative inclusive design features to create a world class airport.
- 1.2.5** Provide future-proofed and flexible airport facilities to account for changes in customer segments, e.g., an aging global population and travel becoming more accessible across all sections of society.
- 1.2.6** Engage and collaborate with local and national organizations that represent people with disabilities and people with additional needs to ensure that their needs are not overlooked in the design and operation of the terminals.

Understanding the Variety of Requirements, Both Visible and Non-Apparent

1.2.7 Provide up-to-date and accurate information on airport accessibility and assistance, in advance, and make available to all customers in a variety of accessible formats.

1.2.8 Provide assistance as required by any customer through all airport journey steps. This assistance may be pre-bookable but will also be available without the need for prior notification.



1.2.9 Ensure frontline staff act proactively to provide a high level of service to all customers, recognizing that some may need more help than others, and not all assistance will take the same format. Those customers requiring Additional Assistance will not be disadvantaged in any way.

1.2.10 Provide clearly identifiable Additional Assistance services that are tailored to a range of needs and sufficient to meet customer volumes.

1.2.11 Provide equipment and training for all staff so they have the confidence, knowledge and tools to recognize, respond to and assist customers regardless of specific need. These needs may not always present themselves immediately or be visible, yet trained staff will be competent in broaching the subject of assistance, and in discussing how they may be able to support the customer.

1.2.12 Provide support for any Additional Assistance badge or card schemes, such as the Sunflower Lanyard, where an identifier can be shown / is visible to members of staff who will be suitably trained to assist with the requirements.

1.2.13 Maintain and enhance the infrastructure with appropriate ambience to provide a positive and memorable customer experience, as described in the [Terminal Ambience Section](#). This is to include:

- a. Appropriate noise levels, suitable acoustics and audio announcements
- b. An optimum thermal comfort level that may differ for different parts of the terminal
- c. Surfaces that will not affect customers' ability to see clearly or alter their spatial / depth perception
- d. Appropriate spaces to provide a calming environment for those who require it
- e. Lighting, and the use of natural light where possible, to ensure minimal shadows and reflection
- f. Maximum use of green space and gardens within the terminal buildings to reduce air and noise pollution in the terminal, and incorporation of trees and plants with low levels of allergens that cast minimal shadows on the ground
- g. Use of appropriate tactile paving wherever it is required

Easy-To-Use Facilities in Convenient Locations Along the Journey

1.2.14 Provide information about the airport, its facilities, amenities and flight information in a range of formats.

- 1.2.15** Provide up-to-date and accurate information on airport accessibility and assistance in advance, and make available to all customers in a variety of accessible formats.
- 1.2.16** Provide accessible customer facilities in appropriate places throughout the terminal, ensuring each journey step caters to all customers. These facilities are to include:
- a.** Elevators and spaces for people who may have sensory requirements
 - b.** Family restrooms / adult changing stations
 - c.** Hearing loops
 - d.** Lowered counters
 - e.** Safe and level / step-free routes
 - f.** SARAs
 - g.** Seating
- 1.2.17** Make sure accessible customer facilities are available pre- and post-security.
- 1.2.18** Provide announcements clearly, with information adequately displayed near seating reserved for people with accessibility requirements.
- 1.2.19** Ensure end-to-end journeys, including aspects of the journey to and from the airport over which the airport has control, are accessible, and appropriate assistance is available throughout each journey step.
- 1.2.20** Ensure accessible routes are maintained throughout the terminal and not compromised with clutter.
- 1.2.21** Display clear, visible signage for check-in and assistance desks using sufficiently large characters, icons and contrasting colors in accordance with ADA standards and the [Wayfinding Manual](#).
- 1.2.22** Orient maps in relation to the location of the map and its viewer, rather than being north-oriented.
- 1.2.23** Use clear, simple, illuminated, visual, tactile and audible signage. Avoid reflective surfaces, with the preferred use of strongly differentiated colors and symbols (in recommended braille grade) instead of text where possible.
- 1.2.24** Ensure that the number and location of facilities is kept under review to reflect the profile of customers, which is likely to continue to change in the future.





So clean we shine.

CORE SERVICE ELEMENT

1.3 CLEANLINESS

- Everyone is responsible for cleanliness
- Keeping things clean is a Brilliant Basic
- Using technology to help know where to clean next

1.3 Core Service Element: Cleanliness

Cleanliness is one of the fundamental satisfaction drivers, contributing to the overall airport experience, comfort and enjoyment. Done well, it can make an impression, positively impacting the airport's reputation, ambience and overall satisfaction for our customers.

Everyone Is Responsible for Cleanliness

- 1.3.1** Instill in all airport staff a “cleanliness work ethic” that it is everyone’s responsibility to maintain a clean environment while on duty: “See it, own it.”
- 1.3.2** All airport staff are to maintain with pride their own immediate area, keeping it clean and tidy, and taking responsibility for correcting any lapses in delivering a rigorously clean airport across all journey steps.
- 1.3.3** Provide sufficient and clearly signed refuse containers and recycling points.
- 1.3.4** Provide sufficient janitorial staff during operational hours so that spillages and waste can be addressed quickly and efficiently, with minimum impact on the public.

Keeping Things Clean Is a Brilliant Basic

- 1.3.5** Instill in all staff that rigorous and regular cleanliness is a minimum. A dirty or untidy airport creates a lasting negative impression, adversely impacting the experience where encountered and also in subsequent journey steps.
- 1.3.6** Regular and rigorous cleaning covers all customer and non-customer areas, and it should be delivered exceptionally throughout the airport, including the following:
 - a.** From the approach road to the terminal
 - b.** Through all the terminal departure journey steps
 - c.** To the apron area as the departing aircraft pushes back
 - d.** From the deboarding area
 - e.** Through the entire arrivals process
 - f.** To the curb, parking, station platforms, and the interior of the AirTrain / inter-terminal transportation
- 1.3.7** Schedule the cleaning of family restrooms and adult changing stations during low traffic periods or, if this is not possible, it should not be undertaken at a time when the closest alternate facility is also being cleaned.
- 1.3.8** Follow a rigorous cleaning and air freshening regime in all restrooms, including family restrooms and adult changing stations and around food and beverage outlets, due to high utilization.
- 1.3.9** Perform cleaning regularly and in line with the passenger traffic mix and profile, both with respect to avoiding scheduled cleaning within peak periods, and ensuring that all areas are clean before, during and after such peak activity.



1.3.10 Ensure that cleaning and maintenance necessary during operational hours does not obstruct customer flows without clearly signed alternatives.

1.3.11 Undertake deep cleaning outside of peak hours. Performing targeted cleaning at these times, however, can give the impression of cleanliness.

1.3.12 Ensure that high-touch customer areas, including but not limited to, tray tables, interactive screens, armrests, elevator buttons, handrails, railings, press buttons, instant feedback devices, seating, and all types of assistive devices / equipment such as wheelchairs, are regularly and rigorously cleaned and appropriately disinfected.

1.3.13 Undertake timely cleaning to provide a "like new" appearance of clean, tidy and well-maintained facilities. Pay particular attention to areas across the airport journey, including:

- a. Family restrooms / adult changing stations / shower rooms
- b. Entrance and exit areas during periods of inclement weather
- c. Check-in and recomposure areas where customers may repack their belongings
- d. Within and around areas selling food and beverages
- e. SARAs

1.3.14 If a restroom or adult changing station is being maintained or refurbished, provide:

- a. Alternative (temporary) accessible facilities, which are equally rigorously cleaned and maintained
- b. Conveniently located (directional) information regarding alternative similar facilities, with walking times

1.3.15 Keep all family restroom and adult changing station areas well stocked, rigorously clean, tidy and free from odor, waste and spillages.

1.3.16 Apply the same level of cleaning, maintenance and care to airport staff workspaces and breakout spaces, airline lounges and rest areas.

1.3.17 Ensure that cleanliness is considered from the start in any new development, with preference given to designs and materials that will be easy to clean and maintain.

Using Technology To Help Know Where To Clean Next

1.3.18 Utilize, on a day-to-day basis, a combination of the airport CCTV systems, staff inspection routines and any other tracking capability to identify areas which are heavily trafficked at a particular time, and use that data to assure:

- a. The cleaning schedule is planned and executed to maintain clean and tidy facilities at all times, in all areas
- b. Instant response to a cleaning or maintenance issue that requires immediate attention

- c. Smart allocation of cleaning resources to resolve issues
- d. Technology is supplementing janitorial staff roving around the prime airport customer areas

1.3.19 Provide contactless facilities, including sink faucets, soap and towel dispensers, and hand dryers, in critical areas such as restrooms and adult changing stations and wherever else possible across the terminal in order to eliminate the spread of communicable diseases.

1.3.20 Provide real-time feedback devices at strategic points within the terminal (predominantly restrooms, adult changing stations) to allow users of the facilities to report an issue. These devices record and should disseminate to the janitorial team instant feedback on customer perceived satisfaction with cleanliness and provision and maintenance of facilities. Feedback reporting is also to be disseminated to the airport operations team and the Airport Operations Center (AOC) for monitoring and reporting purposes.

1.3.21 Ensure that real-time feedback is combined with periodic performance monitoring, analyzed against traffic mix and profile data, and compared with the desired target levels, in support of the world class vision.



Moving in the right direction.

CORE SERVICE ELEMENT

1.4 WAYFINDING

- Clear and consistent information understandable to everyone
- Technology enabled to manage the journey
- Current information on when flights will open and close
- Multimedia journey mapping support to the end destination

ation



1.4 Core Service Element: Wayfinding

An exceptional customer-first wayfinding experience is developed by adherence to three foundation pillars: Brilliant Basics, Less is More, and Surpass Expectations, described in the [Wayfinding Manual](#).

Clear and Consistent Information Understandable to Everyone

- 1.4.1** Ensure that a great first impression is maintained, and the customers seamlessly navigate across all journey steps.
- 1.4.2** Maintain the provision of consistent and accurate information to all customers throughout the customer journey to enable decisions, including:
 - a.** Change of direction
 - b.** Time to reach the final destination
 - c.** Distance to the final destination
- 1.4.3** Maintain clearly visible and interactive navigational tools, terminal maps, flight information and directional signage in locations that will inform the customer.
- 1.4.4** Present wayfinding in a manner that is clear, easily recognizable in the busy airport environment, and accessible for all customer segments.
- 1.4.5** Ensure that dynamic and intuitive wayfinding / signage is provided, supplemented by the deployment of staff where appropriate, in order to assist customers to clearly navigate to their desired destination.
- 1.4.6** Ensure that signage is provided in assembly areas to notify airport customers of the availability of assistive listening systems.
- 1.4.7** Ensure that customers needing visual or hearing assistance have prompt access to the same information provided to other customers at each gate, ticketing area or customer service desk.

Technology Enabled To Manage the Journey

- 1.4.8** Ensure all technology-supporting tools and media are sited at the most effective locations and enhance the customer experience at each journey step.
- 1.4.9** Ensure the wayfinding physical signage and digital online wayfinding guidance and instructions are consistent, up-to-date and address ongoing airport layout modifications and operational changes.
- 1.4.10** Ensure that the technology and software used is robust, reliable and intuitive so that the end user is supported through the journey steps.
- 1.4.11** Ensure that any new technology is compatible with the existing technological provision where appropriate and in line with the Port Authority digital and technology strategy.

Current Information on When Flights Will Open and Close

- 1.4.12** Provide accurate, real-time information as to when flights are available for check-in, boarding and baggage claim to facilitate customers' decisions.
- 1.4.13** Ensure that the airport staff are provided with accurate real-time information on flight arrival / departure schedules in order to provide assistance to customers.

Multimedia Journey Mapping Support to the End Destination

- 1.4.14** Provide dynamic and intuitive wayfinding / signage, digital applications and tools in order to assist customers to easily navigate to their desired destination.
- 1.4.15** Provide stable and secure Wi-Fi to enable customers to utilize their own personal electronic devices to navigate the airport journey.
- 1.4.16** Provide dynamic and intuitive wayfinding / signage / mapping that offers clear direction to facilities and amenities, including:
 - a. Additional Assistance desks
 - b. Airline services
 - c. Baggage claim / storage
 - d. Check-in / bag drop
 - e. Departure gates
 - f. Food and beverage
 - g. Information desks
 - h. Lost & found
 - i. Medical services
 - j. Multifaith rooms, including meditation rooms
 - k. Oversized baggage
 - l. Police
 - m. Restrooms, family / adult changing stations
 - n. Retail and other commercial areas
 - o. SARAs
 - p. Security checkpoint
 - q. Terminal exit
 - r. Transportation, e.g., ground transportation, taxis and for-hire vehicles, AirTrain, parking and rental car facilities
- 1.4.17** Provide wayfinding services, tools and infrastructure for persons needing visual or hearing assistance.



A woman with her hair in a ponytail, wearing sunglasses, a light blue short-sleeved shirt, maroon pants, and red sneakers, is walking from left to right while pulling a silver rolling suitcase. She is in an airport terminal with rows of empty brown leather airport-style chairs on either side. The floor is highly reflective, showing clear reflections of the woman, the suitcase, and the chairs. In the background, there is a large window with a diamond-shaped grid pattern. The overall lighting is bright and modern.

Less is more.

CORE SERVICE ELEMENT

1.5 WALKING DISTANCES

- Optimized time through personal journey distance information
- Carts and other Additional Assistance services to help customers requiring assistance manage the journey
- Moving walkways to assist on the longer distances

1.5 Core Service Element: Walking Distances

Walking distances at airports can be lengthy. These distances should be minimized where possible. Where it is not possible to provide short walking distances, a series of measures should be implemented to improve the customer experience.

Optimized Time Through Personal Journey Distance Information

- 1.5.1** Provide a shuttle service or similar connection service for long walking distances from parking facilities and transportation hubs to terminal entrances and between terminals.
- 1.5.2** Indicate walking distance or time-to-walk estimates on airport flight information displays or terminal map displays to allow all customers to plan their journey and manage their time effectively.
- 1.5.3** Utilize art displays or other visual attractions along long walkways to reduce the perception of distance.

Carts and Other Additional Assistance Services To Help Customers Requiring Assistance Manage the Journey

- 1.5.4** Ensure that all staff understand how to call for resources to assist customers when required.
- 1.5.5** Provide wheelchairs and motorized carts for those who require Additional Assistance.
- 1.5.6** Locate well-signed pickup points for motorized carts with sufficient turnaround space at the entry into the concourses for departing customers.



Moving Walkways To Assist on the Longer Distances

- 1.5.7** Where long walking distances are unavoidable, provide moving walkways in line with the [Wayfinding Manual](#).
- 1.5.8** Maintain and enhance a choreography of architecture, displays and / or entertainment for distraction and enjoyment.





Creating ambience, reducing stress.

CORE SERVICE ELEMENT

1.6 TERMINAL AMBIENCE

- Providing a unique sense of place reflecting the region
- Combining art, architecture and technology to excite all customers
- Places of calm and relaxing ambience to relieve stress
- Areas reserved for recomposure and reorientation along the journey

1.6 Core Service Element: Terminal Ambiance

Service excellence is equally about the Brilliant Basics (ensuring that all facilities work and are clean and tidy with sufficient capacity, as described in the [Cleanliness](#) and [Asset Management and Maintenance](#) Sections) and the overall ambiance created by the physical surroundings.

Providing a Unique Sense of Place Reflecting the Region

- 1.6.1** Deliver a “big welcome” to the airport and region through the implementation and installation of identifiable, accessible and informative state-of-the-art design across the terminal, making use of natural spaces and providing strong regional representation.
- 1.6.2** Maintain and enhance the terminal architecture to reflect the sense of place of New York / New Jersey, reinforced by branding.
- 1.6.3** Maintain a pleasant ambiance and sense of place, representative of the airport’s image and highlighting the unique, “big” and cosmopolitan character of the New York and New Jersey regions.
- 1.6.4** Ensure that the aesthetic of the terminal is enhanced by the works of local artists, linking the airport with the regional community and environment, as well as the delivery of temporary art exhibitions that leave an exceptional and lasting impression on customers.
- 1.6.5** Ensure that artistic works are sited in key locations across the terminal, enhancing areas including the check-in concourse; the lounge, shop and dine area; and varied locations across the arrivals journey, welcoming the arriving customer to the character of the New York and New Jersey region.
- 1.6.6** Offer a program of themes, events, displays and information reflecting different seasons, special events and public information needs in key locations across the terminal.



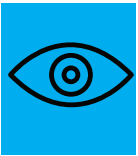
Combining Art, Architecture and Technology To Excite All Customers

- 1.6.7** Deliver the “wow” factor and enhance the airport’s positive impression through temporary or seasonal events or themes. These are communicated to customers and the public via multiple channels, such as the airport app, the airport social media platforms, or via email.
- 1.6.8** Collaborate with key airport stakeholders (including airport frontline staff, designers, passenger associations / groups, local artists, air carriers and concessionaires) to develop new, or enhance existing, services and processes. This will result in offering to all customers a unique sense of place and experience through initiatives that add value to service levels and customer delight.

1.6.9 Meet the required Terminal Ambience performance standards and targets through adequate provision of:

- a. Technologies, devices and systems that enable customers to rate their satisfaction
- b. Real-time alerts generated in order to raise attention for action
- c. Resources in order to serve and assist customers

1.6.10 Maintain and enhance terminal ambience that both excites and de-stresses customers, as well as makes the terminal a pleasant place to work for the airport community. This can be achieved through the careful implementation of sensory stimulation throughout the journey:



1.6.10.1 Sight

- a. Terminal architectural features, as well as the judicious use of complementary signage, should allow all customers to easily navigate through the various terminal areas
- b. Ambient and natural lighting, including a variety of colors, can help make the terminal a more welcoming and less sterile environment. Use of color could also be applied to the décor and equipment at specific areas within the terminal, once again to reduce the feeling of sterility
- c. The use of daylight, plants and even aquariums can provide mood enhancement, maintaining a relaxing and calming environment



1.6.10.2 Sound

- a. Noise, including public address announcements, construction and maintenance works, should be minimized to provide a hospitable environment for customers and staff alike (e.g., in specific areas around the terminal, more pleasant sounds could be introduced to provide a more calming environment)
- b. As part of the program of themes, ensure that special events include musical experiences (e.g., Holiday carol singing), in key locations across the terminal in order to enhance customer calmness, relaxation and enjoyment



1.6.10.3 Smell

- a. Consider the placement of plants within the terminal to enhance the ambience but also to produce a calming atmosphere by the use of scent
- b. The aromas created within the food and beverage areas should also be considered



1.6.10.4 Touch

- a. Ensure that the optimal ambient temperature and lighting is provided, so that all customers and airport staff experience a comfortable environment, irrespective of the weather outside or the time of day
- b. Provide facilities and amenities in key locations through the terminal that permit all customers to access and enjoy a calm, entertaining and relaxing journey



1.6.10.5 Taste

- a. Although not a sensory element created by the terminal ambience itself, the full sensory journey could include pop-up stands with a Taste of New York, (e.g., featured restaurants or cuisine), considering thematic events such as different seasons and cultures

Places of Calm and Relaxing Ambience To Relieve Stress

1.6.11 Provide flexible spaces that meet the needs of all customer segments.

1.6.12 Identify and implement innovative ways to enhance terminal ambience in line with all customer needs based on quantitative and qualitative research. This could include:

- a. Distractions while queuing and for walking distances
- b. Decoration to enhance calm and relaxation for passengers, other airport users and airport staff
- c. Accessible entertainment to produce a memorable experience worthy of sharing on social media

1.6.13 Maintain and enhance architectural features that entertain or calm, such as a fascinating view of the apron or regional features such as the Manhattan skyline, or architectural solutions that allow natural light to enter the inner areas of the terminal.

1.6.14 Offer a variety of personalized services and facilities throughout the journey that suit the different customer segment needs, reflect the culture of the region, are accessible and enhance the experience. These could include:

- a. Children's play areas
- b. Quiet areas
- c. Seasonal pop-up events and entertainment programs for all customers
- d. Spa facilities

1.6.15 Ensure that any necessary cleaning and maintenance undertaken during operational hours is undertaken with care and does not obstruct customer flows or hinder accessibility, and provides clearly signed alternative routes.



Areas Reserved for Recomposure and Reorientation Along the Journey

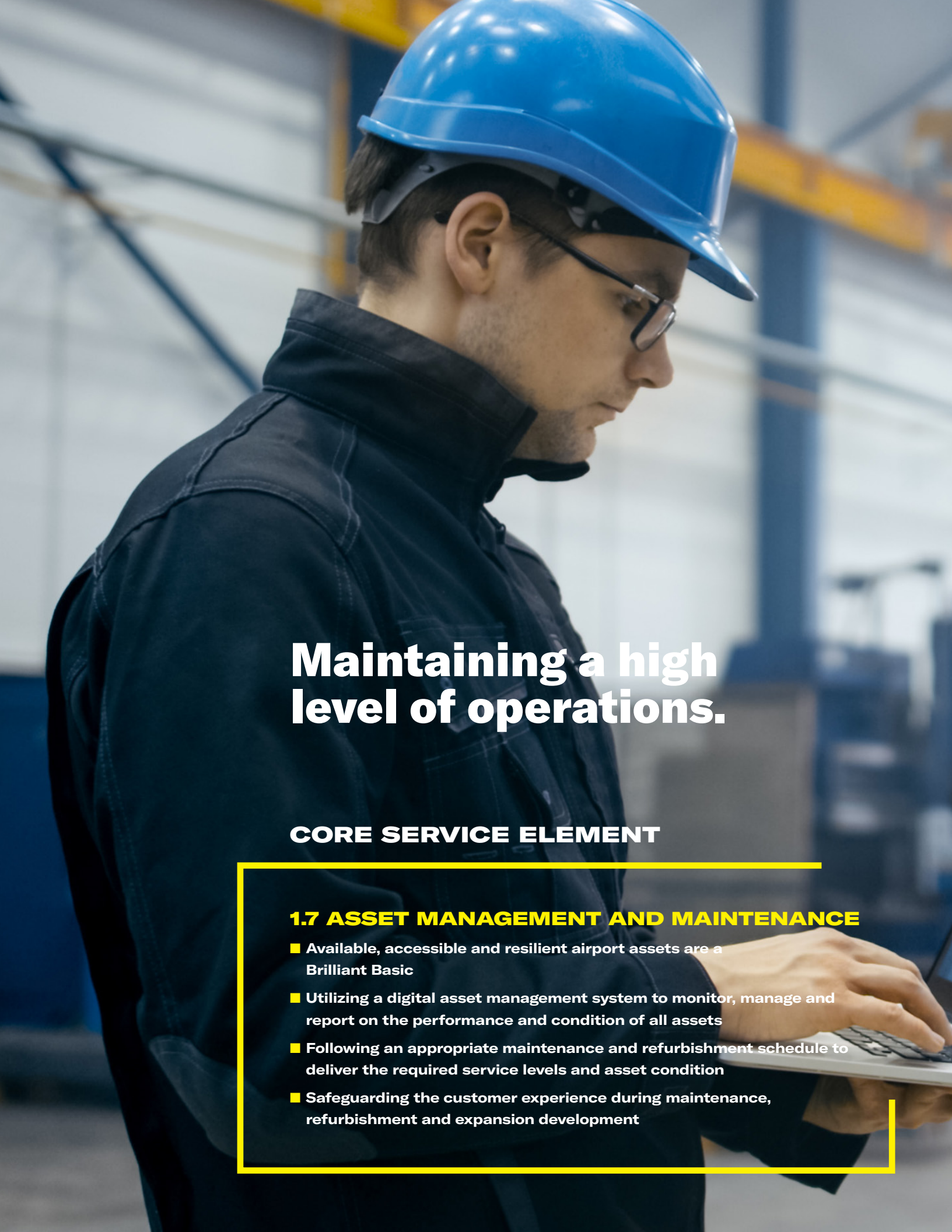


1.6.16 Maintain adequate recomposure and reorientation spaces in key locations across the airport journey to minimize stress levels.

These spaces should consider the traffic profile and changes to customer needs and requirements. Such areas include:

- a. Check-in concourse
- b. Security checkpoint
- c. Lounge / shop / dine
- d. Customs and Immigration
- e. Baggage reclaim
- f. Baggage recheck
- g. Arrivals concourse

1.6.17 Maintain suitable areas and adequate provision of space to enable customers to easily prepare themselves in a calm environment before deciding what to do next.



Maintaining a high level of operations.

CORE SERVICE ELEMENT

1.7 ASSET MANAGEMENT AND MAINTENANCE

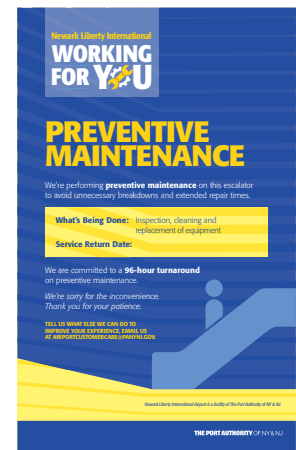
- Available, accessible and resilient airport assets are a Brilliant Basic
- Utilizing a digital asset management system to monitor, manage and report on the performance and condition of all assets
- Following an appropriate maintenance and refurbishment schedule to deliver the required service levels and asset condition
- Safeguarding the customer experience during maintenance, refurbishment and expansion development

1.7 Core Service Element: Asset Management and Maintenance

Asset management and maintenance, in the context of customer experience of an airport, is fundamental to offering our customers a stress-free, accessible and enjoyable end-to-end journey.

Available, Accessible and Resilient Airport Assets Are a Brilliant Basic

- 1.7.1** Keep all systems and assets working at all times while helping customers to stay informed and connected.
- 1.7.2** Provide systems and facilities that are inclusive and easy to access for all customers.
- 1.7.3** Provide reliable technology, systems and facilities to improve operational performance, increase capacity, reduce customer waiting times and create a lasting impression across all journey steps in ways that are inclusive and easy to access for all customers.
- 1.7.4** Meet and exceed the Asset Management and Maintenance required Standards defined herein and the agreed targets through adequate provision of:
 - a.** Operable, resilient and reliable systems
 - b.** Well-maintained, clean and tidy airport assets and facilities
 - c.** Adequate resources in order to serve and assist customers when assets and systems are unavailable
- 1.7.5** Ensure that real-time information is conveniently provided in relation to the availability of assets and systems, delivered using technology or other displays in accordance with branding and to enhance customer experience. (See [Section 7.1.5](#), pg. 135) The information should include the following:
 - a.** Reason why this asset is out of service (e.g., planned maintenance, unplanned maintenance, emergency repair)
 - b.** Date and time back on service
 - c.** "We apologize for the inconvenience. The nearest ____ (elevator / restroom, etc.) is located as indicated on the adjacent diagram."



Utilizing a Digital Asset Management System To Monitor, Manage and Report on the Performance and Condition of All Assets

- 1.7.6** Provide customers and airport staff with the ability to give real-time and periodic feedback on the performance of airport systems and assets throughout the airport journey, and in relation to claim their availability, cleanliness, condition and ease of use. This should cover facilities and amenities, including:
 - a.** Additional Assistance desks
 - b.** Baggage belts
 - c.** Baggage claim / storage
 - d.** Check-in / bag drop / baggage recheck facilities
 - e.** Departure gates
 - f.** Escalators / elevators / travelators
 - g.** Family restrooms / adult changing stations
 - h.** Information desks
 - i.** Information screens and displays

- j. Multifaith rooms, including meditation rooms
- k. Oversized baggage
- l. Passenger boarding bridges
- m. SARAs
- n. Security checkpoint facilities
- o. Transportation, e.g., ground transportation, taxis and for-hire vehicles, AirTrain, parking and rental car facilities

1.7.7 Provide a Building Management System for monitoring, managing and planning, in order to meet and exceed the agreed performance standards.

Following an Appropriate Maintenance and Refurbishment Schedule To Deliver the Required Service Levels and Asset Condition

1.7.8 Provide a maintenance plan that assures a seamless journey for all customer segments and that minimizes the impact on the customer experience.



1.7.9 Perform scheduled maintenance work outside of core operational hours so as not to obstruct customer flows, and provide conveniently located and accessible information regarding alternative routes and similar assets.

1.7.10 Provide, throughout the maintenance regime, all customers with clear, intuitive and accessible information to seamlessly navigate to their next destination. This is to be supplemented by the deployment of staff where appropriate.

1.7.11 Adequately resource maintenance and engineering teams in order to comply with the Asset Management and Maintenance Service Excellence Standards and in accordance with other maintenance requirements defined and agreed to with the Port Authority Aviation Department.

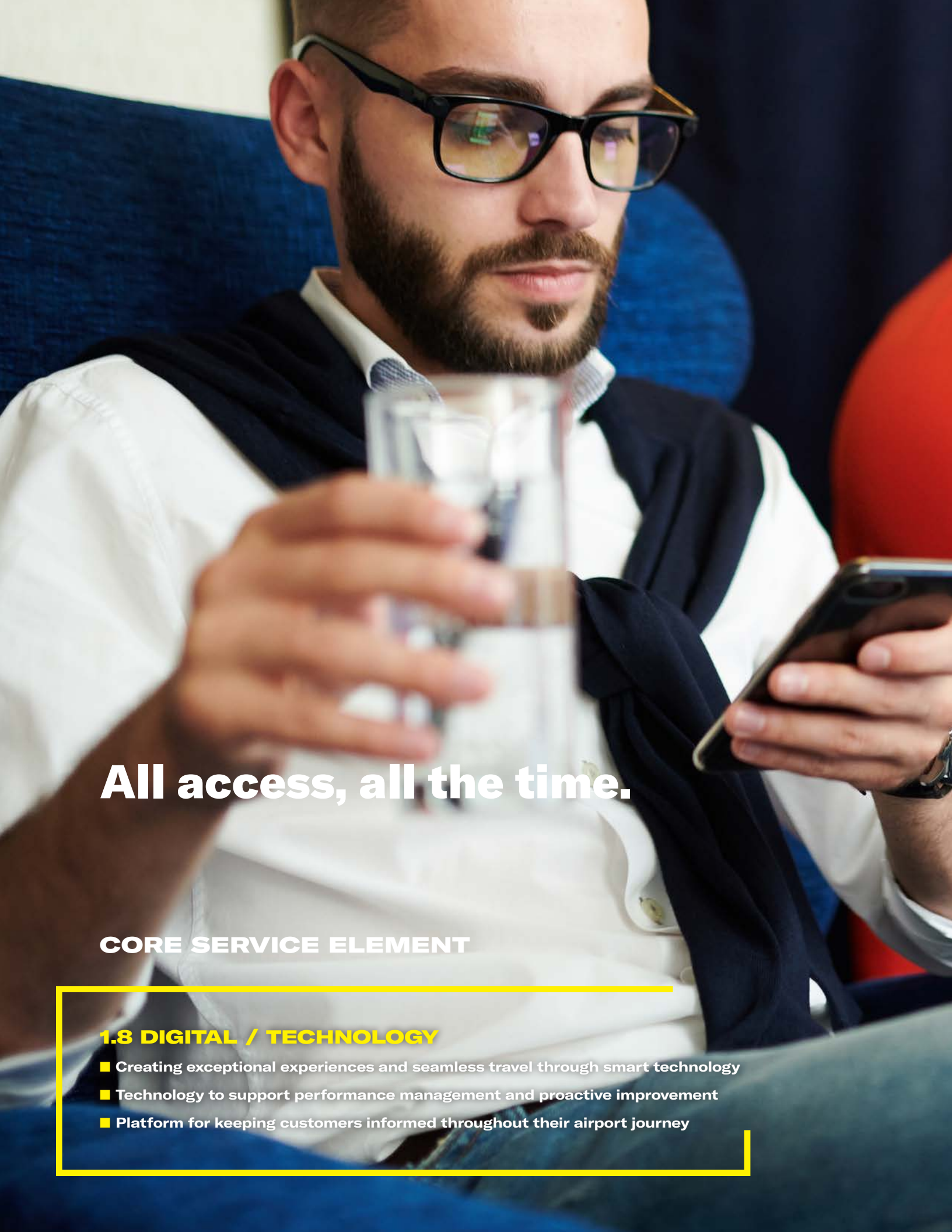
Safeguarding the Customer Experience During Maintenance, Refurbishment and Expansion Development

1.7.12 Ensure that construction refurbishment and expansion development plans are supported by detailed phasing and sub-phasing implementation plans that assure a seamless journey for all customers at all times.

1.7.13 Ensure that areas under refurbishment and expansion are screened from public view in a manner compatible with the terminal architecture and branding, and inform customers when the asset will be back in working order and where the nearest available asset is located.

1.7.14 Ensure that customer flows are not obstructed during refurbishment and expansion works. Should alternative routes be required, these must be clearly signed and accessible to all customers.

1.7.15 Ensure that during refurbishment and expansion work, adequate resourcing is in place to comply with the Asset Management and Maintenance Service Excellence Standards and in accordance with the planned maintenance work schedule defined and agreed to with the Port Authority Aviation Department.



All access, all the time.

CORE SERVICE ELEMENT

1.8 DIGITAL / TECHNOLOGY

- Creating exceptional experiences and seamless travel through smart technology
- Technology to support performance management and proactive improvement
- Platform for keeping customers informed throughout their airport journey

1.8 Core Service Element: Digital / Technology

The application of technology and the use of data to deliver the best outcomes is the foundation to delivering a sustainable operation and the expected level of service to our customers.

Creating Exceptional Experiences and Seamless Travel Through Smart Technology

- 1.8.1** Deploy a “one-click” Wi-Fi solution for customers that offers a high-speed service during, but not limited to, peak hours.
- 1.8.2** Provide all data, information and technologies in a format that can support all customers.
- 1.8.3** Ensure that digital solutions enable information and signage that is clear to all customers.
- 1.8.4** Deploy assistive and emerging technologies, wherever possible, to support airport navigation, language and interpretation, and assistance for all customer segments.
- 1.8.5** Enable captioning at all times on all televisions that are located in any portion of the terminal to which any customers have access.
- 1.8.6** Use technology that contributes to the airport staff’s pride and the airport’s sense of place and “wow” factor.
- 1.8.7** Use technology, accessible to all via multichannel media, to socialize exciting information such as themed events, airport and staff awards, updates, great retail deals, fine dining, new / experiential amenities and activities for all customers.
- 1.8.8** Facilitate a learning loop via multichannel, interactive and accessible systems throughout the customer journey that enable customers to provide instant feedback on the service received and allow knowledge capture to aid decisions regarding where improvements could be made.
- 1.8.9** Provide the ability to capture feedback and perceptions through automated means.
- 1.8.10** Provide a highly customizable solution that identifies a customer and allows for the provision of personalized information, airport processes, services and commercial or other activities that are relevant to their needs and are in relation to where the customer is in the journey.
- 1.8.11** Provide a flexible platform that allows resources to be assigned to key functions, such as check-in and flight boarding, to allow for the adaptability of key areas through the use of common use technologies.





1.8.12 Deploy technology that enables the capturing of customers throughput and actual dwell time to support real-time monitoring, historic trend analysis and predictive analytics of queue lengths and dwell times, to identify opportunities to optimize resource planning accordingly, and to improve performance and the customer experience.

1.8.13 Provide critical, accessible information at key touchpoints through the customer journey to improve the customer experience. Customers should have the ability to access data that affects the key processes, such as queue times, through the use of a variety of media that meets their needs and choice.

1.8.14 Provide automated processes in line with industry standards to support a seamless customer process through arrivals and departures, and supplement with frontline staff to assist and support where needed. Key customer touchpoints should introduce the latest technologies that provide a stress-free journey and reduce the requirement for human interaction and paper-based travel, to drive efficiencies and improvements to the overall experience.

1.8.15 Provide the ability to support situational awareness and management and to capture learnings through the provision of data and information.

1.8.16 Provide real-time information across the journey in relation to the availability and performance of assets and systems, particularly the critical assets and systems that enhance customer experience.

Technology To Support Performance Management and Proactive Improvement

- 1.8.17** Provide real-time data to monitor performance of Standards and associated metrics as defined in this Manual.
- 1.8.18** Provide easy-to-access platforms for airport staff and stakeholders that offer:
- a.** Exchange of information and tasks with the operational teams
 - b.** Instant and relevant alerts and communication to airport staff
 - c.** Improved understanding of different segment needs and requirements, e.g., to offer assistance and relevant suggestions
 - d.** A mobile solution to access information and alerts for all staff
- 1.8.19** Use technology to accurately monitor real-time queues across the airport journey, and to dynamically display the queue time for each key touchpoint at the appropriate points throughout the queuing process.
- 1.8.20** Provide a direct feed into the Airport Operations Center for decision-making and reporting purposes including real-time availability and performance data for critical customer-facing assets such as, but not limited to, elevators, escalators, passenger boarding bridges.
- 1.8.21** Provide staff with the ability to monitor the performance and manage utilities and services that support the operation of the facilities and impact the customer experience.
- 1.8.22** Use technology to proactively plan and manage critical resources to ensure that the operation is optimized and efficient. The data should be able to support decisions that relate to resource planning and deployment, to make sure that all assets and staff are utilized correctly and in order to manage the customer needs during operational hours.
- 1.8.23** Provide the operation and business with the ability to manage performance measures related to key environmental and sustainability targets.

Platform for Keeping Customers Informed Throughout Their Airport Journey

- 1.8.24** Provide customers with a primary means of communication with respect to their journey, which will:
- a.** Be inspirational and informative for all airport customers
 - b.** Highlight the personal journey information
 - c.** Highlight services, deals and events
 - d.** Provide information on “insider tips” and “hidden gems” in and around the airport, highlighting the public art program and community contributions
- 1.8.25** Provide the ability to present journey options to customers, with the current anticipated journey time of each mode of transportation.



1.8.26 Provide digital technologies that identify products, services and facilities. This includes:

- a.** Parking products and availability
- b.** Airport-wide and terminal-specific facilities and amenities for all customers, including traveling families with young children, faith practices, those requiring Additional Assistance, those traveling with support animals, etc.
- c.** Concessions offering

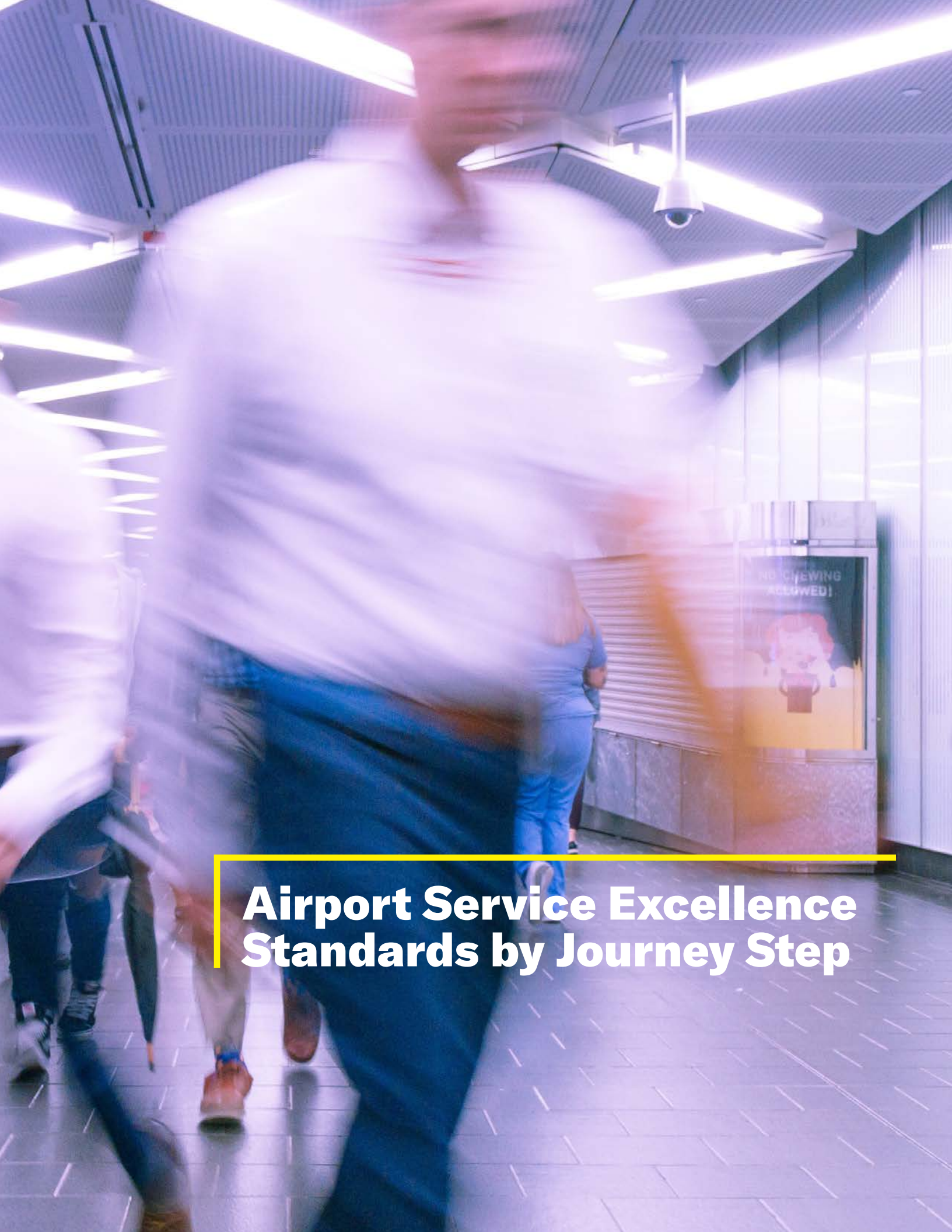
1.8.27 Offer suggestions to customers based on the time they have available, “What can I do in 1 hour?”

1.8.28 Provide the ability to order services such as, but not limited to, taxis, food and beverage, and retail through mobile devices.

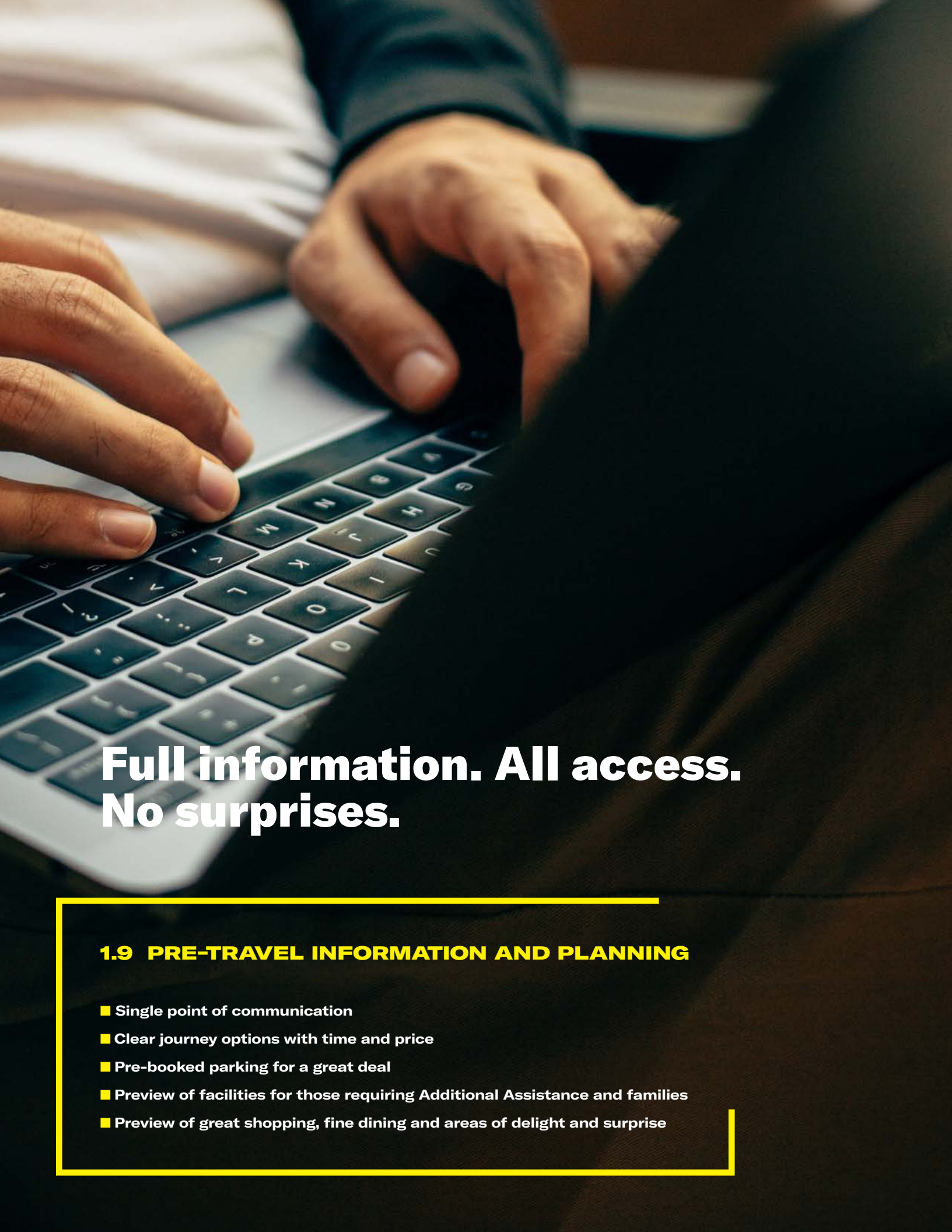
- 1.8.29** Provide an integrated, single source of truth; all information and systems that impact the customer experience should present uniform, accurate and dynamic information so that:
- a.** Frontline airport staff best serve all customers across the airport journey
 - b.** All airport staff have access to centralized, remotely accessed information, and are able to make informed, instant decisions
 - c.** All customers have access, can receive updates, and can find useful airport, flight, baggage and onward travel information / updates during disruptions, outlets and services that are relevant to their needs, etc.
- 1.8.30** Manage information that allows the ability to provide a personalized offer to customers based on their interests and previous trips.
- 1.8.31** Utilize social media platforms, where appropriate, to share information with the public and offer subscription services for personalized updates.





A blurred photograph of a busy airport terminal. In the foreground, a person in a white shirt and dark trousers is walking towards the camera, their figure blurred due to motion. In the background, other people are walking, and a sign on a wall reads "NO CHEWING ALLOWED!" with a cartoon character. The ceiling has bright, long fluorescent lights.

Airport Service Excellence Standards by Journey Step



**Full information. All access.
No surprises.**

1.9 PRE-TRAVEL INFORMATION AND PLANNING

- Single point of communication
- Clear journey options with time and price
- Pre-booked parking for a great deal
- Preview of facilities for those requiring Additional Assistance and families
- Preview of great shopping, fine dining and areas of delight and surprise

1.9 Pre-Travel Information and Planning

Single Point of Communication

- 1.9.1** Develop and maintain a customer app and / or public website as a primary means of communication with the customers about their journey, which will:
- a.** Be inspirational, accessible to and informative for all customers
 - b.** Highlight the personal journey information, services, deals and events
 - c.** Provide information on “insider tips” and “hidden gems” in and around the airport, highlighting the public art program and community contributions

Clear Journey Options With Time and Price

- 1.9.2** Develop and maintain a customer app and / or public website to present journey options to customers, with the current anticipated journey time of each mode of transportation.
- 1.9.3** Provide information on journey costs and payment options for different modes of transportation, including the AirTrain and journeys that are free to use, and parking discounts for customers with an accessible parking tag.
- 1.9.4** Provide information on step-free access for each mode of transportation that may potentially be required by those customers with reduced mobility.
- 1.9.5** Provide information regarding “meet & greet” as well as cell phone lots and /or short term parking, for collecting arriving customers.
- 1.9.6** Make journey option information available in multiple languages.
- 1.9.7** Provide maps of terminals and other significant transportation hubs such as Penn Station New York, Jamaica, Howard Beach, Penn Station Newark, and rental car facilities.
- 1.9.8** Offer links to transportation authorities and providers for further travel information.

Pre-Booked Parking for a Great Deal

- 1.9.9** Offer simple and direct information about the various on-airport parking products via the customer app and / or public website.
- 1.9.10** Provide easy-to-use parking reservation system, which shows all options available and provides links to potential deals.
- 1.9.11** Highlight suitable parking options for customers requiring assistance.



1.9.12 Provide immediate confirmation of parking reservation.

1.9.13 Email or send route / directions immediately with interactive airport map link.

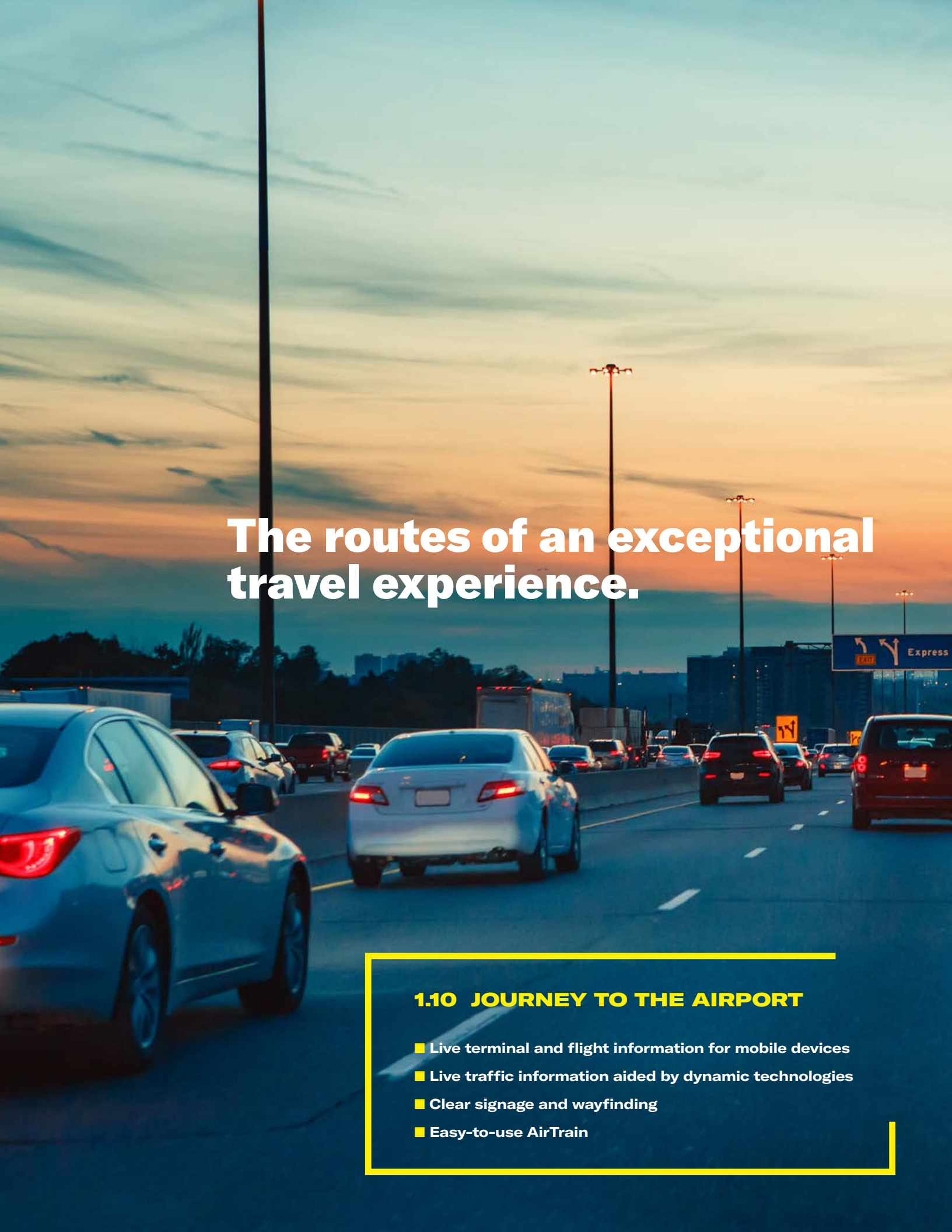
Preview of Facilities for Those Requiring Additional Assistance and Families

- 1.9.14** Ensure that the customer app and / or public website is accessible, including a highly visible accessibility icon on the home page / top of each page and translation options. This is to provide:
- a.** Clear and identifiable information detailing the facilities and services available for customers requiring assistance both on the journey to the airport and at each terminal
 - b.** Pre-booking of accessibility options for transportation facilities, including links to other service providers
 - c.** Information regarding activities and areas of particular interest for families, such as play zones and special events
 - d.** Information such as the location of designated accessible parking, drop-off and pickup areas; wheelchair or motorized cart services; and advance notice requirements
 - e.** Customer segment-specific journey maps to cover the journey to the airport, the location of reception areas and their journey through the terminal
 - f.** Short welcome and introduction film clips on the website, specific to the varying needs of customers

Preview of Great Shopping, Fine Dining and Areas of Delight and Surprise

- 1.9.15** Provide media news coverage, promoting the highlights of current and upcoming themed events in each terminal.
- 1.9.16** Provide media news coverage of new and promoted retail, food and beverage concessions, including any discounts or deals.
- 1.9.17** Provide an interactive map of each terminal, showing the commercial locations and hours of business operations.
- 1.9.18** Highlight local businesses providing dining and retail at the terminals.
- 1.9.19** Highlight information about interactive digital displays, public art installations and artists.



A photograph of a multi-lane highway during sunset. The sky is a mix of orange, yellow, and blue. Several cars are visible on the road, including a white sedan in the center and a dark car on the right. In the background, there are tall light poles and a highway sign that says "Express". A yellow rectangular box is overlaid on the bottom right of the image, containing text.

The routes of an exceptional travel experience.

1.10 JOURNEY TO THE AIRPORT

- Live terminal and flight information for mobile devices
- Live traffic information aided by dynamic technologies
- Clear signage and wayfinding
- Easy-to-use AirTrain

1.10 Journey to the Airport

Live Terminal and Flight Information for Mobile Devices



- 1.10.1** Develop and maintain a customer app and / or public website to provide real-time information to customers.
- 1.10.2** Give clear confirmation of which terminal the flight will operate from, if it is on time or information about delays.
- 1.10.3** Provide links to the websites of the airlines operating from the relevant terminal, if required.

- 1.10.4** Provide links to and further information about Additional Assistance, current themed events, or great retail deals.

Live Traffic Information Aided by Dynamic Technologies

- 1.10.5** Provide predictive journey times to the airport for the different modes of transportation, making use of publicly available channels such as Google and Waze.
- 1.10.6** Provide information regarding service frequency and information for the AirTrain, and links to NJT, MTA, Amtrak and LIRR.
- 1.10.7** Issue an alert to advise of any incidents en route that will materially increase journey times, and provide information about alternate routes or modes of transportation.
- 1.10.8** Issue an alert to provide information about maintenance and alternative routings on roads and public transportation, including subway, rail and AirTrain.

Clear Signage and Wayfinding

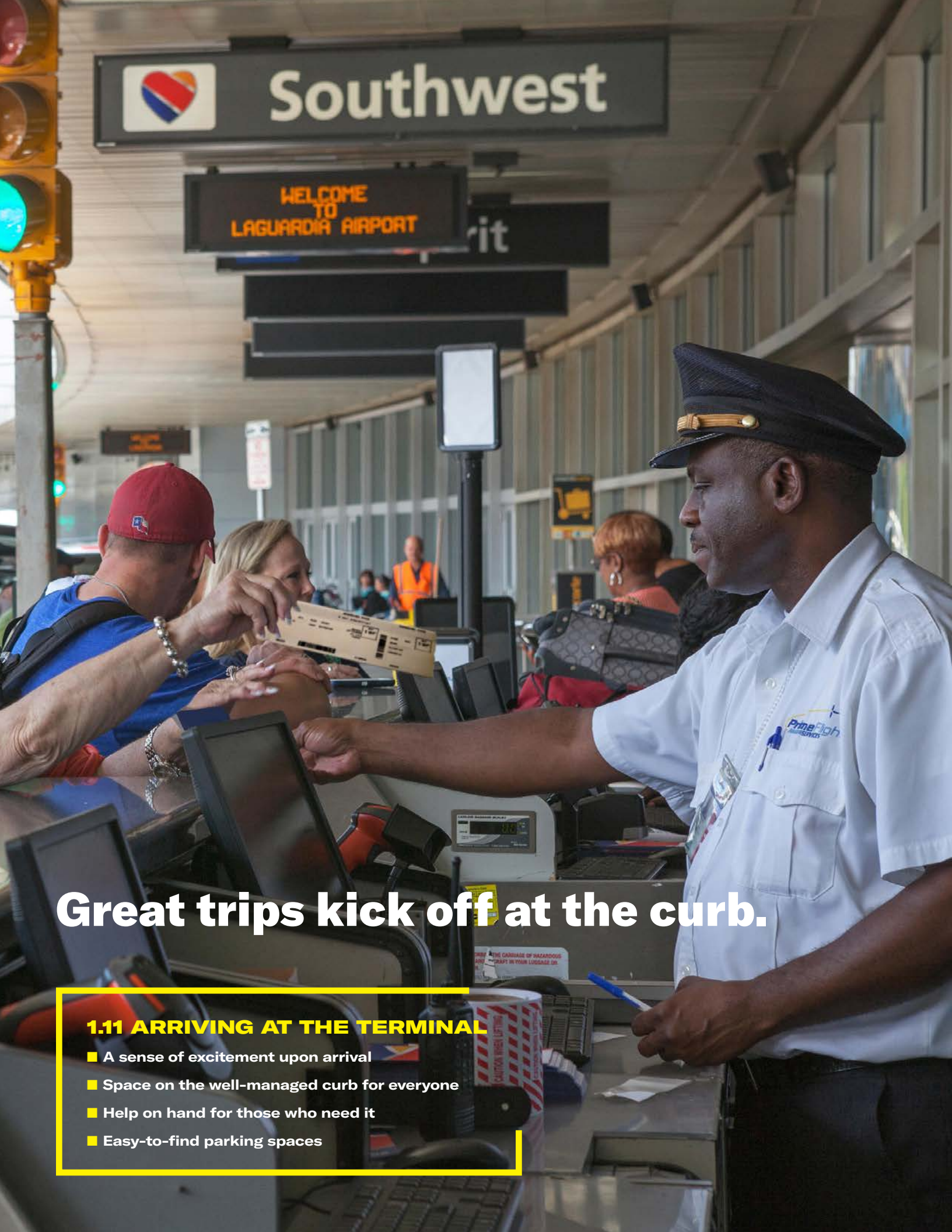
- 1.10.9** Provide clear and dynamic signage to the various types of parking locations, including the free Cell Phone Lot waiting areas, current themed events, and clear indication of the location of available spaces.
- 1.10.10** Provide clear signage showing airline and terminal allocation, prior to journey decision points.
- 1.10.11** Specify the terminal(s) that the route leads to.
- 1.10.12** Ensure clear application of brand so that travelers are aware that they have arrived at the airport, giving it a sense of identity.





Easy-To-Use AirTrain

- 1.10.13** Show, via the customer app and / or public website, AirTrain charges and journeys that are free of charge, and describe how and where tickets can be purchased and payment method choices.
- 1.10.14** Enable cash and cashless purchases, to meet the needs of all types of travelers.
- 1.10.15** Provide information in multilingual and accessible formats, simplified as far as possible through the use of icons.
- 1.10.16** Provide an AirTrain map, showing clear information about the tracks serving each destination, connections and waiting time until the next train departs.
- 1.10.17** Display dynamic signage within the car, and provide access to clear maps to confirm where the customer is on the journey, and the time to each stop.
- 1.10.18** Inform customers about the themed events and public announcements through the use of dynamic information systems and signage.
- 1.10.19** Provide a bright and comfortable environment on the AirTrain.



Great trips kick off at the curb.

1.11 ARRIVING AT THE TERMINAL

- A sense of excitement upon arrival
- Space on the well-managed curb for everyone
- Help on hand for those who need it
- Easy-to-find parking spaces

1.11 Arriving at the Terminal

A Sense of Excitement Upon Arrival

1.11.1 Display dynamic and impactful signage to create:

- a.** Excitement on approach roads, with clear airport branding and key messages that relay current seasonal events or public information messages and reflect the current theme in the terminal
- b.** Well-organized curb on arrival at the airport to ease congestion



1.11.2 Ensure all signage and information is clear to all customers, including those with particular needs, e.g., those with visual impairments and those for whom English is not a first language.

1.11.3 Display clear signage to drop-off zones, to allow drivers to select the correct lane and minimize stress.

1.11.4 Maintain ordered and colorful landscaping and effective night-time lighting leading into the terminal.

Space on the Well-Managed Curb for Everyone

1.11.5 Display clear and dynamic signage, encouraging drivers to move along the curb and make the most of the available space.

1.11.6 Display curbside signage discouraging customer pickup at departures.

1.11.7 Display curbside check-in signage in clear and accessible ways, with clear identity of use.

1.11.8 Guide customers to the most appropriate entrance.

1.11.9 Where there are multiple airlines, avoid signage that shows a single location for an airline, which could cause congestion in locations on the frontage roads.



1.11.10 Provide both welcome announcements and security announcements.

1.11.11 Provide baggage carts to meet expected demand.

1.11.12 Staff curb and manage during peak times to avoid double parking.

- 1.11.13** Provide a well-signed location for valet parking drop off, where space is available.

Help on Hand for Those Who Need It

- 1.11.14** Coordinate the location of the Additional Assistance drop off with the location of the reception within the check-in concourse.



- 1.11.15** Where it is part of the service offering by an airline, facilitate a concierge service for premium customers on arrival similar to a hotel concept, e.g., the concierge opens the car door, offers the customer directions to check-in and offers a porter for luggage.

Easy-To-Find Parking Spaces

- 1.11.16** Display spaces available prior to the entrance, including the number of spaces per level, and which preferential spaces are found on which levels.

- 1.11.17** Provide clear and dynamic signage on the entrance to, and within, the parking lot, showing where spaces are available on the various levels.



- 1.11.18** Provide clear signage to preferential parking spaces, including EV charging stations, and valet drop off and rental vehicle pickups and returns as needed.

- 1.11.19** Display clear directions to spaces for customers with requirements for assistance.

- 1.11.20** Display clear signage at the entrance to the parking area, defining the charges.

- 1.11.21** Display clear signs showing the walking route to the terminal / restroom facilities / assistance telephone.

- 1.11.22** Provide convenient and clearly signed areas for luggage cart collection and return.

- 1.11.23** Clearly mark out pedestrian walkway to ensure safety.

- 1.11.24** Provide effective and bright lighting and paintwork / cladding in the parking lot area, making it a pleasant space to be in and easy to see where to go.

- 1.11.25** For peak days (e.g., holidays) when the curb is congested, provide for use of the parking lot for additional customer drop off, in a convenient location for the walking route to the terminal or elevators.

Flight check-in that checks out brilliantly.

1.12 CHECK-IN CONCOURSE

- A great welcome and help on hand for those who need it
- Check-in desks and bag drops available and easily accessible
- Space and facilities for final goodbyes
- Clear direction throughout the check-in concourse

1.12 Check-In Concourse

A Great Welcome and Help on Hand for Those Who Need It



1.12.1 Provide a “big welcome” that exudes the character of the region and the excitement, opportunity and aspiration of customers.

1.12.2 Ensure that frontline staff treat all persons with respect and address them directly using clear, plain language.

1.12.3 Deploy staff, who are easily identifiable by means of uniform, in areas of primary need in order to provide a welcome and information services.

1.12.4 Maintain an orientation and circulation zone that includes clearly visible and interactive terminal maps, clocks, check-in and flight information, and directional signage in proximity to every terminal entrance.

1.12.5 Provide one central, general information point accessible to all customers and equipped with appropriate tools and technology to support multiple languages and all customers.

1.12.6 Ensure an accessible and inclusive check-in concourse area is delivered through the provision of clearly identified suitable facilities. This includes:

- a. Low-level check-in, ticketing and other desks with appropriately sized queue space
- b. Facilities for nursing mothers and families, such as family restrooms / adult changing stations, etc.
- c. Technology services, tools and infrastructure for persons needing visual or hearing assistance to have prompt access to the same information provided to other customers

1.12.7 Instill a culture in which cleanliness and appearance of the check-in concourse area is the responsibility of all service providers.

1.12.8 Undertake timely and rigorous cleaning and maintenance to provide the appearance of clean and tidy like-new condition, and well-maintained facilities. Pay particular attention to the entrance areas during periods of inclement weather, around check-in areas where customers may repack their belongings and around areas selling food and beverages.

1.12.9 Ensure that high-touch customer areas, including interactive screens, elevator buttons, handrails, railings, press buttons, instant feedback devices and seating, are regularly cleaned and appropriately disinfected.

1.12.10 Provide a program of themes, displays and information that reflects different seasons, particular events and public information needs.

1.12.11 Present the art, architecture and technology in a manner that excites and is visible and accessible.

Check-In Desks and Bag Drops Available and Easily Accessible

1.12.12 Provide dynamic and intuitive wayfinding / signage, supplemented by the deployment of staff where appropriate, in order to assist customers to clearly navigate to their desired destination.

1.12.13 Implement queue management solutions to avoid unnecessary bottlenecks, overflow into circulation areas and obstruction for mobility and visually impaired customers, including:

- a. Provide a call-forward system to manage and reduce customer waiting times
- b. Cater to customers who require Additional Assistance (e.g., families and the elderly) and those customers who report late for check-in; where appropriate, give them access to priority or fast-track lanes
- c. Provide and manage a flexible queue system that proactively matches the current and predicted number of customers in the queue to the size of the queue
- d. Provide a retractable low-profile barrier that minimizes obstruction for mobility and visually impaired customers

Space and Facilities for Final Goodbyes

1.12.14 Maintain space to enable the free flow of departing customers to the boarding pass check area, avoiding necessary bottlenecks.

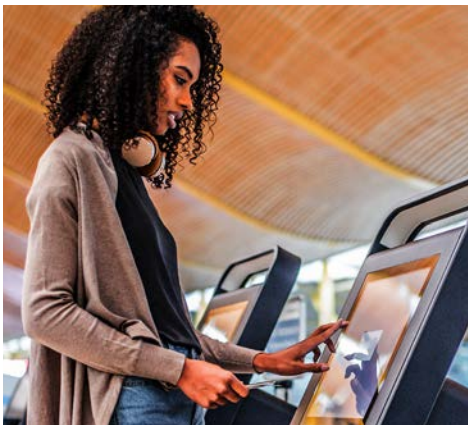
1.12.15 Maintain an area prior to the boarding pass check area that will allow a zone for final goodbyes.



1.12.16 Maintain flexible modular seating and easy access to retail and food and beverage areas in a manner that is accessible.

1.12.17 Offer a range of accessible facilities, including concession offerings and options that support the customer profile and that meet different customer needs and preferences.

Clear Direction Throughout the Check-In Concourse



1.12.18 Provide clear, dynamic and intuitive wayfinding / signage.

1.12.19 Provide all signage and information services, tools and infrastructure in a clear and visible manner for all customers, including those with particular needs, e.g., those with visual impairments and those for whom English is not a first language and in accordance with ADA standards.

1.12.20 Supplement wayfinding with the deployment of staff, where appropriate, in order to assist all customers to easily navigate to their desired destination.

Streamlined security, less stress.

1.13 SECURITY CHECKPOINT

- Help to ensure everyone is ready and those requiring Additional Assistance are fully accommodated
- Active queue management to minimize queuing
- A clear, dignified and simple process with consistent signage
- Recomposure space after screening to plan the next stage

1.13 Security Checkpoint

Help To Ensure Everyone Is Ready and Those Requiring Additional Assistance Are Fully Accommodated

- 1.13.1** Provide signage that clearly identifies the beginning of the queue for each type of security check, e.g., Regular and Pre-Check.
- 1.13.2** Provide information at the beginning of the queue zone for boarding card check to make it clear to customers what items are prohibited in carry-on baggage and what items need to be removed and packaged separately (e.g., liquids).
- 1.13.3** Provide interactive and accessible information throughout the queue zone to inform customers of the security search process to help them prepare.
- 1.13.4** Maintain a repack area to permit customers to prepare for the security process by removing prohibited items and repack liquids, etc., as required.
- 1.13.5** Provide staff at the beginning of the queue zone to assist customers with any questions they may have regarding the security search process. Staff are to be proactive in offering assistance to those customers who may require help.
- 1.13.6** Ensure, where possible, that those traveling with a person with a disability are kept together at checkpoints.

Active Queue Management To Minimize Queuing

- 1.13.7** Provide flexible barriers to support the formation of orderly queues.
- 1.13.8** Ensure that an accessible route is provided through the queue zone to give customers requiring Additional Assistance priority.
- 1.13.9** Ensure that accessible routes are not obstructed. The accessible route shall permit persons with disabilities passing around security barriers to maintain visual contact with their personal items to the same extent provided to others passing through the security process.
- 1.13.10** Provide a call-forward system at the front of the queue to ensure open and operational facilities are fully utilized.
- 1.13.11** Ensure that adequate space is provided at the divestment area to enable an efficient process.
- 1.13.12** Use technology to accurately monitor real-time queues and to clearly display the expected queue time for each type of security check at the beginning of the queue.



1.13.13 Use technology to display expected queue time for each type of security check, predict queue lengths and adjust resource planning accordingly.

1.13.14 Manage the barriers with staff to minimize customers walking through empty queue zones.

1.13.15 Provide enough staff to open adequate security lanes as demand increases to ensure maximum queue times are not exceeded.

1.13.16 Maintain and enhance art and other visual stimuli to engage the customers and reduce their perception of time spent queuing.

A Clear, Dignified and Simple Process With Consistent Signage



1.13.17 Manage the layout and ambience of the security checkpoint area in the facility, and consider noise reduction and high levels of natural lighting, to reduce customer stress.

1.13.18 Provide discrete security screening infrastructure that respects customers' right to wear religious clothing, without compromising on the necessary security checks.

1.13.19 Create family-friendly security lanes that provide a calming, safe and reassuring environment to process families with young children.

1.13.20 Ensure TSA staff are trained to understand the specific needs of all customer segments.

1.13.21 Provide information throughout the queue zone to inform all customers of the security search process and in a manner that it is clear to all customers, including those requiring Additional Assistance, e.g., those with visual impairments and those for whom English is not a first language.

1.13.22 Perform security screening in a dignified manner:

- a.** Explain, where necessary, the TSA screening process in a professional, courteous and patient manner
- b.** Offer alternative screening methods, including for specialized medical devices, if recommended by the device manufacturer and allowed by regulation

1.13.23 Treat all customers with respect and address them directly using clear, plain language.

1.13.24 Be proactive in offering assistance to those customers who may require assistance but have not asked.

- 1.13.25** Offer a private search, out of the view of other people, when conducting a body search. Suitable methods should be employed for searching medical aids, including wheelchairs, ensuring a person can stand without assistance before removing a support device to search them, and arranging guidance for a visually impaired person before taking away a white cane or a service animal.
- 1.13.26** For screening cabin baggage, offer assistance for lifting baggage on and off conveyor belts if requested, or if it is clear to staff that the customer is struggling with lifting their baggage.
- 1.13.27** Call a witness to observe the hand searching of baggage belonging to blind or visually impaired people, and then repack baggage as it was found.
- 1.13.28** Undertake regular customer feedback to establish perceptions regarding performance of staff courtesy, helpfulness and efficiency. Amend training and undertake retraining as required.

Recompose Space After Screening To Plan the Next Stage

- 1.13.29** Ensure the provision of a suitable area with tables and chairs away from the flow of customers to allow customers to recompose.
- 1.13.30** Ensure the provision of an orientation zone to allow customers to understand where they are in the process and what the next step of the journey is.
- 1.13.31** Provide conveniently located information at this point relating to the following:
- a.** Flight Information Display Screens (FIDS)
 - b.** Clock
 - c.** Map showing location of post-security facilities, amenities and gates
 - d.** Information relating to time taken to reach gates





World class facilities for world class brands.

1.14 LOUNGE / SHOP / DINE

- Time to explore diverse fine dining and great shopping
- Information on where the gate is, how long it takes to get there, and any flight changes
- Great facilities, accessible for all
- A memorable experience before proceeding to the gate

1.14 Lounge / Shop / Dine

Time To Explore Diverse Fine Dining and Great Shopping

- 1.14.1** Promote, before Security, the range of retail outlets and dining options which are located after Security, using a range of media to suit all customer segments.
- 1.14.2** Coordinate the customer app and/or public website to show the range of facilities available after Security in each terminal, so that customers can plan to arrive early enough to have time to enjoy them.
- 1.14.3** Install an interactive orientation station as soon as practicable after Security, so that customers can find the outlets and services which are relevant to them. Consider the use of digital technology to enhance wayfinding and promote any commercial opportunities.
- 1.14.4** Offer suggestions to customers based on the time they have available, i.e., “What can I do in 1 hour?”
- 1.14.5** Provide access to Additional Assistance services, for any customers with additional requirements to seek assistance with utilizing the shop, lounge and dine facilities available.
- 1.14.6** Ensure walking routes to the gates provide customers with easy access to the main retail and dining areas.

Information on Where the Gate Is, How Long It Takes To Get There, and Any Flight Changes

- 1.14.7** Provide conveniently located FIDS that are visible from the commercial area and from restaurants, to assure customers they have time to shop and dine.
- 1.14.8** Show directional information to gates, with walking times, co-located with appropriate FIDS.
- 1.14.9** Provide retail and dining options in close proximity to the gate areas, for those customers who prefer to go directly to the gate.
- 1.14.10** Provide convenient locations for customers to access motorized cart services for assisted travel to the gates.

Great Facilities, Accessible for All

- 1.14.11** Offer a range of value-for-money restaurant / eating styles and price points, from fast food to fine dining, to suit all customer segments.



1.14.12 Provide value for money options across all food, beverage, and shopping / retail concession stores that:

- a. Offer a range of deals, e.g., discounts, season / family specials, promotions, etc., to suit all customer segments, needs and preferences
- b. Deliver offerings of consistent presentation and quality that meet or exceed customer expectations
- c. Can be accessed on mobile / personal devices and can be made available through a variety of delivery options
- d. Are accessible, socialized and clearly displayed via multichannel media for all customer typologies
- e. Create customer delight and surprise resulting from both the service and product being offered

1.14.13 Implement the Port Authority Street Pricing Policy across all food and beverage concessions.

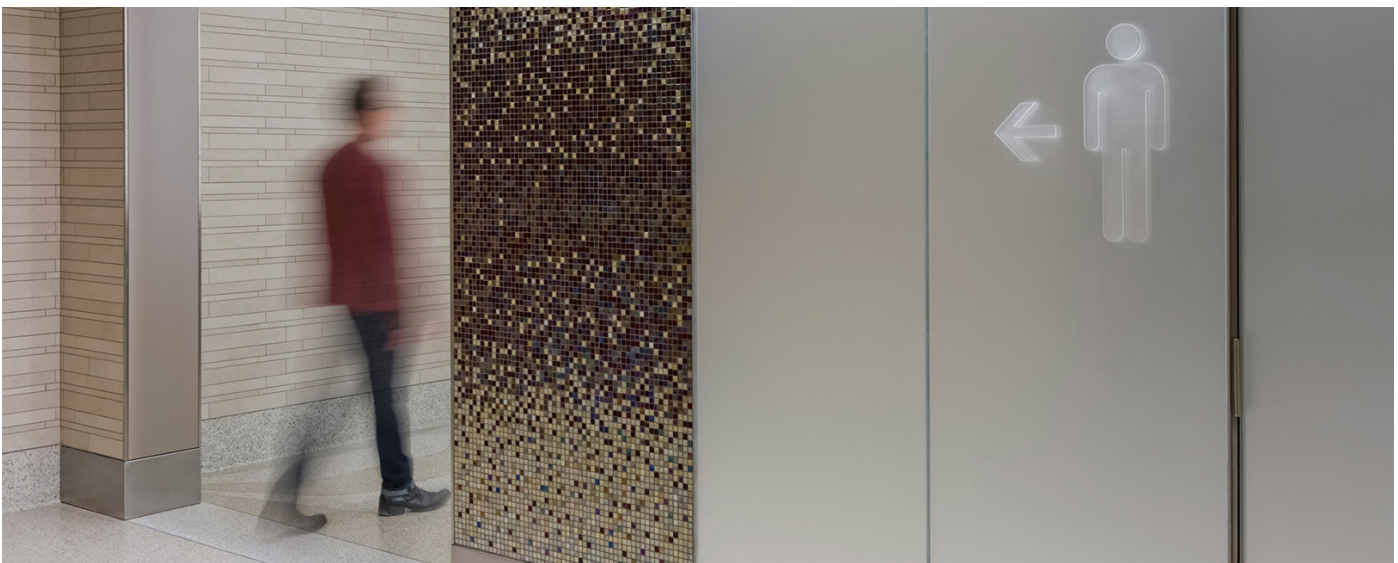
1.14.14 Provide a varied range of seating and tables in dedicated areas, for waiting, resting, working.

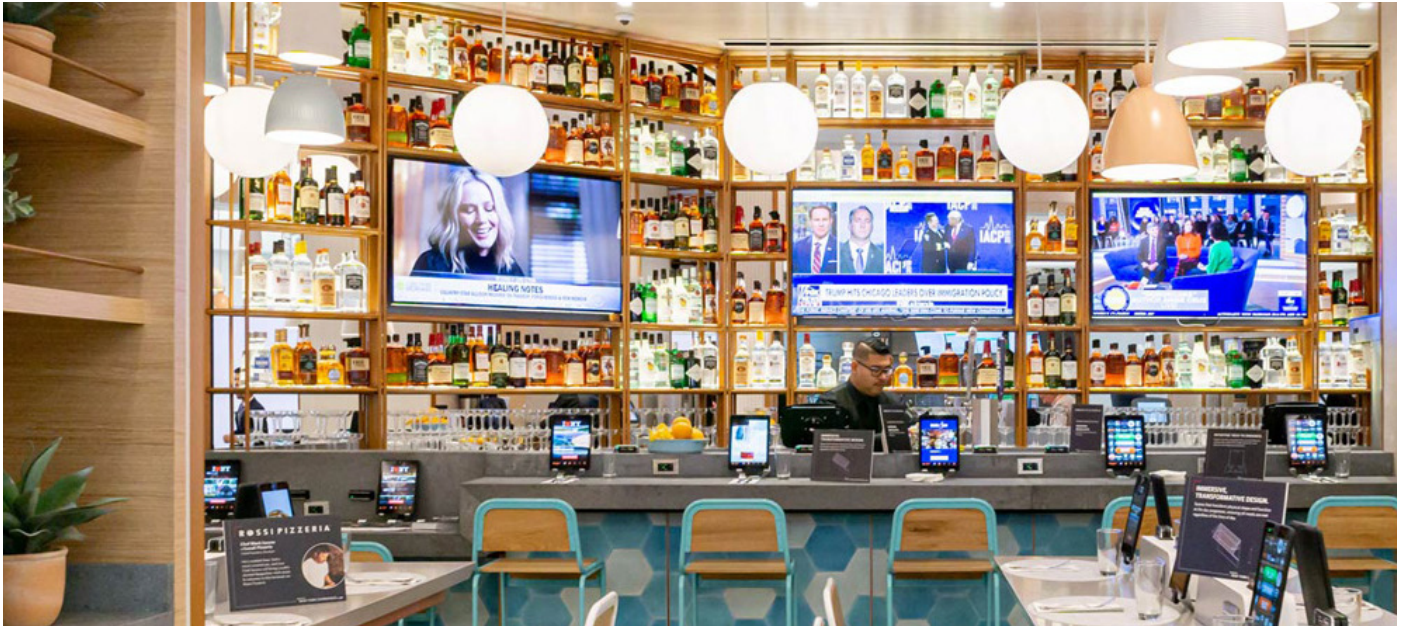
1.14.15 Provide charging stations for computers, cell phones and other devices, within the seating scheme.

1.14.16 Provide a range of facilities and amenities, appropriate to the customer segments, including:

- a. Airline services
- b. Automated water-filling stations
- c. Children's play area
- d. Dedicated quiet zones
- e. Multifaith rooms, including meditation rooms
- f. Other commercial facilities, e.g., currency exchange, newsstand, pharmacy
- g. Restrooms, family / adult changing stations, shower rooms

1.14.17 Provide high-speed Wi-Fi that is quick and easy to access.





- 1.14.18** Maintain rigorous cleaning and air freshening regime for restrooms and around fast-food outlets in these areas.
- 1.14.19** Avoid, where possible, the use of single-use plastics in food and beverage concessions and airline lounges.
- 1.14.20** Clearly identify routes to and from airline lounges while exposing customers to the retail opportunities.
- 1.14.21** Provide all signage and information in a manner that it is clear to all customers, including those with particular needs, e.g., those with visual impairments and those for whom English is not a first language.

A Memorable Experience Before Proceeding to the Gate

- 1.14.22** Deploy themed areas to create the sense of place of New York / New Jersey, reinforced by the airport branding.
- 1.14.23** Create delight and surprise with a choreography of experience around the public art installations, with information on the features and the artists.
- 1.14.24** Provide a program of themes, displays and information that reflects different seasons, particular events and public information needs.
- 1.14.25** Provide opportunities to host exceptional, experiential activities for adults and children (e.g., Augmented Reality (AR) space, spa, play areas, sensory rooms).
- 1.14.26** Provide a balance of bright, light and dynamic ambience with as much natural light as possible in high activity areas, and a calm and soothing atmosphere in the relaxation areas.



Ready to take flight.

1.15 BOARDING GATE

- A place with great views to relax, regroup and recharge before the flight
- Space for kids to play, workers to work, and the last chance to eat and drink
- Good visibility from the surrounding seating on flight boarding

1.15 Boarding Gate

A Place With Great Views To Relax, Regroup and Recharge Before the Flight

- 1.15.1** Clearly identify the boarding gate number and provide FIDS to clearly denote the next flight departure from the boarding gate, including scheduled time of departure, destination and estimated time of boarding.
- 1.15.2** Maintain a sense of calm at the boarding gate through appropriate use of interior finishes, acoustics and lighting.
- 1.15.3** Provide a range of comfortable seating and tables to meet differing customer requirements.
- 1.15.4** Reserve appropriate and designated seating at each boarding gate for wheelchair users and others requiring Additional Assistance (e.g., unaccompanied minors), in close proximity to the boarding desks.
- 1.15.5** Provide assistance from staff upon request.
- 1.15.6** Maintain great views of the airfield and / or terminal architecture and art from the boarding gate.

Space for Kids To Play, Workers To Work, and the Last Chance To Eat and Drink

- 1.15.7** Provide a range of facilities and a variety of quality concessions offerings in close proximity to the boarding gate to meet the varying needs of customers. This includes:
 - a.** Children's interactive play areas and nursing rooms
 - b.** Dedicated quiet areas
 - c.** Food and beverage offerings
 - d.** Power outlets to recharge computers, cell phones and other devices in the seating areas
 - e.** Retail offerings
- 1.15.8** Rigorously clean the boarding gate area of trash.

Good Visibility From the Surrounding Seating on Flight Boarding

- 1.15.9** Provide FIDS that are clearly visible from anywhere in the boarding gate to keep customers informed of any delays or changes in flight status (e.g., "Boarding Commenced").
- 1.15.10** Provide customers needing visual or hearing assistance with information regarding flight status at the same time as other customers.
- 1.15.11** Make general and flight specific announcements clearly and audibly in languages appropriate for the customer segments.

Drawing the line on late departures.



1.16 FLIGHT EMBARKATION

- Information about any change in flight or passenger status
- Clear priorities for who boards and when
- Orderly boarding process

1.16 Flight Embarkation

Information About Any Change in Flight or Passenger Status

1.16.1 Make clear announcements relating to any changes in flight or passenger status.

- a.** Where a flight is busy, offer customers the opportunity to check in carry-on luggage at the gate prior to the commencement of general boarding
- b.** Where a flight is overbooked, ask for volunteers to take a later flight, with adequate recompense
- c.** Advise customers of any successful upgrades
- d.** Advise standby customers of their status
- e.** Call for late customers

1.16.2 Make announcements clearly and audibly in languages appropriate for the customer segments.

1.16.3 Provide customers needing visual or hearing assistance with information at the same time as other customers.

Clear Priorities for Who Boards and When

1.16.4 Provide clearly designated queue areas for each priority group.

1.16.5 Provide flexible barriers to mark out the queue zone to form orderly queues.

1.16.6 Ensure barriers do not obstruct circulation spaces or a required accessible route.

1.16.7 Make clear and audible announcements relating to the order that boarding will take place, in languages appropriate for the customer segments, and adequately displayed near seating reserved for people with disabilities.

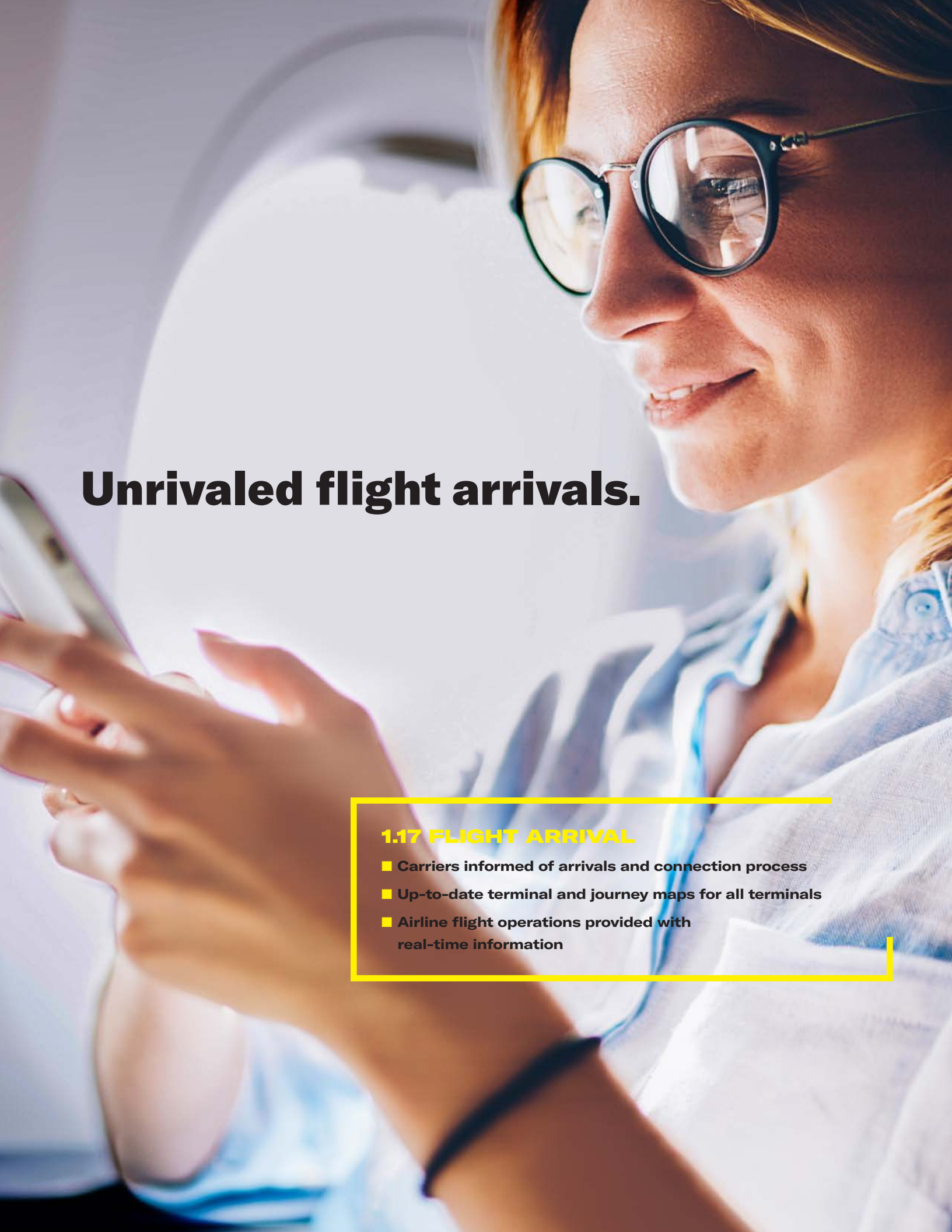
1.16.8 Offer people with disabilities, who self-identify as needing assistance, additional time to board prior to other customers. Assistance from staff is to be available upon request when boarding.



Orderly Boarding Process

- 1.16.9** Organize a simple, efficient and dignified boarding process for all customers.
- 1.16.10** Provide adequate staff and / or technology to undertake boarding card and ID checks to ensure a swift and efficient boarding process.
- 1.16.11** Have one or more suitably trained attendants on hand to assist people with limited mobility in embarking the aircraft.
- 1.16.12** Ensure that wheelchairs provided for use by customers with limited mobility are offered up to the aircraft door, or as close to the aircraft as possible.
- 1.16.13** Allow wheelchair users to use their own wheelchair up to the aircraft door, or as close to the aircraft door as possible, prior to being placed in the aircraft hold; wheelchairs are to be offloaded quickly and readily available upon arrival destination.
- 1.16.14** Permit families to take strollers up to the aircraft door, or as close to the aircraft door as possible, prior to being placed in the aircraft hold.



A close-up, profile view of a woman with blonde hair and round glasses, smiling as she looks at her smartphone. She is wearing a light blue button-down shirt. The background is blurred, showing what appears to be an airport terminal with large windows.

Unrivalled flight arrivals.

1.17 FLIGHT ARRIVAL

- Carriers informed of arrivals and connection process
- Up-to-date terminal and journey maps for all terminals
- Airline flight operations provided with real-time information

1.17 Flight Arrival

Carriers Informed of Arrivals and Connection Process

1.17.1 Provide details to all air carriers of the arrivals process at the terminal of arrival for terminating customers, including digital maps of the routing.

1.17.2 Provide details to all air carriers of the flight connection process for intra- and inter-terminal connections, including digital maps of the routing.

Up-To-Date Terminal and Journey Maps for All Terminals

1.17.3 Inform all customers of the arrivals and flight connection process, in flight and prior to disembarkation. This information should be made available in a range of languages appropriate for the customer segments. Consideration should be given to imparting this information to those with specific needs, e.g., those who are hard of hearing and those who are visually impaired.

1.17.4 Provide connecting customers with flight connection information and, where possible, digital maps relating to all terminals. Consideration should be given to incorporating this into the inflight entertainment system.

1.17.5 Inform connecting customers that they must collect their hold baggage before exiting the Federal Inspection Services ("FIS") area.

- 1.17.6 Inform customer groups that require Additional Assistance of the disembarkation process relevant to them, including:
- a. Persons with disabilities who self-identify as needing assistance will be offered assistance in disembarking the aircraft when other customers have disembarked
 - b. Customers who have requested a wheelchair will be provided a wheelchair at the aircraft exit or as close to the aircraft exit as is practicable
 - c. Persons with their own wheelchairs stowed in the hold will be informed where their wheelchairs will be made available to them
 - d. Families who have stowed strollers in the hold will be informed where their strollers will be made available to them

Airline Flight Operations Provided With Real-Time Information

- 1.17.7 Provide airline flight operations with important information regarding the arrivals and connection process. This includes:
- a. Estimated arrival time at the gate
 - b. Gate of arrival
 - c. Baggage reclaim carousel number
 - d. Where possible, advise customers on short connections of their terminal and gate of departure
 - e. Any contingency measures that are in place, e.g., if the AirTrain is non-operational

F			
Fort Lauderdale, FL			
	JetBlue 1401 J5 7838	3:30 PM	C16 [Departed] 3.9 min
	Delta 630 N6 7325	3:42 PM	[Departed] 3.9 min
Fort Myers, FL			
	JetBlue 1729 J5 6130	5:39 PM	C25 [Last call] 3.9 min
Frankfurt			
	Singapore 25	7:43 PM	[On time] 3.9 min
G			
Geneva			
	Delta 23 N6 9718	7:25 PM	[On time] 3.9 min
H			
Helsinki			
	Finnair 6 N6 9805	7:05 PM	[On time] 3.9 min
Hong Kong			
	Cathay Pacific 831 CX 9805	7:00 PM	[On time] 3.9 min
Honolulu, HI			
	Hawaiian 51 N6 5851	2:00 PM	C30 [Cancelled] 3.9 min
I			
Indianapolis, IN			
	Delta 5184 N6 8002	3:45 PM	[Delayed] 3.9 min
	Delta 5350 N6 3512	6:20 PM	[On time] 3.9 min
Istanbul			
	Turkish 2 N6 8285	8:00 PM	[Scanning] 3.9 min



Less hassle, more information.

1.18 DEBOARDING

- Convenient assistance for those who need it
- Arriving customers are Wi-Fi connected and informed on the journey through arrivals
- Connecting customers informed of their onward flights and helped where needed

1.18 Deboarding

Convenient Assistance for Those Who Need It

1.18.1 Provide a simple, efficient and dignified deboarding process for all customers.

1.18.2 Provide the required number of suitably trained attendants to assist customers requiring Additional Assistance in disembarking the aircraft.

1.18.3 Offer help to persons with disabilities who self-identify as needing assistance or additional time in disembarking the aircraft.

1.18.4 Ensure wheelchairs provided for customers are waiting at deboarding areas, in a way that does not obstruct the flow of disembarking customers, and are easily accessible.

1.18.5 Allow wheelchair users to be able to use their own wheelchair immediately after disembarking the aircraft, or as close to aircraft doors as possible.

1.18.6 Wheelchairs provided for customers are to be available for customers in deboarding areas, up to the point of leaving the airport terminal.

1.18.7 Permit families who have stowed strollers in the hold to collect the strollers immediately after disembarking the aircraft, or as close to the aircraft doors as possible.



Arriving Customers Are Wi-Fi Connected and Informed on the Journey Through Arrivals

1.18.8 Provide an initial “welcome” for both international and domestic customers that carries the airport branding and exudes the character of the region and the excitement, opportunity and ambition of customers as they exit the boarding bridge.

1.18.9 Provide clear and visible signage to the immigration (international arrivals), or baggage reclaim (domestic arrivals) areas.

1.18.10 Provide information on the arrival journey with a simple diagrammatic map showing key facilities, such as restrooms, FIS, baggage reclaim, connections desks.

1.18.11 Provide stable Wi-Fi options and adequate infrastructure to permit access to the airport Wi-Fi from the point of disembarkation through to the arrivals curb.

Connecting Customers Informed of Their Onward Flights and Helped Where Needed

1.18.12 Provide connecting customers arriving on domestic flights with flight connection information at a suitable point on their arrival journey. Information is to include:

- a.** FIDS relating to all terminals
- b.** Maps of all terminals and key facilities and amenities at each for all customers
- c.** Travel times between terminals (inter-terminal connections)
- d.** Walking distances and approximate times to each gate (intra-terminal connections)
- e.** AirTrain map and schedule (where provided)

1.18.13 Provide clear signage for connecting customers arriving on international flights informing them that they are required to collect their hold baggage before clearing customs and immigration.



Welcome to America.

1.19 CUSTOMS AND BORDER PROTECTION

- Welcome to the USA for everyone
- Well-managed queuing so that everyone is moving forward
- Time to tune into the journey map

1.19 Customs and Border Protection

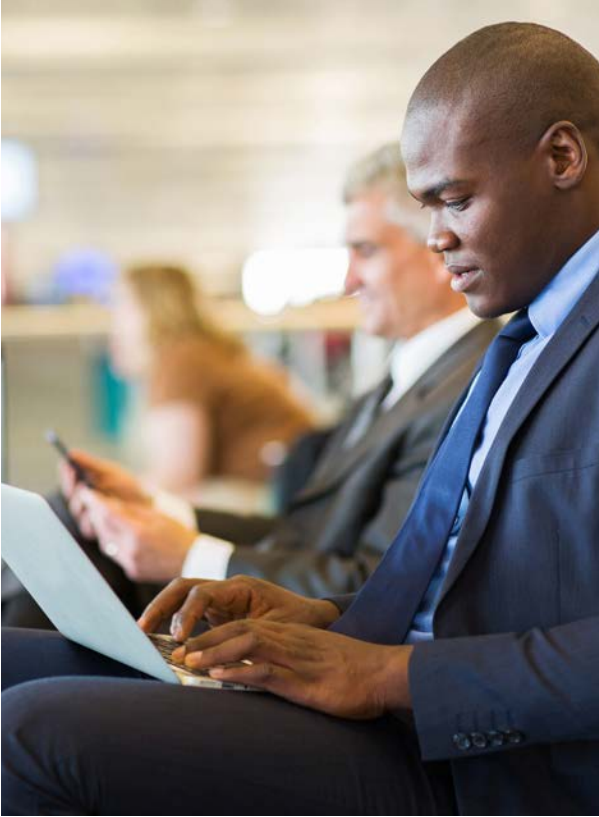
Welcome to the USA for Everyone

- 1.19.1** Provide a “big welcome” that exudes the character of the region and the excitement, opportunity and aspirations of customers as they progress through FIS. This shall be achieved by the provision of:
 - a.** Displays and information that reflect the different seasons, particular events and public information needs relevant to the region
 - b.** Art, architecture and technology in a manner that excites the viewer
- 1.19.2** Deploy suitably equipped staff, who are easily identifiable by means of uniform, at the entry point to the Customs and Border Protection (CBP) Primary Processing area in order to provide a welcome and information services in multiple languages.
- 1.19.3** Address all persons using clear, plain language.
- 1.19.4** Provide a rigorously clean environment for the customers, especially with regard to the restrooms and all other public areas.
- 1.19.5** Seek regular feedback to establish customer perceptions regarding performance of staff courtesy, helpfulness and efficiency. Amend training and undertake retraining as required.

Well-Managed Queuing So That Everyone Is Moving Forward



- 1.19.6** Provide clear information regarding the immigration process and which customer types should join which queue.
- 1.19.7** Provide all signage and information in a manner that it is clear to all customers, including those with particular needs, e.g., those with visual or hearing impairments and those for whom English is not a first language.
- 1.19.8** Ensure that customers who identify themselves as persons needing visual or hearing assistance are provided with information regarding the immigration process at the same time as other customers.
- 1.19.9** Provide assistance to customers requiring Additional Assistance (e.g., those with disabilities and those with young families) and, where possible, provide priority when queueing for passport and customs controls.
- 1.19.10** Ensure that seating is provided near CBP lanes for those with limited mobility.



- 1.19.11** Operate flexible queue zones and booths to adapt to the changes in the queue lengths for differing types of immigration.
- 1.19.12** Provide functioning and well-maintained infrastructure in line with CBP requirements.
- 1.19.13** Provide a call-forward system at the front of the queue to ensure open and operational facilities are fully utilized.
- 1.19.14** Manage barriers with staff to minimize customers walking through empty queue zones.
- 1.19.15** Ensure barriers do not obstruct a required accessible route.
- 1.19.16** Use technology to accurately monitor real-time queues and clearly display the queue time for each type of immigration check at the beginning of the queue.

1.19.17 Use technology to predict queue lengths and adjust resource planning accordingly.

1.19.18 Ensure staff is available to identify and assist those customers who are experiencing difficulty in completing any automated processes.

1.19.19 Provide assistance to customers who require help in lifting baggage at customs control.

1.19.20 Provide enough staff to open adequate security lanes as demand increases to ensure maximum queue times are not exceeded.

Time To Tune Into the Journey Map

1.19.21 Provide information to the customer relating to their onward journey through a range of media. This information shall include:

- a.** FIDS displaying departures of all terminals (relevant for connecting customers)
- b.** Baggage Information Display Screens (BIDS) displaying baggage carousel information
- c.** Map of onward travel options

1.19.22 Provide stable Wi-Fi to enable access to airport / terminal website to identify:

- a.** Onward journey options, prices and real-time information
- b.** Flight connection information

1.19.23 Provide information conveniently located to FIS exit.

A woman in a white t-shirt and denim shorts is standing in a crowd, holding a red suitcase. The background is blurred, showing other people and what appears to be an airport or travel setting.

Staking a claim on better baggage handling.

1.20 BAGGAGE RECLAIM

- Assistance is readily available / offered
- Live information confirming that bags will arrive promptly
- Time to learn more about the landside journey

1.20 Baggage Reclaim

Assistance Is Readily Available / Offered

- 1.20.1** Provide assistance to customers who require help in lifting baggage from the carousel.
- 1.20.2** Ensure employees are appropriately trained to handle baggage so as not to damage the baggage or to injure themselves.
- 1.20.3** Ensure employees helping a customer transfer to their own wheelchair are appropriately trained.
- 1.20.4** Where wheelchair users regain possession of their own wheelchairs at the baggage reclaim area, ensure baggage staff is trained to handle wheelchairs carefully to avoid damage.
- 1.20.5** Provide an information point accessible to all where customers can seek help and assistance, e.g., with lost or damaged baggage. The information point should be equipped with appropriate tools and technology to support multiple languages.
- 1.20.6** Provide seating in the baggage reclaim area for those who are less able to stand for a prolonged period of time.
- 1.20.7** Provide enough baggage carts to meet expected demand.

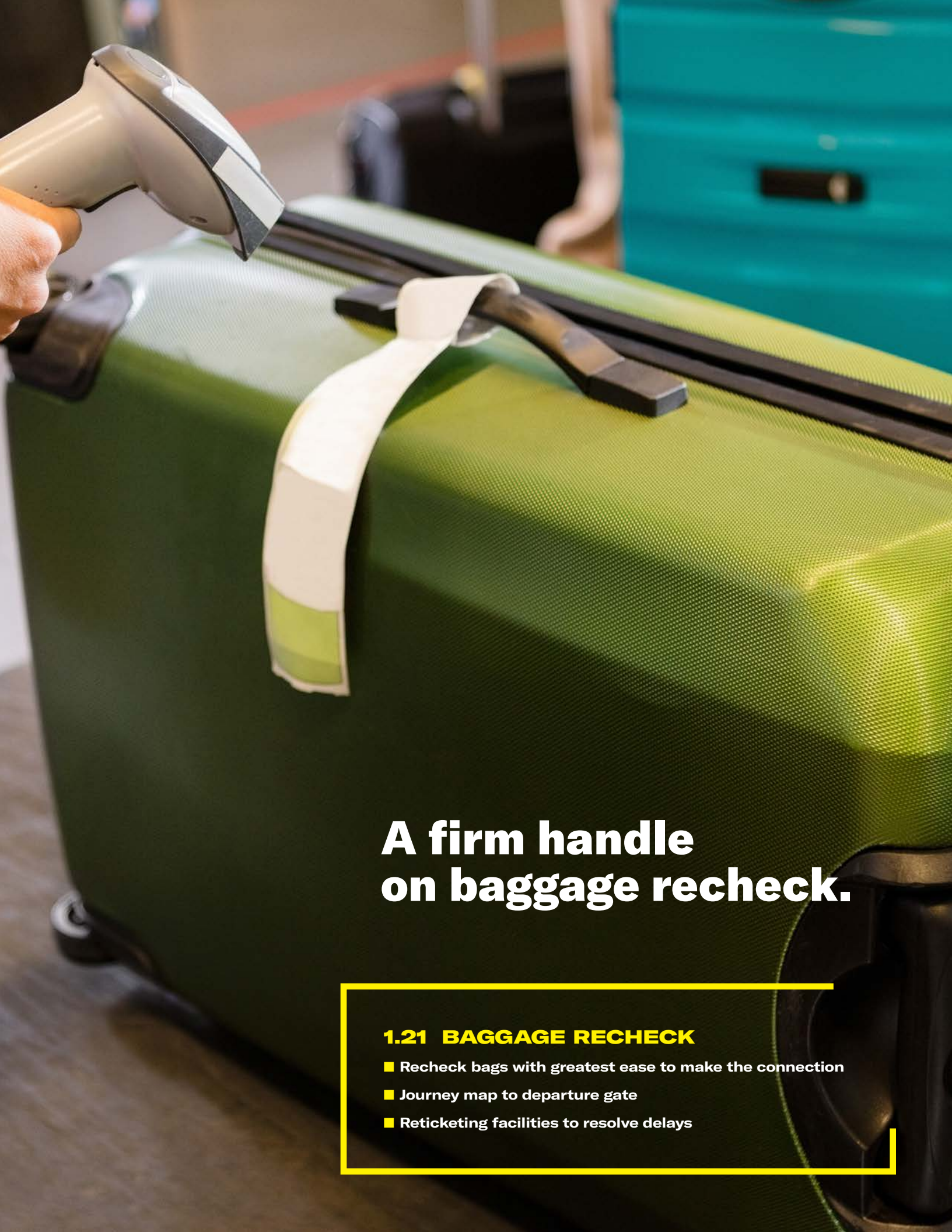


Live Information Confirming That Bags Will Arrive Promptly

- 1.20.8** Deploy BIDS to provide clear and accurate information regarding which flights are allocated to which belts and where the flight is in the delivery process, including estimated time of first bag delivery.
- 1.20.9** Ensure that customers who identify themselves as persons needing visual or hearing assistance are provided with information regarding baggage claim at the same time as other customers.
- 1.20.10** Ensure prompt delivery of baggage from the aircraft to the carousel.

Time To Learn More About the Landside Journey

- 1.20.11** Provide clear information stating that all connecting customers arriving on international flights are required to collect all their hold baggage before exiting FIS.
- 1.20.12** Provide information to customers relating to their onward journey through a range of media, including stable Wi-Fi. This includes:
 - a.** FIDS displaying departures of all terminals (relevant for connecting customers)
 - b.** Flight connection information, including how to connect between terminals
 - c.** Onward journey options, prices and real-time information
 - d.** Information relating to the region



A firm handle on baggage recheck.

1.21 BAGGAGE RECHECK

- Recheck bags with greatest ease to make the connection
- Journey map to departure gate
- Reticketing facilities to resolve delays

1.21 Baggage Recheck

Recheck Bags With Greatest Ease To Make the Connection

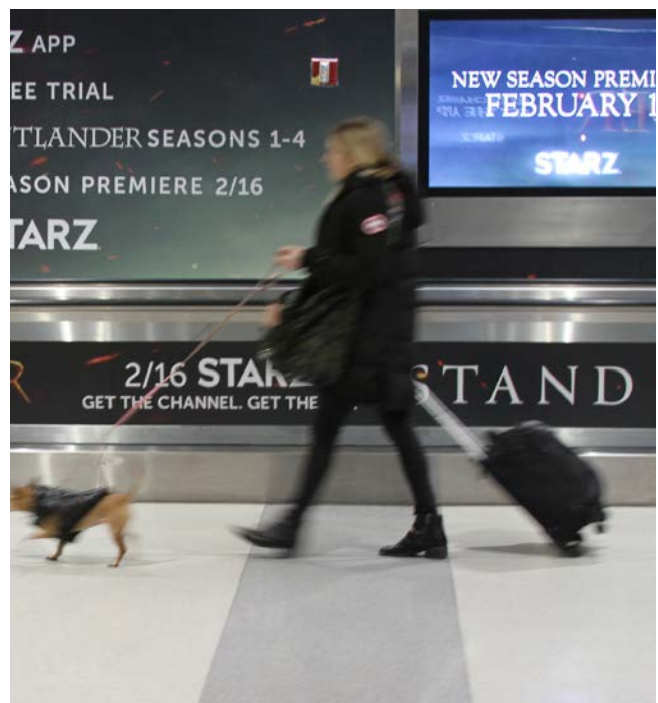
- 1.21.1** Provide dynamic and intuitive signage, supplemented by the deployment of staff where appropriate, that clearly identifies the recheck area and process.
- 1.21.2** Implement flexible queue management solutions to avoid unnecessary bottlenecks and overflow into circulation areas.
- 1.21.3** Maintain an area for customers to discard any baggage carts without impeding circulation areas.
- 1.21.4** Provide a call-forward system to manage and reduce customer waiting times.
- 1.21.5** Cater to customers who require Additional Assistance (e.g., those with disabilities, families and the elderly) or give them access to priority or fast-track facilities.
- 1.21.6** Deliver accessibility in the recheck area through the provision of clearly identified suitable facilities. Facilities may include:
 - a.** Low-level check-in, ticketing and other desks with appropriately sized queue space
 - b.** Technology services, tools and infrastructure for persons needing visual or hearing assistance to have prompt access to the same information provided to other customers

Journey Map to Departure Gate

- 1.21.7** Maintain an orientation and circulation zone that includes clearly visible and interactive terminal maps, clocks and FIDS relating to all terminals at the airport.
- 1.21.8** Provide dynamic and intuitive wayfinding / signage, supplemented by the deployment of staff where appropriate, in order to assist all customers with the flight connection process, including navigation to their gate or terminal of departure.

Reticketing Facilities To Resolve Delays

- 1.21.9** Ensure that reticketing facilities are available for customers who require this service for whatever reason, e.g., due to late inbound flight or cancelation of onward flight.
- 1.21.10** Ensure facilities are accessible to all customers and include low-level reticketing desks.



A photograph of a family reunion at an airport. A man in a blue denim jacket and jeans is hugging an older man with a white beard and glasses. A woman with white hair is hugging a young girl with blonde hair. They are all standing near a black suitcase. The background is a blurred airport terminal.

The warmest welcome.

1.22 ARRIVALS CONCOURSE

- A bright and authentic welcome to New York / New Jersey
- A great place for families and friends to reconnect
- Additional Assistance all the way to the onward ride without hassle
- Live information on onward journey options with cost and time

1.22 Arrivals Concourse

A Bright and Authentic Welcome to New York / New Jersey

- 1.22.1** Provide a “big welcome” that exudes the character of the region and the excitement, opportunity and ambition of customers.
- 1.22.2** Deploy staff, who are easily identifiable by means of uniform, in areas of primary need in order to provide a welcome and information services.
- 1.22.3** Provide a program of themes, displays and information that reflects different seasons, particular events and public information needs.
- 1.22.4** Present the art, architecture and technology in a manner that excites and is visible and accessible.

A Great Place for Families and Friends To Reconnect



- 1.22.5** Provide a welcoming area for arriving customers to be reunited with friends, relatives and other greeters prior to commencement of the onward journey.
- 1.22.6** Maintain flexible modular seating and easy access to retail and food and beverage.
- 1.22.7** Provide a range of accessible facilities that support the customer profile and that meet different customer needs and preferences.

- 1.22.8** Provide conveniently located FIDS and BIDS, ensuring that meeter / greeters are able to obtain flight and baggage delivery information while waiting for arriving customers.

Additional Assistance All the Way to the Onward Ride Without Hassle

- 1.22.9** Deliver an accessible Arrivals Concourse. This may include:
 - a.** Low-level desks with appropriately sized queue space where needed.
 - b.** Facilities for nursing mothers and families such as restrooms / adult changing stations, etc.
 - c.** Technology services, tools and infrastructure for persons needing visual or hearing assistance to have prompt access to the same information provided to other customers.
- 1.22.10** Cater to, and give priority to, customers who require Additional Assistance (e.g., those with disabilities, families and the elderly).

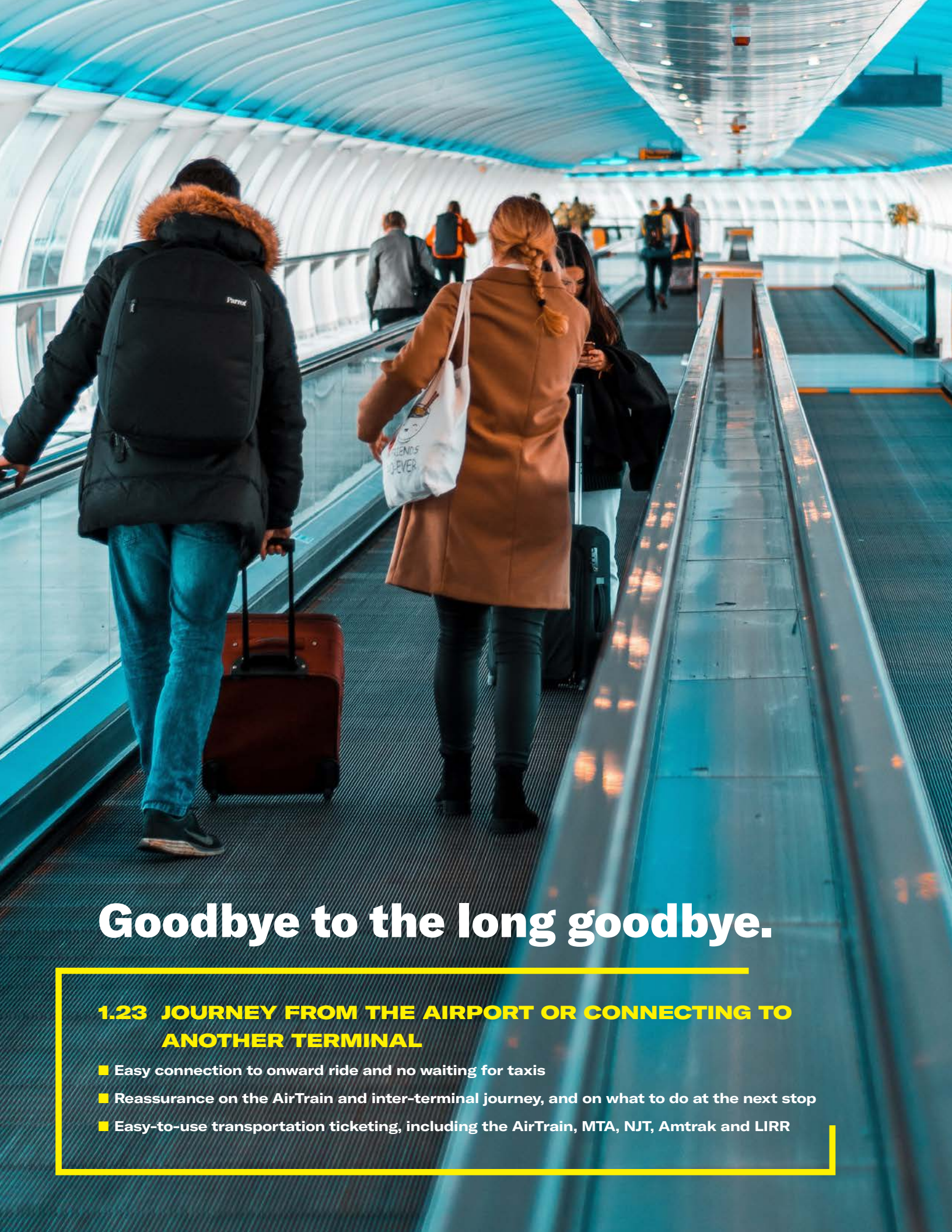


1.22.11 Provide dynamic and intuitive wayfinding / signage / maps that offer clear direction to facilities and amenities for all customer segments, including:

- | | |
|--|---|
| a. Additional Assistance desks | j. Multifaith rooms, including meditation rooms |
| b. Airline service counters | k. Police |
| c. Baggage claim / storage | l. Restrooms, family / adult changing stations |
| d. Bank / ATM / money exchange facilities | m. Retail and other commercial areas |
| e. Charging stations | n. SARAs |
| f. Food and beverage | o. Terminal exit |
| g. Information desks | p. Transportation, e.g., ground transportation, taxis and for-hire vehicles, AirTrain, parking and rental car facilities |
| h. Lost & found | |
| i. Medical services | |

Live Information on Onward Journey Options With Cost and Time

- 1.22.12** Maintain an orientation and circulation zone that includes clearly visible and interactive terminal maps, clocks, flight information and directional signage near the Arrivals Concourse customer entrance.
- 1.22.13** Provide an information point, e.g., Welcome Center, accessible to all customers and equipped with appropriate tools and technology to support multiple languages and all customers.
- 1.22.14** Provide dynamic and intuitive wayfinding / signage, supplemented by the deployment of staff where appropriate, in order to assist customers to clearly navigate to their desired destination.
- 1.22.15** Implement queue management solutions at those facilities where queues may form, e.g., at the taxi line, to avoid bottlenecks.



Goodbye to the long goodbye.

1.23 JOURNEY FROM THE AIRPORT OR CONNECTING TO ANOTHER TERMINAL

- Easy connection to onward ride and no waiting for taxis
- Reassurance on the AirTrain and inter-terminal journey, and on what to do at the next stop
- Easy-to-use transportation ticketing, including the AirTrain, MTA, NJT, Amtrak and LIRR

1.23 Journey From the Airport or Connecting to Another Terminal

Easy Connection to Onward Ride and No Waiting for Taxis



- 1.23.1** Display clear signage in the Arrivals Concourse, showing directions to ticketing and transportation choices for onward travel, using icons as much as possible.
- 1.23.2** Provide dynamic signage in the taxi queuing area, showing the anticipated current drive time to key destinations.
- 1.23.3** Provide clear signage to accessible transportation.
- 1.23.4** Provide a queuing system for taxis and for-hire vehicles, which is flexible to the demand.
- 1.23.5** Provide clear information about the AirTrain as the primary, free-of charge service for inter-terminal connections and onward travel to other on-airport destinations.

1.23.6 Provide information about onward travel by AirTrain to rail and subway connections, with information about ticketing, allowing both cash and cashless transactions.

1.23.7 Provide dynamic signage at the AirTrain station, showing the next departure time and how long the ride is to the main destinations, with onward connection information.

Reassurance on the AirTrain and Inter-Terminal Journey, and on What To Do at the Next Stop

1.23.8 Provide clear information about the destinations served by AirTrain and the connecting services.

1.23.9 Provide clear information about the destinations served by inter-terminal buses.

1.23.10 Provide dynamic signage conveniently located within the AirTrain cars, and access to clear journey maps, to confirm where the customer is on the journey.

1.23.11 Make “Next Stop” announcements on the AirTrain and on the inter-terminal buses, to permit all customers, and especially the visually impaired, to prepare for their stop.

1.23.12 Provide a bright and comfortable environment on the AirTrain and on the inter-terminal buses.

Easy-To-Use Transportation Ticketing, Including the AirTrain, MTA, NJT, Amtrak and LIRR

- 1.23.13** Show, via the customer app and public website, AirTrain charges and highlight the journeys that are free-of-charge.
- 1.23.14** Describe, via the customer app and public website, how and where tickets can be purchased and available payment methods.
- 1.23.15** Provide clear signage to direct customers to the ticket purchase locations.
- 1.23.16** Provide information in multilingual, accessible and simplified formats.
- 1.23.17** Enable cash and cashless purchases, to meet the needs of all types of travelers.





2 Service Excellence During Irregular Operations

2 Service Excellence During Irregular Operations

Irregular operations (IROPS) are defined by ACRP¹ as “exceptional events that require actions and/or capabilities beyond those considered usual by aviation service providers. Generally speaking, an impact of these events is the occurrence of customers experiencing delays, often in unexpected locations for an undetermined amount of time. Examples include extreme weather events (such as snowstorms, hurricanes, tornados), geological events (such as earthquakes, volcanoes), and other events (such as power outages or security breaches).” (Source: ACRP Report 65 — Guidebook for Airport Irregular Operations (IROPS) Contingency Planning, 2012).

Each organization should already have in place a comprehensive Airport IROPS Contingency Plan and / or Emergency Services Plan that identifies the contingency planning, procedural management changes, employee training and joint airport stakeholder actions pertaining to irregular operations across the entire customer journey and that effectively meet the policies regarding IROPS contingency response activities. This Section includes industry guidelines relating to service excellence during IROPS. It provides Standards to help guide and evaluate performance during a viral pandemic, as well as in situations where passengers are stranded either on an aircraft or at the terminal.

Why Are Irregular Operations Plans Important?

Our airports operate at all hours of the day and night, and through every type of weather. They must operate during blizzard conditions in the winter, thunderstorms in the summer, and unpredictable wind conditions at any time. To operate effectively, we must continue to work collaboratively to address issues presented by each condition. Given the volume and complexity of the operations at our airports, our employees face a challenging task.

Normal Operations

- Time normalized
- Easy to plan
- Predictable
- Lower stress
- Lower intervention

Irregular Operations

- Time irregular
- Difficult to plan
- Not predictable
- Higher stress
- Higher intervention

The terminal should be designed with IROPS in mind, and an airport-wide plan and an employee training program should be developed and implemented to support, protect and guide customers during an IROPS event. Providing simple, clear and accurate information to all customers, having the technology to support this, and delivering customer welfare assistance, is crucial.

Critical tools can help each of the stakeholders perform seamlessly, even under treacherous conditions. Central to this effort are the Airport Operations Centers (AOCs). The AOCs, through their structure and integrated communications allow for efficient management of both regular and irregular operations. In times of irregular operations, the Emergency Operations Centers (EOCs) can be activated, providing critical command and control to better manage the adverse events and to provide real-time dissemination of information to all stakeholders.

Delivering Service Excellence During IROPS

To achieve world class performance, it is essential that the operators / lessees consider and plan for those eventualities that could impact the operation and have in place the key elements to ensure impacts are minimized. Once an IROP is underway, timely and accurate situational awareness throughout the duration of the emergency event is essential.

Each of our airport's network consists of hundreds of separate yet essentially codependent entities, as well as thousands of travelers, making mass real-time communications challenging. Multilayered public notification systems should be used to reach as many people as possible, taking advantage of new and existing messaging platforms at the airport. Existing platforms, such as news media, customer service agents, the airport website, and social media can be used to “get the message out.”

A key point to remember is that IROPS is everyone’s problem to solve. Customers become concerned over what notifications mean to them and will immediately search for answers; airport employees need to be provided with the best information to be able to respond. Such information must be more than what customers and external media know. “I have no idea” is not a world class response, unless followed by “but I’m going to find out and let you know.”

Normal Operations

- How much time
- What to do next
- My experience
- Looking for excellence

Irregular Operations

- How much delay
- My connections
- My onward journey
- Looking for confidence

Communication Is Key

Effective communications planning is an integral component of each organization’s Airport IROPS Contingency Plan and / or Emergency Services Plan. To ensure coordinated support in addressing the needs of customers during IROPS, terminal operators / lessees should address common issues which may arise, and ensure frontline airport staff are equipped with answers that will give customers confidence that their issue is being handled in the best way possible.



During IROPS events, the tone of voice and approach of airport employees will significantly influence customer experience. Ready-made answers to frequently asked questions can be helpful.

Questions frequently asked by customers during IROPS may include:

■ What is the problem?

- Communications with regard to an airport-wide (or even region-wide) issue needs to be consistent with information from the EOC
- For a terminal issue, the terminal operator should be able to provide the answer
- For an airline issue, the airline should be able to provide a response

- In each case, the answer and response should be conveyed to the wider airport staff community so that, should terminal staff be asked about an airline issue, or vice versa, the response is not to “ask someone else”
- Provide information over the public address systems to give updates regularly on the general situation and any developments, even if the only information to report is that there is no change. This will help relax the customers and reassure them that they do not need to constantly ask staff for further details

Questions that need answers

- What is the problem?
- Why the delay?
- What is being done?
- How will this affect me?
- What do I have to do?

Although a delay or cancellation can often be attributed to an identifiable source, many causes of delay / cancellation can be outside the control of the airport and airlines. Even so, an explanation of the cause, and what measures are being taken to minimize the impact on the passenger and wider airport community, can be pivotal in delivering customer service excellence.

Further guidance as to what measures should be kept in mind and other useful information can be found in the ACI Business Continuity Management Handbook, and in the ACRP Report 65 — Guidebook for Airport Irregular Operations (IROPS) Contingency Planning.

Service Excellence Standards During a Viral Pandemic



The advent of the COVID-19 pandemic has brought about a fundamental change in how people interact with each other and the airport environment. Globally, as a result of the pandemic, there is greater emphasis on regular and visible sanitization, touchless technologies, standardized use of PPE, social distancing and other mitigation measures to reduce the risk of transmission. Our airport community's collective goal is to instill confidence in both our customers and employees that their journey / workplace is safe and that their health and well-being are in the forefront of all our efforts.

The intent of this Section is to provide a set of Service Excellence Standards to help us guide and evaluate our performance during a viral pandemic situation, such as the COVID-19 outbreak. These are supplemental to the Standards defined in [Section 1](#) and must be adhered to, managed and monitored during a viral pandemic IROPS event by terminal developers, operators / lessees and their service providers. Operators / lessees should address these Standards when developing and implementing their Airport IROPS Contingency Plan and / or Emergency Services Plan, and should overlay the pandemic event Standards in their Service Excellence Performance and Measurement Action Plan using the guidance provided in [Section 3](#) and the template in [Section 7.3](#).

The Standards are presented for each core service element and journey step. The focus must be on service excellence, where the customers are reassured that they are in a safe environment and their well-being is at the core of the airport experience.

2.1 Core Service Element: Human Interaction

2.1.1 Minimize human interaction as far as is practical; human interaction is still important to the customers as a form of reassurance and source of information.

2.1.2 Provide protection barriers between customers and staff at process points, e.g., check-in, ticket desks, immigration check, etc. The barriers need to be effective but at the same time unobtrusive. They should not become a barrier to customer service excellence.

2.1.3 Ensure that all staff are issued with standardized PPE. The PPE should be appropriate for their specific task, and staff should be trained in its correct use.

2.1.4 Provide training or daily staff briefings to disseminate updates on developments in best practice, government advice and any changes in the procedures being implemented at the terminal.

2.1.5 Ensure frontline staff understand / have knowledge on wayfinding within the airport, within the city and within the region.

2.1.6 Invite feedback from the staff as to the effectiveness of the measures that have been put in place, including what works well and what does not.

2.2 Core Service Element: Accessibility

2.2.1 Ensure that Additional Assistance staff provide a warm and comforting greeting to the customer and their traveling group. Additional Assistance staff should outline the process that the customer will undertake and highlight the measures that have been put in place for customers' health and well-being. This to include what can be done and cannot be done.



2.2.2 Ensure that all equipment is sanitized after each use, including mobility equipment and other assistive devices.

2.2.3 Ensure that Additional Assistance staff understand they are responsible for maintaining social distancing for themselves and their customer(s).

2.2.4 Limit Additional Assistance staff to one person unless multiple customers are from the same family group.

2.2.5 Consideration should be given to communicating public announcements to those customers needing hearing assistance.

2.3 Core Service Element: Cleanliness

2.3.1 Ensure that all staff are issued standardized PPE. The PPE should be appropriate for their specific task, and staff should be trained in its correct use.



2.3.2 Have sanitizing gel and wipes for customers and staff widely available and provided at key locations that require customers or staff to interact with high-touch fixtures and fittings. High-touch areas include tray tables, interactive screens, armrests, elevator buttons, handrails, railings, press buttons, instant feedback devices, seating, baggage cart handles and all types of assistive devices / equipment such as wheelchairs.

2.3.3 Implement a thorough and visible sanitizing regime.

2.3.4 Ensure customer facilities are sanitized after each use, such as seats and tables in restaurants and bars. Consider the provision of a team of highly visible cleaners that monitor the use of facilities and are ready to sanitize facilities as customers move on.

2.3.5 Reduce / eliminate the use of high-risk areas that require touch to operate, e.g., non-automated water fountains and children's play areas.

2.3.6 Consider increasing the frequency of garbage disposal to avoid accumulation of potentially contaminated items such as used PPE in garbage bins.

2.4 Core Service Element: Wayfinding



2.4.1 Ensure the public and flight information / announcements are provided in languages appropriate for the terminal customer segments to reduce the requirement for customers to interact with staff.

2.4.2 Provide additional wayfinding to identify and explain changes that are in place due to the pandemic, e.g., one-way systems. New signage should be in accordance with ADA standards and the [Wayfinding Manual](#).

2.4.3 Ensure that disinfection points, e.g., the location of sanitizing gels and wipes, are highly visible to customers and in accordance with the [Wayfinding Manual](#).

2.5 Core Service Element: Walking Distances

2.5.1 Consider installing automated sanitizing mechanisms on the escalator handrails and moving walkways. Alternatively, these should be regularly sanitized.

2.5.2 Provide hand sanitizers at the entry / exit to escalators and moving walkways.

2.5.3 Provide social distancing reminders and information in / outside each elevator to remind users to respect physical distancing.



2.6 Core Service Element: Terminal Ambience

2.6.1 Provide verbal and visual clues to reassure customers that practices are in place to protect their well-being. This includes:

- a. Visible steps being taken to heighten hygiene
- b. Clear indication that social distancing is in place
- c. Health checks and restrictions regarding who may enter the terminal (subject to the policies at the time)
- d. Segregation of customers on a flight-by-flight basis throughout the airport process where possible

2.7 Core Service Element: Asset Management and Maintenance

2.7.1 Reduce the risk of cross-contamination by developing plans that detail the heightened level of hygiene required for the terminal, its facilities and processes.

2.7.2 Provide a facility and concept of operation to separate medical waste (e.g., PPE, wipes, face coverings, gloves) and dispose of safely.

2.7.3 Plan for contingency should the supply chain fail.

2.7.4 Provide fast response routes and access to terminals for ambulances.

2.7.5 Abide by Federal Government-issued guidelines and instructions and display any public information posters the Government provides. Translate into languages appropriate for the terminal if required.

2.7.6 Plan a communication strategy for all staff. This will likely take the form of a daily briefing as new information and guidance will be frequent. Recap on any issues from the previous day. Ensure lessons are learned.

2.7.7 Consider skillset of staff. Is there the right mix to deal with new procedures? If not, recruit or retrain as appropriate.

2.7.8 Review facility utilization and staffing levels on a daily basis.

2.7.9 Plan for the potential that an entire team of staff become quarantined. Have backup teams on standby. For example, split into “Team A” and “Team B” for resilience.

2.7.10 Manage flights / customer numbers during peak periods of demand so that the existing infrastructure can cope with changes implemented.

2.7.11 Use simulation modeling to test the impact of proposals to reduce occupancy rates, dwell times and congestion.

2.7.12 Consider the segmentation of the terminal areas e.g., check-in concourse and lounge / shop / dine to avoid all customers using a single common area.

2.7.13 Share knowledge and learning with other business partners and stakeholders.



2.8 Core Service Element: Digital / Technology

2.8.1 Use effective and secure IT infrastructure to enable remote working and reduce unnecessary customer interaction where possible.

2.8.2 Communicate clearly and accurately through digital and other accessible media, to all customers and airport staff, that all reasonable measures have been taken to protect their well-being.

2.8.3 Consider how technology could be used to enable the customer journey to be touch-free and reduce unnecessary interaction with staff and other customers.

2.9 Pre-Travel and Planning

2.9.1 Provide via the customer app and the public website information and / or links relating to:

- a. Changes in timetables of public transportation and AirTrain
- b. Changes in procedures, such as closure of curbs, requirement for customers to go to a parking lot for medical screening, and any restrictions on entry to terminals
- c. Which facilities are open and operational
- d. Government advice regarding international travel
- e. The measures that are being implemented to reduce risk and to provide confidence that the terminal is a safe place to travel through



2.9.2 Provide details of any tests that customers should undertake prior to travel to establish if they are symptomatic.

2.9.3 Make it clear that anyone showing symptoms will be denied boarding by the airlines and therefore should remain at home.

2.9.4 Encourage customers to use online check-in to reduce time at facilities in the terminal.

2.10 Journey to the Airport



2.10.1 Consider the likelihood of a shift in modal split, leading to an increase in use of private and for-hire vehicles and a reduction in the use of public transportation and AirTrain.

2.10.2 Consider medical screening customers at a suitable location outside the terminal, such as the curb and access roads or parking lots. Consider the requirements of those customers needing Additional Assistance and provision of restrooms.

2.11 Arriving at the Terminal

2.11.1 Consider how to minimize the congregation of customers in queues to the landside facilities within the terminal. This could be achieved by staggering demand at the curb by providing each customer group with a specific time (or time range) to arrive at the airport. Alternatively, for customers who are required to register their arrival, use short-stay parking lots for check-in and bag drop to alleviate congestion in the check-in concourse.

With regard to this solution:

- a. Consider the steps that can be taken to make this environment a safe, comfortable and pleasant one in which to wait
- b. Reassure the customers that they will not miss their flight due to the enhanced measures in place
- c. Ensure adequate surveillance to eliminate any security risks associated with the congregation of customers outside the terminal



2.11.2 Consider restricting access to the terminal to staff and passengers only (subject to the policies at the time).

2.11.3 Offer best-available diagnosis tests on any passenger or member of staff before entering the terminal.

2.11.4 Use a professional and empathic tone of voice and approach to inform passengers who are denied boarding by an airline due to a failed test that they can no longer travel, as this may cause upset and anxiety.

2.11.5 Deny access to the terminal of any staff member that fails a test.

2.11.6 Assess facility requirements to process the expected flow, such that social distancing can be maintained in queue areas.

2.11.7 Consider the use of curbside check-in if it can be ensured that customers have first been tested and that adequate facilities exist, such that desks can be allocated to specific flights. If these conditions cannot be met, consideration should be given to closing this facility.

2.11.8 Consider how the demand for parking can be met with reduced capacity if terminal processes need to be moved into parking lots (e.g., customer medical screening or check-in and bag drop).

2.12 Check-In Concourse

2.12.1 Consider closure of all self-service facilities, unless staff are provided to sanitize facilities after each use.

2.12.2 Consider restricting carry-on baggage to only one small item that can be placed under the seat in front of the customers on the aircraft. This will reduce demand at security and avoid cross-contamination in the overhead lockers on board the aircraft.

2.12.3 Implement linear queues, replacing Disney-queues. Maintain recommended spacing between family groups.



2.12.4 Consider closing every other check-in desk and bag drop to maintain required spacing between family groups.

2.12.5 Increase area per customer in check-in queue to maintain social distancing.

Examples of how this can be achieved include:

- a.** Increase queue area
- b.** Reduce number of customers in queue
- c.** Implement a reduced maximum queue-time metric

2.12.6 Provide floor stickers to help customers understand what distance they should maintain.

2.12.7 Make use of tensa-barriers to ensure required distance between linear queues is maintained.

2.12.8 Close all commercial areas that require staff / customer / product interaction until safe mode of operation can be established.

2.12.9 Allocate check-in on a flight-by-flight basis to avoid customers traveling on different flights interacting with each other. Consider extending this to desk allocation by seat numbers.

2.12.10 Allocate check-in desks and bag drops according to the gate the aircraft will depart.

2.12.11 Empower all staff to politely remind customers of the requirements should any be seen to not be adhering to them, e.g., incorrect use of a face covering or not social distancing.

2.13 Security Checkpoint

2.13.1 Allocate, where possible, specific flights to specific security lanes to minimize the chance of cross contamination between customers traveling on different flights.



2.13.2 Allocate, where possible, security lanes according to their relative position to the check-in facilities allocated to the flight (e.g., flights departing from eastern gates use check-in and security facilities at the east of the terminal). This will eliminate the need for customers to cross paths with customers from other flights.

2.13.3 Consider that social distancing will require increased area per customer in security queue.

Examples of how this can be achieved include:

- a.** Increase queue area
- b.** Reduce number of customers in queue
- c.** Implement a reduced maximum queue-time metric

2.13.4 Provide floor stickers to help customers understand what distance they should maintain.

2.13.5 Make use of tensa-barriers to ensure required distance between linear queues is maintained.

2.13.6 Deploy touch-free technology to check documentation prior to security search.

2.13.7 Minimize hand search at security. Improve coordination with customers to remove liquids, etc., from bags and empty pockets to reduce triggers that require a manual search of cabin baggage or a pat down of the customer.

2.13.8 Consider the use of K9 units for explosive detection rather than swab tests.

2.14 Lounge / Shop / Dine

2.14.1 Establish a safe mode of operations before reopening concession areas where staff / customer / product interaction is required.

2.14.2 Establish maximum capacity and actively monitor the number of persons in each concession unit to ensure that the capacity limit is not breached.

2.14.3 Practice social distancing. Examples of how this can be achieved include:

- a.** Increase dwell area, removing nonessential facilities if necessary
- b.** Reduce number of customers in the dwell area at any time
- c.** Reduce dwell time
- d.** Reorganize dwell areas into “cells” separated by a suitable distance and only allow one facility group into each cell. Subsequent movement from the cell to other areas could be coordinated
- e.** Rearrange seating to provide increased distance

2.14.4 Consider permitting online purchases in the post-TSA area via customers’ own tech and deliver products directly to the aircraft / gate to protect retail outlets’ revenue.

2.14.5 Make sure that any technology provided for customer use is removed or deactivated.

2.14.6 Consider the use of tensa-barriers or other means (including introducing one-way circulation) to improve customer segregation and social distancing.

2.14.7 Identify any facilities that require touch. Consider their removal / deactivation unless considered essential for customers or staff.



2.15 Boarding Gate

2.15.1 Practice social distancing. Examples of how this can be achieved include:

- a. Increase dwell area, removing nonessential facilities if necessary
- b. Reduce number of customers in the dwell area at any time
- c. Reduce dwell time
- d. Allocate gates tactically to maximize the physical separation of flights (may require the closure of some gates)
- e. Rearrange seating to provide increased distance



2.15.2 Ensure customers are kept informed of flight updates via audible announcements, or via the provision of additional FIDS for customers who sit away from the boarding gate, to maintain social distancing.

2.15.3 Consider balance of boarding gate area and other post-TSA areas; call customers to gate early / late according to where the relative free space is.

2.15.4 Sanitize the boarding gate area between flights.

2.16 Flight Embarkation

2.16.1 Implement a strict boarding regime, filling the aircraft from the back forwards to avoid the need for customers to unnecessarily pass each other on the aircraft when being seated. This will likely require the boarding procedure to commence earlier than usual.

2.16.2 Encourage customers to remain in the gate lounge until their row is called to board, given the additional time boarding is likely to take.

2.16.3 Implement technological solutions to limit the need for staff and customers to interact, e.g., automated boarding card readers.

2.17 Flight Arrival



2.17.1 Provide details to all carriers of the arrivals process at the terminal of arrival. Ask that this information is disseminated to all customers shortly before landing.

2.17.2 Consider allocating flights from high-risk origins to specific concourse areas to minimize interaction with other arrivals and departures.

2.18 Deboarding

- 2.18.1** Implement a strict disembarkation regime, emptying the aircraft from the front backwards to avoid the need for customers to unnecessarily pass each other on the aircraft. This will likely add time to the disembarkation procedure.
- 2.18.2** Consider carefully the disembarkation procedure to best isolate those customers and crew who have shown symptoms of viral infection while in flight.
- 2.18.3** Consider a staged disembarkation to limit the customers in CBP area, such that social distancing can be maintained.
- 2.18.4** Avoid, where possible, mixing customers from different flights in the arrivals corridor.
- 2.18.5** Provide signage that reinforces what the customers have been told on the flight to make it clear to customers and air crew what new measures and procedures are in place to protect their well-being.
- 2.18.6** Undertake, en route to CBP (international flights), best available “instant” tests on all customers and crew. Isolate any that fail the test. Provide a suitable room (or rooms) to hold such customers / crew until further tests can be undertaken, or they can be transferred to a medical facility.
- 2.18.7** Explain the next steps to those detained. They will be nervous and anxious about what will happen to them and will need reassurance.
- 2.18.8** Allocate testing space within the gate area if health checks on domestic arrivals are required.

2.19 Customs and Border Protection

- 2.19.1** Provide adequate space for facilities during pandemic, including triage areas, detainment rooms and staff areas that are large enough to observe social distancing.
- 2.19.2** Consider the use of touch-free technology, where possible, to reduce or eliminate customer / staff interaction.
- 2.19.3** Practice social distancing. Examples of how this can be achieved include:
 - a.** Increase queue area
 - b.** Reduce number of customers in queue
 - c.** Implement a reduced maximum queue-time metric
- 2.19.4** Provide floor stickers to help customers understand what distance they should maintain.
- 2.19.5** Make use of tensa-barriers to ensure required distance between linear queues is maintained.



2.20 Baggage Reclaim

2.20.1 Consider how to arrange circulation and waiting space in the baggage reclaim area that achieves social distancing.

Likely impacts are:

- a. Wider circulation routes required
- b. Significant increased spacing of customers waiting at the belt

2.20.2 Consider using floor stickers to identify waiting areas at the belts.

2.20.3 Provide sanitizing wipes for customers to use on their hold baggage handles. Consider a change in the concept of operation, such that customers wait away from the belt and a member of staff removes the bags from the belt, sanitizes the bag handle and calls the customers by name.



2.21 Baggage Recheck

2.21.1 Implement linear queues, replacing Disney-queues. Maintain recommended spacing between family groups.

2.21.2 Consider closing every other recheck desk to maintain required spacing between family groups.

2.21.3 Practice social distancing. Examples of how this can be achieved include:

- a. Increase queue area
- b. Reduce number of customers in queue
- c. Implement a reduced maximum queue-time metric

2.21.4 Provide floor stickers to help customers understand what distance they should maintain.

2.21.5 Make use of tensa-barriers to ensure required distance between linear queues is maintained.

2.21.6 Provide very clear directions to passengers as to how to get to their terminal of departure, to reduce the need for further interaction with staff and to speed their journey. Consider how technology could be used to deliver a map and directions to customers' personal devices.

2.22 Arrivals Concourse

2.22.1 Consider restricting access to the terminal to staff and customers only (subject to the policies at the time).

2.22.2 Consider how to actively encourage non-ticketed passengers to stay away from the airport and not travel to meet ticketed passengers:

- a. Those who insist on coming to the airport by private vehicle to meet arriving customers should be instructed to remain in their vehicles and await the arrival of their ticketed passenger
- b. Ensure that those who arrive by AirTrain (JFK and Newark) are provided with a suitable area to wait for the arrival of ticketed passengers outside the terminal

2.22.3 Do not open commercial areas that require staff / customer / product interaction until safe mode of operation can be established.

2.22.4 Seek to move customers out of the terminal swiftly with little / no interaction with fixtures / fittings unless absolutely necessary (e.g., use of restrooms).

2.23 Journey From the Airport or Connecting to Another Terminal

2.23.1 Consider the likelihood of a shift in modal split, leading to an increase of private and for-hire vehicles and a reduction in the use of public transportation and AirTrain.

2.23.2 Provide adequate space for customers to maintain social distancing at all times.

2.23.3 If a taxi line does not have adequate space within the terminal, consider moving it outside to the curb or into a parking lot, where additional space is available.

2.23.4 If curb activity (pickup) or terminal processes (e.g., customer medical screening) need to be moved into parking lots, consider how the demand for parking can be met with reduced capacity.



Service Excellence Standards Relating to Stranded Passengers



The Following Defines “Stranded Passengers”:

Passengers are considered stranded **on board an aircraft**, on a flight experiencing a tarmac delay for more than three (3) hours on a domestic and four (4) hours on an international flight in duration.

Passengers are considered stranded **inside a terminal**, when a flight is delayed or cancelled, and the airline or terminal operator is unable to provide timely information on the status of the flight or alternate

means of accommodations. Passengers will also be considered stranded inside a terminal when they are unable to arrange landside transportation for any number of reasons.

The Following Defines “Areas of Responsibility”:

Assistance to arriving or departing passengers stranded on board an aircraft is the responsibility of the airline. Assistance to departing or arriving passengers stranded inside a terminal is the responsibility of the airline, and in some cases the terminal operator or the Port Authority. Airlines are responsible for providing accurate and up-to-date information to the respective AOC(s), terminal operator, and general public. The Port Authority has pledged to assist airlines during flight delay situations. Port Authority Passenger Recovery in Cooperation with the Airlines (PAPRICA) is the guideline airlines will use during flight delays. The Airport Operations Center(s) serve as a strategic communications and decision-making support hub for the continuous, effective and timely response to a potential or emerging situation. The Airport Operations Center(s) coordinate multiple resources. They focus on the airport as a whole, and on the rapid restoration of normal airport operations. The Airport Operations Center(s) serve as the central location to ascertain and to maintain a common operating picture, and to ensure the communication and coordination of pertinent information with internal and external partners.

As outlined below, the airlines, terminal operators and the Port Authority have a collective responsibility to assist stranded passengers during IROP events, such as times of adverse weather and unplanned conditions. As a community, we will work together to ensure that every passenger is accommodated in a reasonable way.

2.24 Airlines

The Airlines are required to meet their obligations under 14 CFR Part 259 by providing information and communications, welfare provisions and facilities, and resource support in line with their mandatory obligations during times of irregular operations, and:

- 2.24.1** Notify passengers, in the event of a flight cancellation, of the cancellation decision within the time specified under 14 CFR Part 259.

- 2.24.2** Notify passengers, in the event of a delay of more than 3 hours (domestic) or 4 hours (international) in the departure of a flight, in line within the time specified under 14 CFR Part 259.
- 2.24.3** Provide and coordinate with the terminal operators and the Port Authority the airline Contingency and Customer Service Plans that are updated on an annual basis and that outline how the obligations under 14 CFR Part 259 are being addressed. Include ground handler information (below wing, passenger transportation, cleaning, pushback etc., if different).
- 2.24.4** Provide, through a range of accessible media, general information on passenger rights (e.g., via the airline app), communication to passengers, visitors and media via online platforms (social media, airline website / app), corporate communication via media (TV, radio), and operational information and updates to the terminal operator and the Port Authority via the respective Airport Operations Center.
- 2.24.5** Provide terminal operators and the Port Authority, via the respective Airport Operations Center, with real-time situational awareness and other information, such as notification of contingency plan activations, actions implemented, total flight and passenger numbers impacted, expected durations, public messages communicated via all media, etc.
- 2.24.6** Maintain open communication with the terminal operator of arriving aircraft tarmac delays, starting at 60 minutes from aircraft arrival.
- 2.24.7** Ensure sufficient airline public website / customer app resilience.
- 2.24.8** Ensure sufficient 24/7 telephone re-booking phone lines are available, accessible to all passengers, to cope with increased call volumes.
- 2.24.9** Encourage passengers to return home, where possible.
- 2.24.10** Should allow passengers to re-book their flight, without a fee, in advance of an anticipated major IROP event, such as a hurricane or snowstorm.
- 2.24.11** Provide passengers, in cases of disruption as a result of IROP events such as: flight cancellations, weather conditions which impact the airline schedule and punctuality, with customer service assistance in the form of food and / or meal vouchers appropriate to the time of day, bottles of water, flight pre-booking services, onward transportation from the airport, hotel accommodation or sleeping facilities (e.g., cots, blankets), diapers and baby formula, and, if necessary, health services.
- 2.24.12** Should provide passengers with transfers and hotel accommodation without charge for overnight delays.
- 2.24.13** Adequately resource ticket counters at the airport to support passenger re-booking throughout the period of disruption.

2.24.14 Mobilize and maintain, throughout the period of the disruption, frontline airline staff equipped with the right tools and knowledge to assist passengers, including those requiring Additional Assistance, e.g., those with mobility and visual impairments, unaccompanied minors and those for whom English is not a first language.

2.24.15 Provide adequately trained and equipped representative(s) at the airport to deploy welfare response with the aim of prioritizing vulnerable passengers.

2.25 Terminal Operators

The Terminal Operators' role in the event of IROPS is to facilitate the airlines' response towards meeting their obligations under 14 CFR Part 259, ultimately working in partnership to helping stranded passengers, and:

2.25.1 Maintain a terminal Contingency Plan / Emergency Operation Plan for coordinated action between the different airport stakeholders that ensures a return to normal as soon as possible, facilitating the continuity of the key operations. The Contingency Plan / Emergency Operation Plan:

- a.** Includes the process to respond to foreseen and unforeseen events and / or service disruptions and the agreed means to respond to them
- b.** Details how actions, responses and resources are coordinated
- c.** Clearly allocates responsibilities

2.25.2 Provide an up-to-date copy of the terminal Contingency Plan / Emergency Operation Plan to the respective Airport Operations Center and Port Authority Landside Operations designated representative.

2.25.3 Maintain a terminal Customer Service Plan that identifies the airline obligations under 14 CFR Part 259 and the level of welfare assistance and information to be provided by the terminal operator that can be recovered at a reasonable cost, and that is agreed with the airlines in advance. The customer service plan should supplement any gaps in airline mandatory or discretionary responsibilities regarding welfare provision to passengers during irregular operation events.

2.25.4 Provide an up-to-date copy of the terminal Customer Service Plan to the respective Airport Operations Center and Port Authority Landside Operations designated representative.

2.25.5 Ensure that the terminal Customer Service Plan also includes:

- a.** Details of the activation, management, distribution and reporting of passenger welfare inventory (e.g., food and / or meal vouchers appropriate to the time of day, bottles of water, flight pre-booking services, onward transportation from the airport, hotel accommodation or sleeping facilities (e.g., cots, blankets), diapers and baby formula, and, if necessary, health services)
- b.** Details of the activation, management and reporting of passenger welfare frontline personnel

- 2.25.6** Provide, at the time of an IROP affecting the terminal, information to the respective Airport Operations Center of the primary point of contact and responsible manager, together with contact details on a shift-by-shift basis, who will be available to provide up-to-the-minute information on stranded passenger services provided, performance issues and resolution.
- 2.25.7** Ensure that the airlines coordinate their Contingency and Customer Service Plans in the terminal Contingency Plans with the terminal operator and the Port Authority, and that these are discussed and understood. Terminal Contingency Plans to include the processes and measures agreed with the airlines on responsibilities, coordinated actions, responses and resources to support passengers during an IROP event.
- 2.25.8** Establish, as part of the terminal Contingency Plan, a formal process involving all key stakeholders (e.g., respective Airport Operations Center, airlines, federal agencies, concessionaires, emergency response, ground transportation providers, handling agents) to carry out joint reviews of operational disruption events and of practices for lessons learned purposes on customer assistance and information for stranded passengers, etc.
- 2.25.9** Review the terminal Contingency Plan on an annual basis following stakeholder consultation to ensure that the Plan remains relevant and captures any significant change (infrastructure, organization, procedures, etc.).
- 2.25.10** Establish a process to involve all key airport stakeholders to consider all parts of the Contingency Planning process, from risk identification and assessment through management of incidents on the day, training, and lessons learned.
- 2.25.11** Ensure that the respective Airport Operations Center is immediately informed about notification of contingency plan activations, actions implemented, total flight and passenger numbers impacted, expected disruption duration, etc.
- 2.25.12** Advise the respective Airport Operations Center if an arriving aircraft does not have a gate or hard stand assignment within 60 minutes from aircraft arrival.
- 2.25.13** Work with airlines to keep the passengers informed about the disruption and what is being done to improve it, including providing accurate, consistent and real-time information about likely events, and the relative likelihood and the potential or actual impact on flights, so as to enable passengers to take reasonable decisions about whether to go to the airport.
- 2.25.14** Provide passengers with comfort and care assistance in cases of severe congestion within the terminal as a result of IROP events such as: flight cancellations, systems failures, weather conditions which impact the airlines schedule and punctuality, failure of the airline(s) to provide customer assistance and information provisions, or where airlines are still formulating their plans and require support. This is to include, in line with pertinent industry guidance, and as defined in the terminal Contingency Plan, customer service assistance in the form of food and / or meal vouchers appropriate to the time of day, bottles of water, flight pre-booking services, onward transportation from the airport, hotel accommodation or sleeping facilities (e.g., cots, blankets), diapers and baby formula, and, if necessary, health services.

- 2.25.15** Ensure that passengers covered under the ADA and other vulnerable passenger groups receive prioritized assistance; the terminal Contingency Plan should differentiate where appropriate support is needed.
- 2.25.16** Continue providing Additional Assistance services to those who have requested such services (e.g., those with mobility and visual impairments, and those for whom English is not a first language), when flights are interrupted, delayed or cancelled, up to the aircraft door, or up to the point of the passenger leaving the airport terminal (e.g., vehicle door), as appropriate.
- 2.25.17** Provide conveniently located and / or roaming customer service personnel, including airport customer service volunteers, where appropriate, in key locations across the airport journey, to assist passengers – departing, connecting, arriving.
- 2.25.18** Ensure that frontline personnel are equipped (training and tools) with the appropriate knowledge, skills and abilities to face contingencies and to provide assistance (care, information and evacuation) to all stranded passengers.
- 2.25.19** Assist with passengers' access to meals and refreshments by extending concessions (F&B) operating hours during disruption, including stores from where passengers are able to obtain essential supplies.
- 2.25.20** Ensure that critical facilities and resources (e.g., janitorial and customer service) throughout the customer journey are available and adequately staffed throughout the duration of the IROP event to address passenger needs.
- 2.25.21** Ensure that the cleaning of all customer and non-customer areas is not overlooked throughout the duration of the IROPS event, and it is undertaken regularly, without obstructing passenger flows. Special attention should be made to increased cleaning of restroom, changing facilities and hold room spaces.
- 2.25.22** Assist airlines in sourcing hotel rooms for overnight accommodation facilities in local hotels.
- 2.25.23** Ensure that terminals with reduced staffing resources have Contingency Plans that address the handling of passengers during certain IROP events, e.g., snowstorm, power outages or hurricanes.

2.26 Port Authority

The Port Authority's role in the event of IROPS is to assist the airlines' response towards meeting their obligations under 14 CRR Part 259, and the terminal operators' facilitation role to the airlines, supporting the airport community in helping stranded passengers, as outlined in the PAPRICA guidelines, and:

- 2.26.1** Maintain a Port Authority Contingency Plan for the journey steps pertinent to the Port Authority, coordinated with the terminal operators, so that it delivers the following: a process to face different events (foreseen or sudden) and / or disruptions, by agreeing to the means to face them, coordinating actions, responses and resources, while clearly allocating responsibilities; ensures a return to normal as soon as possible, facilitating the continuity of the key operations.

- 2.26.2** Facilitate airlines and terminal operators with passenger and employee welfare provisions and facilities¹, in line with pertinent industry guidance, and as defined in the respective Port Authority Contingency Plan, such as:
- a.** Provide cots and blankets for stranded passengers and employees to the extent possible with available resources
 - b.** Provide resource support for customer service assistance, as necessary
- 2.26.3** Provide periodic (annual) passenger welfare refresher training sessions for Port Authority frontline personnel.
- 2.26.4** Participate in periodic airport / terminal-wide table-top exercise activities and lessons learned procedures and review the Port Authority Contingency Plan post the IROP event / exercise with the actions or changes agreed with the airport stakeholders.
- 2.26.5** Coordinate, throughout the duration of the IROP event and via the respective Airport Operations Center, with the airlines and terminal operator(s) on key communication messages to the passengers about the disruption and what is being done to improve it, including providing accurate, consistent and current information about likely events, the relative likelihood and the potential or actual impact on flights via a range of accessible media such as the airport public website, customer app and social media, so as to enable passengers to take reasonable, informed decisions about when, or whether or not they go to the airport.
- 2.26.6** In conjunction with transportation service providers, establish and maintain procedures¹ to support passengers during times of disruption, such as reduced or waived fares, car parking charges and extended operating hours / increased capacity for local / hotel buses. Ensure that this is captured in the Port Authority Contingency Plan and coordinated with the terminal operators and airlines.

¹The Port Authority Mutual Aid resources are limited and intended to supplement that of the airlines and terminals after they have exhausted their own resources



A person wearing a high-visibility yellow jacket with reflective stripes and a blue backpack is seen from behind. They are holding two long, orange wands, one in each hand. In the background, a large commercial airplane is parked on a tarmac. A red fire truck is visible on the left side of the frame. The sky is blue with some clouds.

3 Service Excellence Performance and Measurement Action Plan

3 Service Excellence Performance and Measurement Action Plan

Our collective endeavor is to provide outstanding service to our loyal customers and proud employees, claiming the rightful place for our airports in the eyes of global travelers and amongst our peer airports both nationally and internationally. The Service Excellence Performance and Measurement Action Plan (“Action Plan”) introduced in this Section provides a vehicle through which to build on current achievements to attain and maintain this goal.

The responsibility to produce a consolidated Action Plan for each terminal lies with the terminal operator. The terminal operator will therefore need to liaise and coordinate with all service providers in their terminal when formulating the Action Plan by completing Parts A, B and C, summarized on page 110. This does not mean that terminal operators will develop the Action Plan for all their service providers, but they are responsible for consolidating it all into a single Action Plan for submission to the Port Authority for approval.

Using the template provided in [Section 7.3](#), terminal operators are able to formulate their individual Action Plan in a format that is consistent across all terminals, while at the same time enabling terminal operators to reflect their own priorities and organizational personalities.

Prepared annually, the Action Plan has a dual function to:

- Define the service standards to which the terminal operator will manage its own or contracted staff and operation.
- Define how performance against these standards will be self-audited by the terminal operator and audited by the Port Authority.

Key aims of the Action Plan:

- Aligns terminal operator corporate and service values with those of the Port Authority Aviation Department.
- Includes an overview of the past year’s performance, recognizing continuous improvement as a fundamental driver of success.
- Focuses on continuous improvement, and that includes the customer segments and areas requiring improvement that will be prioritized for the upcoming year / reporting period, how these segments and areas are going to be addressed to achieve the Service Excellence Standards appropriate to their operation, and how success will be measured.
- Instills systematic monitoring of the agreed performance standards and associated targets, including self-audits across the entire airport journey. Monitoring should be carried out by the terminal operator and their service delivery organizations to provide a comprehensive view of service performance and the basis on which improvement strategies will be built. The Port Authority will conduct periodic performance audits, e.g., through the ACI ASQ and mystery shopping.
- Promotes stakeholder engagement and collaboration for a coordinated end-to-end service, supported by a service excellence culture.



The Port Authority also encourages terminal operators and their service providers to highlight any standards, codes of practice, guidance or innovations that may not be listed within this Manual but which organizations consider to be relevant to: helping achieve or exceed the shared vision; contributing to continuous improvement of the service level at the Port Authority's airports; and providing valuable lessons learned that can be shared across the Port Authority airport-system.

3.1 Methodology

This annual Action Plan is the framework through which terminal operators, along with their relevant contracted service providers, describe their commitments to achieving the Service Excellence Standards and how they will measure success. The content of the Action Plan should be discussed with the Port Authority's designated Airport Customer Experience Representative for review and agreement and should be updated when necessary to ensure that it remains current.

The Action Plan is divided into three parts, as well as a Management Summary. The three parts are:

Part A: Service Management Action Plan – This focuses on managing people for service excellence, from recruitment through to training and ongoing communications.

Part B: Customer Care Action Plan – This focuses on the “soft” aspects of service delivery, across each of the journey steps that the terminal operator is responsible for, along with their sub-contractors where relevant. There is an emphasis on continuous improvement, through the establishment of clear service standards and regular audits.

Part C: Front-of-House Asset Service Action Plan – Recognizing that service excellence is equally about the condition, functionality, reliability, cleanliness and overall ambiance created by the physical surroundings, this part of the Action Plan is dedicated to front-of-house assets and follows a similar pattern to Part B.

3.2 Service Excellence Performance and Measurement Plan – Components



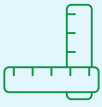
Management Summary

Terminal operator's summary of the Service Management Action Plan (Part A), the Customer Care Action Plan (Part B), and the Front-of-House Asset Service Action Plan (Part C):

- Key trends from the previous year / reporting period
- Priorities for the upcoming year / reporting period
- Key anticipated investments
- Key planned service enhancements
- KPI improvement targets



Part A – Service Management Plan

	Item	Port Authority Input	Terminal Operator Input
1	 Organizational Values	▶ WE SOAR service values	▶ Statement of their values, how these reflect or incorporate the WE SOAR values, and are communicated and embedded in their and their service providers' culture.
2	 Recruitment & Training	▶ WE SOAR service values	▶ Statement of how frontline airport staff recruitment and training deliver service excellence.
3	 Supervision & Coordination	▶	▶ Description of how, across the entire customer journey, supervisory staff manage and coordinate delivery of service standards on a shift basis.
4	 Suggestions & Feedback	▶	▶ Description of how a service improvement and suggestions scheme is facilitated, monitored, and actioned.
5	 Service Measurement & Feedback	▶ Description of the range of service audit methods and results sharing	▶ Description of how performance is monitored across the entire journey, relative to the service standards and the ACI ASQ satisfaction rating attributes.
6	 Continuous Improvement	▶	▶ Description of the approach used to identify and resolve any areas of service delivery that fall below standard and to manage frontline staff delivering sub-standard service.
7	 Culture, Communication & Celebration	▶ Description of the communication of service measurement results	▶ Description of how service excellence is embedded into the culture, and how results are communicated and celebrated.
8	 Accountability & Responsibility	▶ Statement on liaison and coordination role during the preparation and agreement of the Action Plan	▶ Description of the role responsible for the successful, consistent delivery of service excellence.

Part B – Customer Care Plan

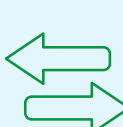
Item	Terminal Operator Input
1  Successes & Areas Identified for Priority Improvement	▶ Summary of successes in the previous reporting cycle, and priority improvement areas for the next reporting cycle.
2  Action Plan & Targets for Areas Requiring Improvement	▶ Description of how they will address and improve the priority areas highlighted in Part B.1 above.
3  Service Standards Definition by Core Service Element & Journey Step	▶ Description of their standards of service for the core service elements and journey steps pertinent to customer care.
4  Service Excellence Monitoring & Audit	▶ Methodology for their self-audit of the aforementioned standards.



Part C – Front-of-House Asset Service Plan

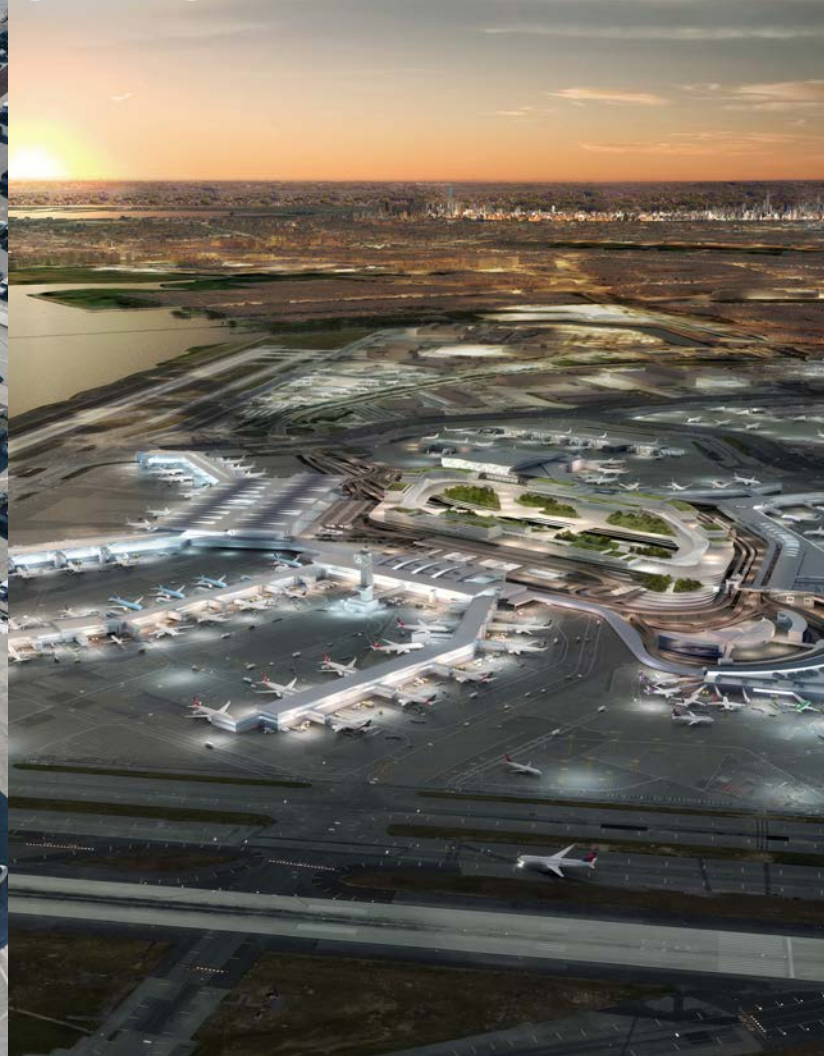
Item

Terminal Operator Input

- | | | |
|---|---|---|
|  | 1
Successes & Areas Identified for Priority Improvement |  <p>Summary of successes in the previous reporting cycle, and priority improvement areas for the next reporting cycle.</p> |
|  | 2
Action Plan & Targets for Areas Requiring Improvement |  <p>Description of how they will address and improve the priority front-of-house asset improvement areas highlighted in Part C.1 above.</p> |
|  | 3
A New York / New Jersey Sense of Place & Anticipation of Travel |  <p>Description of how the Plan creates a “sense of place,” reflecting the DNA of the region and / or the operator. This is best discussed with the Port Authority in advance, to ensure a coordinated approach across all terminals / airports.</p> |
|  | 4
Community Engagement |  <p>Description of how they integrate or engage with the local community.</p> |
|  | 5
Front-of-House Asset Service Standards Definition by Core Service Element & Journey Step |  <p>Description of their front-of-house asset service standards for each core service element and journey step.</p> |
|  | 6
Front-of-House Asset Service Monitoring & Audit |  <p>Methodology for their self-audit of the standards set in Part C.5. above.</p> |



4 Our Shared Vision



4.1 Airport-Wide Customer Experience Vision

With a relentless focus on customer experience, we must all work with one vision toward a common goal — at each step of the customer journey and across all four commercial New York and New Jersey airports.

Our Vision: To be a world class operator of world class airports

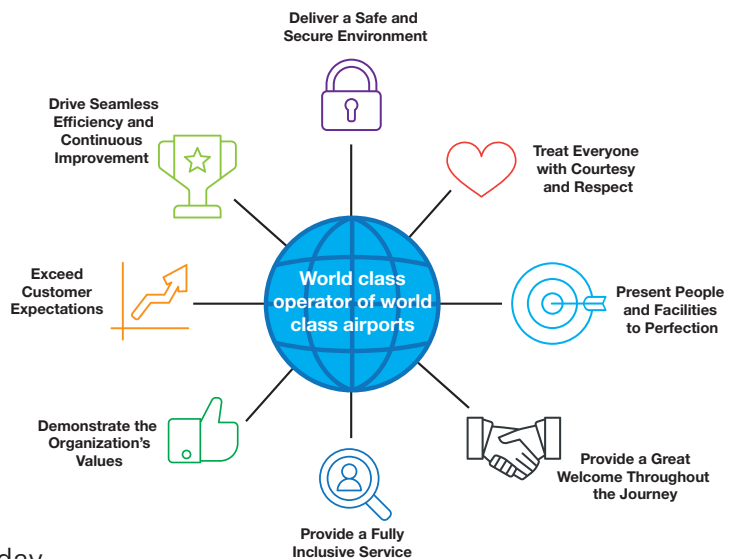
We will deliver world class experiences through exceptional service culture, by understanding our customers and delivering exceptional experiences across the entire airport journey.

We will achieve world class ranking by recapturing the preeminent status of our airports and moving into the top 10% as measured by ACI, J.D. Power and Skytrax.

4.2 Guiding Principles

The following guiding principles provide the baseline for creating and achieving an enjoyable and memorable experience for all our customers and are in line with top transportation, hospitality and customer-facing organizations:

- Deliver a safe and secure environment
- Provide a great welcome through the journey
- Treat everyone courteously and with respect
- Offer a fully inclusive service
- Present people and facilities flawlessly
- Exceed customer expectations
- Demonstrate the organization's values
- Drive seamless efficiency and improve every day



4.3 Unified Responsibility

The following principles support our shared vision and summarize our collective requirements:

Show a unified front, and shoulder collective responsibility:

All airport stakeholders have a collective set of responsibilities across the customer journey, to work collaboratively and show a connected, unified front.

Inform all customers: Develop a single source of truth in a multimedia format so that all airport customers are appropriately informed across the airport journey and can inform others to ensure a seamless journey.

Cater to all customers: Reflect and cater to the needs of all airport customers, including those with non-apparent and visible impairments and additional needs.

Our behavior is our reputation: Treat and serve airport customers with respect and dignity, and behave in a professional and positive manner at all times when at the airport.

4.4 Airport Service Excellence

Is a multifaceted standard. Service excellence comprises “physical” (e.g., facilities) and “soft” (e.g., people) elements, which together result in a memorably smooth and friendly experience for everyone present at an airport — customers and staff alike.

Requires a culture of care and a service ethic at every level for all airport stakeholders. To embed this in their culture and marketing and communications, top transportation, hospitality and customer-facing organizations ensure that:

- All new and existing recruits meet the service requirements.
- All frontline employees embrace and deliver the agreed service excellence attitudes.
- Ongoing and regular stakeholder engagement, including senior management and selected frontline staff, takes place to ensure that the organization’s identity — its DNA — is refined and understood. From buy-in, it is then possible to motivate staff to deliver the level of service that is consistent with the organization’s DNA.

Demands the presence of core service fundamentals: Manage, maintain, and present facilities to the highest possible standard; provide efficient and inclusive service; use the customer’s name; smile, offer wishes for a pleasant journey / day. Achieving service excellence comes from implementation. It needs to be a “non-negotiable”, achieved by taking tangible action to bring frontline staff to the required level of performance or redeploying them. Brands like Disney, Apple and Ritz-Carlton are committed to ensuring that the right people are doing the right things, at the right time. Most of the time this is through positive intervention — training, motivation, reward — but, when necessary, they take action to ensure that their brand is protected from those who are simply unable to perform to their standards.

4.5 Uniquely New York / New Jersey Experience

While customer experience, customer service and performance standards have become buzzwords in various industries, including aviation, **differentiation** is what sets sector leaders apart from the rest of their industry peer group.

Our New York / New Jersey region’s airports are operating in a multicultural and metropolitan setting, welcoming a wide array of ethnicities and nationalities on a daily basis. Air passengers are attracted to the region due to business, recreational or personal interests, including fulfilling their ambition of starting a new life or contributing to the economic activity of the area. The region’s airports also function as a connection to onward destinations.

Over the decades, the region has acted as a magnet for trade and immigration, an incubator of diversity, arts and culture, as well as a place where neighborhoods have developed and maintained their distinctive characters.



Sense of place is therefore an important world class differentiator for our airports. Our collective commitment to creating a unique New York / New Jersey experience is summarized below:

- **Our airports are the primary gateway to the US and will radiate the excitement, opportunity and ambition of those traveling to and through our facilities.**
- **The customer experience and journey through the airport should reflect the unique melting pot of multicultural society that is New York / New Jersey.**
- **In one of the most dynamic metro areas in the world, no effort should be seen as too much in our mission to deliver excellence in customer experience.**

4.6 Brilliant Basics

Brilliant Basics relates to rigorously clean, fully functioning and efficient terminals, processes and amenities, including:

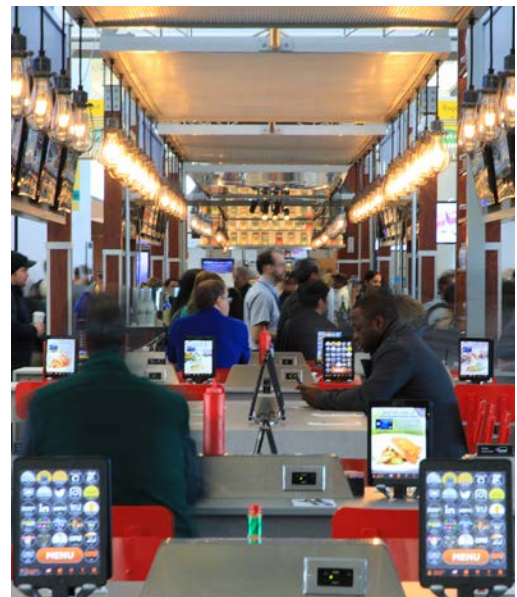
- Service-led approach, catering to all customers.
- Smooth and convenient end-to-end customer journey for all.
- Wait times across all key processors.
- Operational resilience and rigorous cleanliness throughout.
- Intuitive, dynamic and accessible wayfinding and relevant information across the airport journey.
- Efficient management and maintenance of assets and facilities.

World class airports:

- Deliver the Brilliant Basics consistently.
- Ensure that everyone experiences a comfortable and enjoyable journey.
- Create “takeaway” memories through a choreography of architecture, displays, entertainment and distraction, and enjoyment.

Underperformance among the Brilliant Basics has a notable impact on any of our airport's reputation and on delivering excellence in customer experience. While delivering the Brilliant Basics is necessary, it is not sufficient for customer service excellence. To enable exceptional experiences for all our customers, **comfort and enjoyment** performance drivers include:

- Physical, digital and human elements across the journey that satisfy their needs and expectations for a stress-free journey.
- Comfortable wait / gate areas and a varied range of seating, which is accessible to all and meets differing customer requirements such as waiting, resting and working.
- Terminal walking distances that provide customers with easy access to retail and dining areas, with walking times, co-located with appropriate FIDS.
- Terminal infrastructure maintained and enhanced to provide the optimum ambience and environment for all customers, which aims to reduce stress levels, excite, delight and surprise customers, and contributes to airport staff pride.
- Range of concession options that suit all customer segments.



- Stable Wi-Fi connectivity to permit access to the airport Wi-Fi.
- Convenient and optimally sighted sign for luggage and passenger cart services, adequately resourced to meet expected demand levels.
- Efficient management and maintenance of assets and facilities, which support a stress-free, accessible and enjoyable end-to-end journey and contribute to the overall and memorable airport experience through resilient operation.

The provision of **delight and surprise elements** for our airport customers creates positive "take-aways" and an overall lasting impression. They enhance our airports' image and reputation, contribute to perceived overall satisfaction and add a "wow" element. These elements include:

- An appealing, pleasant and unique sense of place. This is reinforced by the terminal architecture and airport branding through maintaining and enhancing themed areas and outlets, the appropriate use of interior finishes, acoustics and lighting, themed events and other visual and non-visual stimuli such as art, etc.
- Airport staff behavior, attitude and appearance, which contribute to the airport staff pride and respond in the moment by knowing and understanding the various needs of customers.

Transformative culture, with frontline staff and beyond acting as airport and NY / NJ region "ambassadors" who embody a **unified service-led culture**, is the foundation to delivering world class experiences—at all times, for all customers, and with pride.

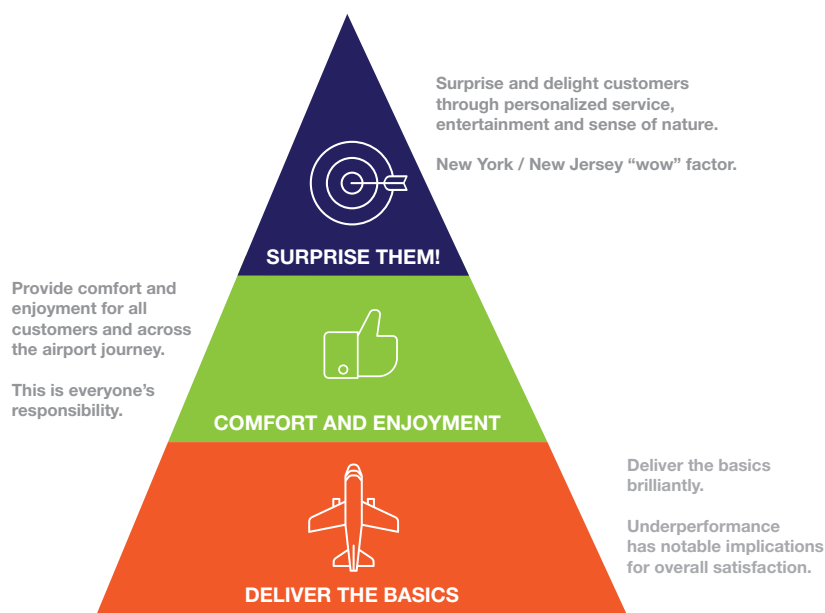
This is everyone's responsibility! When delivered consistently well, the human interaction factor positively impacts the reputation of our airports and customers' enjoyment and overall satisfaction. Our staff and the manner in which they behave are key elements in delivering a personalized, stress-free, enjoyable and positive experience for all segments across the airport journey. The goals of human interaction include:

- Consistently delivering exceptional customer service
- Conveying a common airport identity and collective trademark of airport and region-proud "ambassadors"
- Extending exceptional customer service beyond frontline staff
- Maintaining the reputation of the Port Authority's airports

TRANSFORMATIVE CULTURE

Reputation "ambassadors" for the airport and for the New York / New Jersey region.

Customer-first culture.
Deliver with pride!



Human interaction is a core service element which applies to all journey steps. It should always be delivered with pride, in a collaborative manner across the airport community and be inclusive to all customers.

Brilliant Basics are a fundamental component of collectively achieving our ultimate goal at our airports, by doing things effectively and to the best of our abilities, implemented time and time again. The responsibility to deliver and maintain outstanding service excellence to our customers is with the terminal operators, as described in [Section 6, Roles and Responsibilities](#). As part of their oversight role, the Port Authority will provide guidance in the development of the Action Plans, and reserves the right to periodically follow up with reviews (e.g., Service Evaluations) and compel corrective action. The minimum elements that the Port Authority will periodically check against can be found in [Section 7.1.8 Port Authority Service Evaluation Checklists](#).

4.7 World Class = Inclusive and Accessible

As an airport community we must recognize that when our airports and our services are designed and provided in an inclusive and accessible way, they open the doors to the world for all our customers.

All customers will feel safe, supported and comfortable in an airport environment that meets their needs, enabling them to get to their chosen destination at their chosen time.

4.7.1 About Inclusivity and Accessibility

World class airports are inclusive and accessible. This can be measured by how easily a person can participate in an activity. Understanding and addressing barriers is therefore key. To eliminate barriers to inclusion our airport environment should include, but not be limited to, standards which ensure that service excellence is delivered in ways that are appropriate, visible, identifiable and caring to all airport customers' needs and pain points, in terms of:

- Human Interaction
- Access to Information
- Wayfinding
- Built Environment
- Terminal Ambience
- Facilities

The Port Authority of New York and New Jersey is committed to ensuring that no person is excluded from participation in, denied the benefits of, or subjected to discrimination in the receipt of airport services on the basis of race, color, national origin, sex, age, religion / creed or disability. Employees should be trained on these requirements and aware that customers can submit complaints via the Feedback link on the bottom of each airport's website. Non-discrimination posters are also posted throughout the airport advising of this requirement.

Unlawful Discrimination

It is unlawful for airport operators and their lessees, tenants, concessionaires and contractors to discriminate against any person because of race, color, national origin, sex, creed, or disability in public services and employment opportunities. Allegations of discrimination should be promptly reported to the Airport Manager or:

Federal Aviation Administration
Office of Civil Rights, ACR-1
800 Independence Avenue, S.W.
Washington, D.C. 20591

Federal regulations on unlawful discrimination are available for review in the Airport Manager's Office.

Coordinator: Jacqueline Grossgold
Phone: (212) 435-3737
Address: 150 Greenwich Street, 4 World Trade Center, 18th Floor
New York, Ny 10007

Discriminación Ilegal

Se prohíbe a los operadores de aeropuertos y a sus arrendatarios, inquilinos, concesionarios y contratistas discriminar contra cualquier persona por motivo de raza, color, nacionalidad de origen, sexo, creencias religiosas, impedimento físico o discapacidad en lo que respecta a servicios públicos y oportunidades de empleo. Las alegaciones de discriminación deberán ser dirigidas inmediatamente al Administrador del Aeropuerto o a:

Federal Aviation Administration
Office of Civil Rights, ACR-1
800 Independence Avenue, S.W.
Washington, D.C. 20591

Los reglamentos sobre discriminación ilegal están a la disposición de los interesados para su examen en la oficina del Administrador del Aeropuerto.

Coordinador: Jacqueline Grossgold
Teléfono: (212) 435-3737
Dirección: 150 Greenwich Street, 4 World Trade Center, 18th Floor
New York, Ny 10007



U.S. Department of Transportation
Federal Aviation Administration

HD 0108



5 Our Airport Customers

5 Our Airport Customers

“understanding the airport’s customer profile and demographics [...] is important in [...] successfully responding to the needs, wants, and expectations of each customer market segment that the airport services.”²

The ACI Passenger Personas Guide³ recommends that airports identify the segments of passengers representing profiles unique to the airport, which is important to “achieving higher levels of customer service and developing new efficiencies in airport operations [...] and the potential for increasing non-aeronautical revenue performance.”

As a team and airport community, we should understand, recognize and accommodate our different airport customers — their needs and pain points across the airport journey — through means such as periodic surveys, feedback and observations.

Delivering excellent customer service to all our customers as a norm, not as an exception, and as a wider airport community, is essential to elevate and sustain our airports to world class status. This Section describes who our airport customers are and some of their unique needs.

5.1 Who Are Our Airport Customers?

Our passengers, our employees, and other airport users travel to, from and through our airports in different ways and have varying needs and expectations.

5.1.1 Airport Customer Segments

The following customer segments have been identified as representative of Port Authority airport customers and their unique needs.

Passengers who require assistance is inclusive of “any person whose mobility is reduced due to a physical incapacity (sensory or locomotor), an intellectual deficiency, age, illness or any other cause of disability when using transportation services and whose situation needs special attention and the adaptation to the person’s needs of the services made available to all passengers⁴”.



² ACRP Report 157 – Improving the Customer Experience ³ ACI World Guide – ACI Passenger Personas: A new approach to passenger profiling



5.2 Journey Mapping

Understanding how our airport's unique customer segments interact and engage across their journey to / from and through the airport is crucial in delivering exceptional and memorable experiences. The journey mapping process provides input to the Service Excellence Performance and Measurement Action Plan and can be used as a tool to help understand the evolving needs of the different customer segments, and to drive continuous improvement. Extracts of the journey mapping can and should be incorporated in each single terminal Action Plan to reinforce the priority focus areas.

The goal of the **journey map** is to support a customer-centric culture, developing greater empathy for all segments through the identification of their pain points and needs. The journey map also aids in generating the tactics to improve the level of service excellence provided.

Terminal operators should consider gathering insights from surveyed airport employees (customer and non customer-facing) and non-ticketed passengers to include in the airport journey mapping process and deliver service excellence for all airport customers.

⁴ ICAO Manual on Access to Air Transport by Persons with Disabilities

⁵ Visual: Individuals with visual impairments; Auditory: Individuals with hearing loss; Physical / Ambulatory / Dexterity: Individuals challenged by walking or performing physical tasks;

sCognitive / Stress: Individuals with varying ability to learn, remember, perceive, and problem solve

5.2.1 Baseline Journey Map Structure

5.2.1.1 Baseline Journey Map Components

A baseline airport journey map has been developed that represents the key steps that make up a customer's journey, to capture and address the various segment needs and pain points in a standardized process and format. Using the ACI Passenger Journey Stress Chart, the map was tailored to represent our airports and the US market. The colors indicate the customers' varying stress levels at each journey step.

The journey encompasses three core customer processes and a set of core service elements:

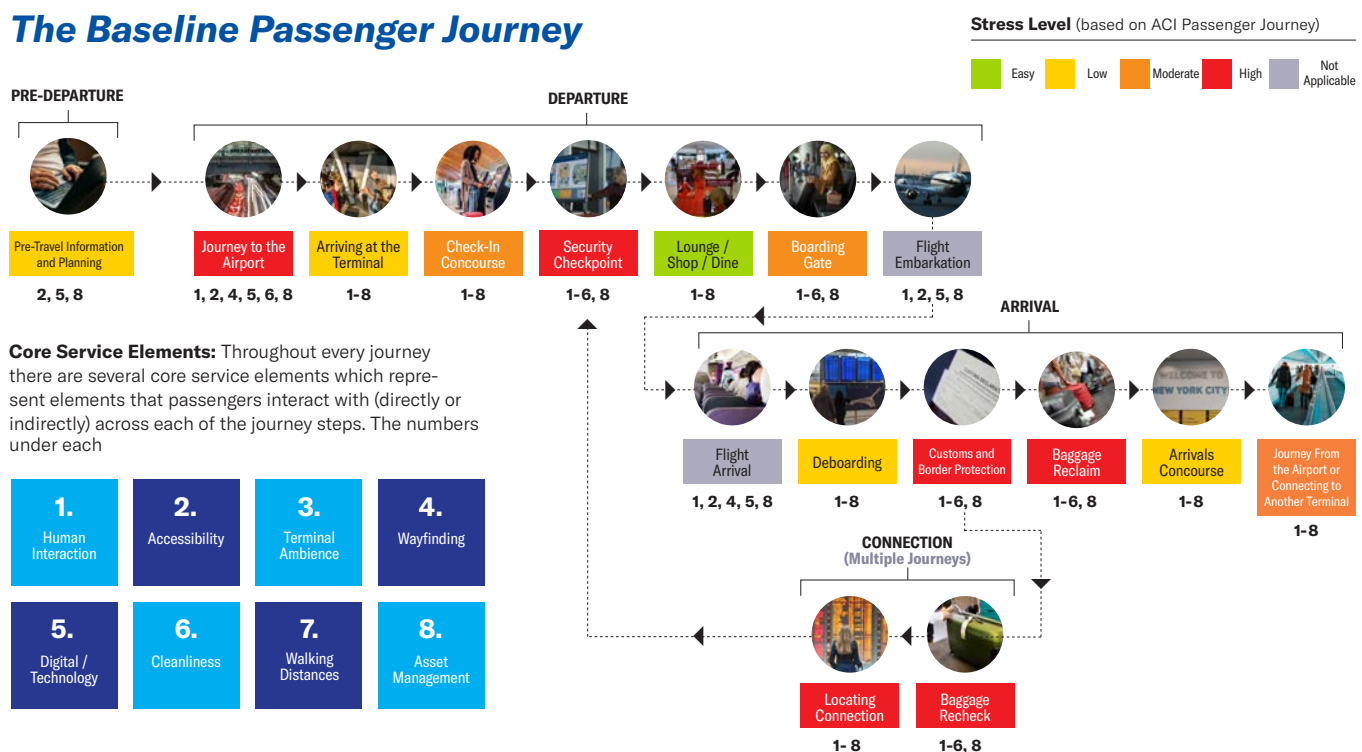
Departing: Customers in this segment typically spend a longer time in the airport than arriving customers and require the use of more facilities than connecting and arriving customers. Their stress or pain points may include access and price options for traveling to the airport, availability of appropriate amenities, queue times, navigation through the airport and distance to the boarding gate.

Arriving: Arriving customers typically do not dwell at the airport as they are keen to get to their next destination. Among their top priorities: clarity relating to the arrival and CBP processes, wait times, areas to reconnect with friends or family, and easy connection to / live information about onward travel options.

Connecting: Customers in this segment are likely to spend the longest dwell time at the airport, experiencing most of the journey steps compared to both arriving and departing customers, and are perhaps traveling through this airport for the first time. Their main pain points include signage and wayfinding, onward flight information, reassurance across the journey, and what to do at the next stop.

Core Service Elements: Throughout every journey, customers interact with (directly or indirectly) core service elements. These include: human interaction, accessibility, cleanliness, wayfinding, walking distances, terminal ambience, asset management and maintenance, and digital / technology, as indicated in the graphic.

The Baseline Passenger Journey



The processes that the various types of connecting customers will need to undertake result in multiple connecting customer flows or routes through the airport. These are presented separately in the graphic below and should inform the journey map structure of connecting customer segments.

Inter-Terminal Connection

INTERLINKED TICKET



NON-INTERLINKED TICKET



Stress Level (based on ACI Passenger Journey)

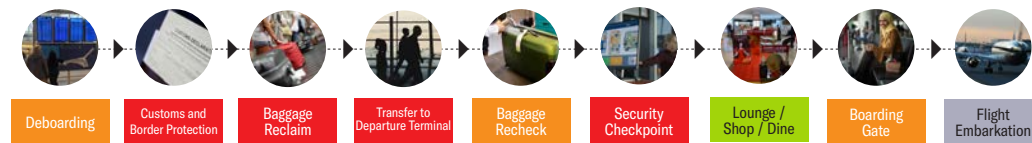


International-to-International and International-to-Domestic

INTERLINKED TICKET



NON-INTERLINKED TICKET



Intra-Terminal Connection

INTERLINKED TICKET



Stress Level (based on ACI Passenger Journey)



NON-INTERLINKED TICKET



International-to-International and International-to-Domestic

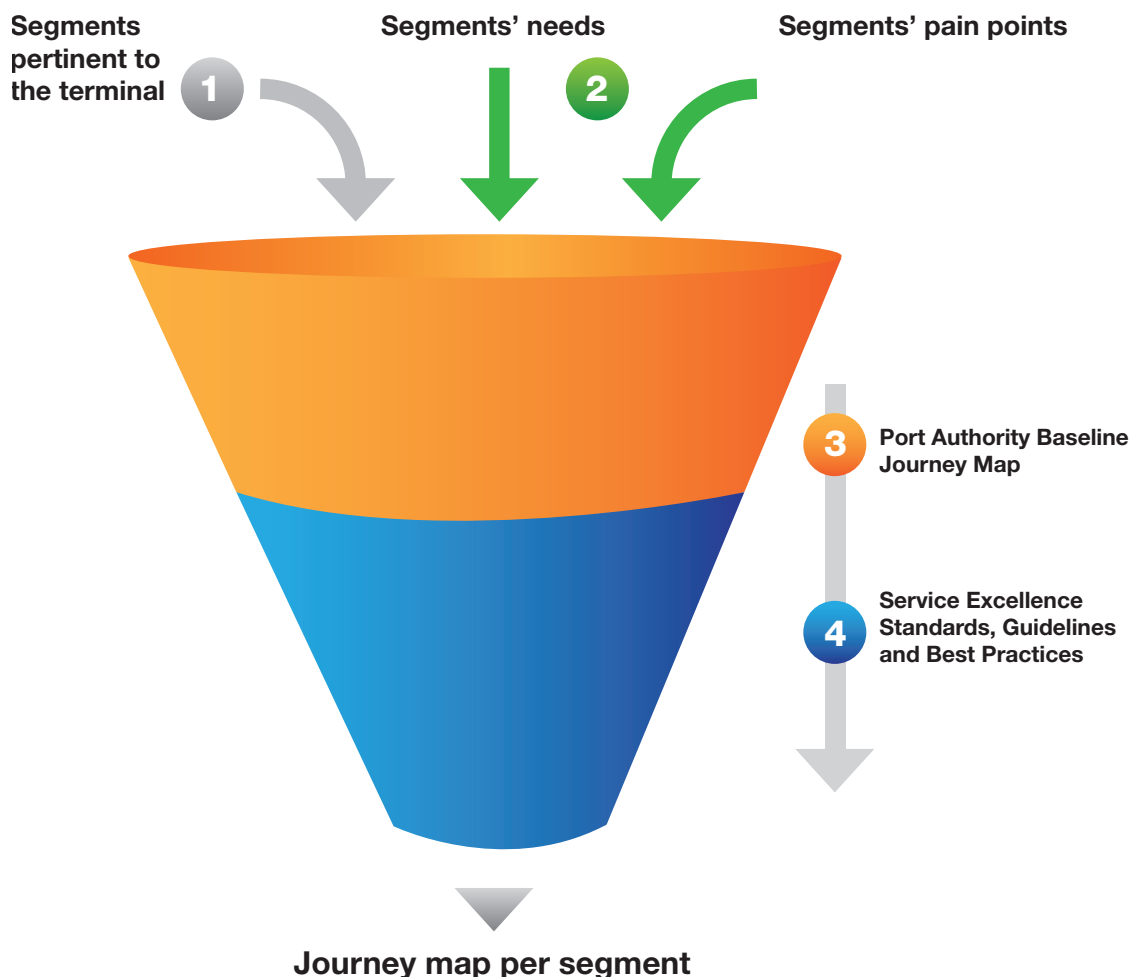


5.2.1.2 Journey Mapping Process

As part of the Service Excellence Performance and Measurement Action Plan, each terminal operator / lessee, in collaboration with all airport organizations involved in the delivery of frontline service, should create and maintain an up-to-date airport journey map for each segment that is pertinent to their terminal. The responsibility to produce a journey map lies with the terminal operator and should include input from all organizations providing services at the terminal. The mapping process comprises of the following four steps:

1. Identify the customer segments (using as a minimum list the segments presented in Section [5.1](#)) that are pertinent to the terminal.
2. Undertake primary (e.g., passenger and employee surveys, observations) and secondary research (e.g., instant and social feedback) to represent each segment's journey steps and the impact that the Action Plan is having on their experience.
3. Adapt the baseline customer journey to each segment and pertinent to the terminal's operations.
4. Use the insights to identify which Service Excellence Standards require attention and complete each map noting the specific needs, pain points and stress areas for each segment. The output of the mapping process should identify how the Service Excellence Standards and best practices defined in this and other Port Authority manuals, and industry and association guidance documents, will be implemented to support the shared vision.

JOURNEY MAPPING

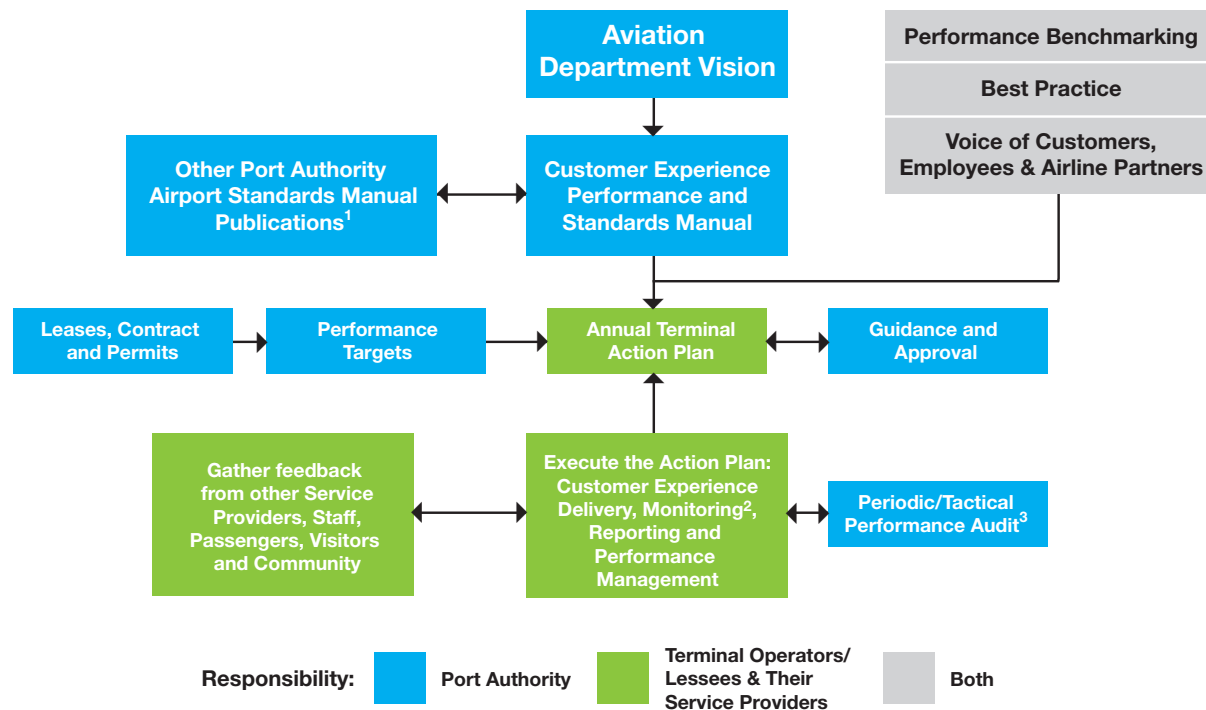


A photograph of an airport terminal with a prominent control tower. The terminal has a large, curved, white roof and a glass facade. A yellow title box is overlaid on the right side of the image, containing the text "6 Roles and Responsibilities".

6 Roles and Responsibilities

As a team and airport community, our integrated roles and responsibilities enable us to work together in creating and achieving enjoyable and memorable experiences for all customers. Our collective success in delivering service excellence to our customers is dependent upon maintaining accountability and upon the contribution of our proud employees.

The steps, and roles and responsibilities for developing, implementing and adhering to the Service Excellence Standards and Action Plan are illustrated below.



¹ e.g., TCAP and Wayfinding Manuals

² e.g., Customer employee & airline surveys, instant & online feedback, and observations

³ e.g., ACA ASQ passenger survey & online feedback, and Service Evaluations

6.1 Port Authority and Its Service Providers

The Port Authority Customer Experience unit is responsible for the enforcement and maintenance and document management of this Manual and the Airport Service Excellence Standards. The unit will be supported by other Port Authority units, such as the Properties and Commercial Development, Airport Planning, and Engineering and Maintenance, so that:

- All Port Authority Airport Standards Manuals are aligned with and informed by best practices, and include standards which support our shared vision.
- A collaborative service audit approach is undertaken to measure and monitor performance.

The Port Authority's designated Airport Customer Experience Representative(s) will provide guidance in the development of the terminal operator Action Plans, will discuss and agree to the content of the consolidated Action Plans and will periodically follow up with feedback and ongoing reviews.

The Port Authority, through the designated Port Authority unit(s), reserves the right to undertake their own periodic performance monitoring on the airport premises to track implementation of and to review performance against the agreed Action Plans, and compel corrective action. The range of performance monitoring methods used, include:

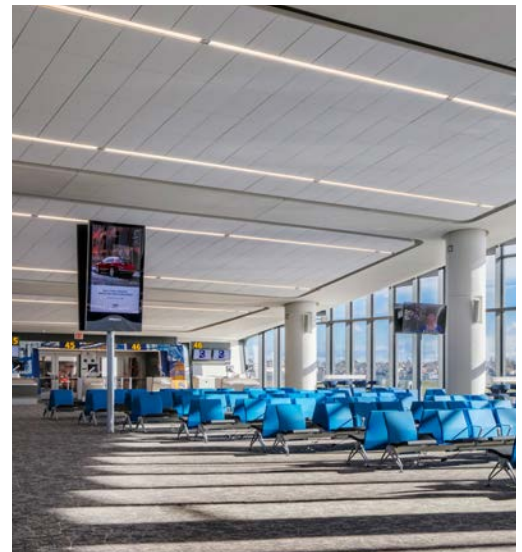
- The quarterly ACI ASQ passenger survey.
- Tactical service audits that can take the form of customer questionnaires (e.g., face-to-face interviews) and observational surveys (e.g., Service Evaluations, otherwise known as Mystery Shop interactions).
- Tactical front-of-house asset audits that can take the form of Service Evaluations and that are in line with the monitoring processes defined in individual lease agreements.
- Online and instant customer feedback, automated flow and movement monitoring.

The type of minimum elements that the Port Authority will use to periodically check against can be found in [Section 7.1.8 Port Authority Service Evaluation Checklists](#).

6.2 Terminal Operators / Lessees and Their Service Providers

All airport partners agree to provide services for the benefit of the traveling public in a manner consistent with generally accepted airline industry standards for airport terminals, and to use good faith efforts to comply with the existing Port Authority Standards Manuals in effect at the time, and such reasonable future airport standards (including amendments or supplements) as the Port Authority may from time to time set forth in the public interest of health, safety, noise, sanitation, good order and customer service and satisfaction.

Furthermore, operators / lessees (including the Port Authority, for its own operations) are responsible for preparing, on an annual basis, a consolidated Action Plan for their terminal that meets the requirements set out in the Manual.



The purpose of the Action Plan is to achieve continuous improvement across all elements of customer experienced based on feedback, surveys and industry comparators. The Action Plan needs to have measurable outcomes and defined deliverables. Areas where performance is not met (e.g., current non-conformity against targets or negative feedback) shall be addressed by the relevant terminal operator or their service provider as a matter of high priority, taking steps to understand the reasons why, to implement improvement(s) for addressing the areas that require improvement and to measure their success.

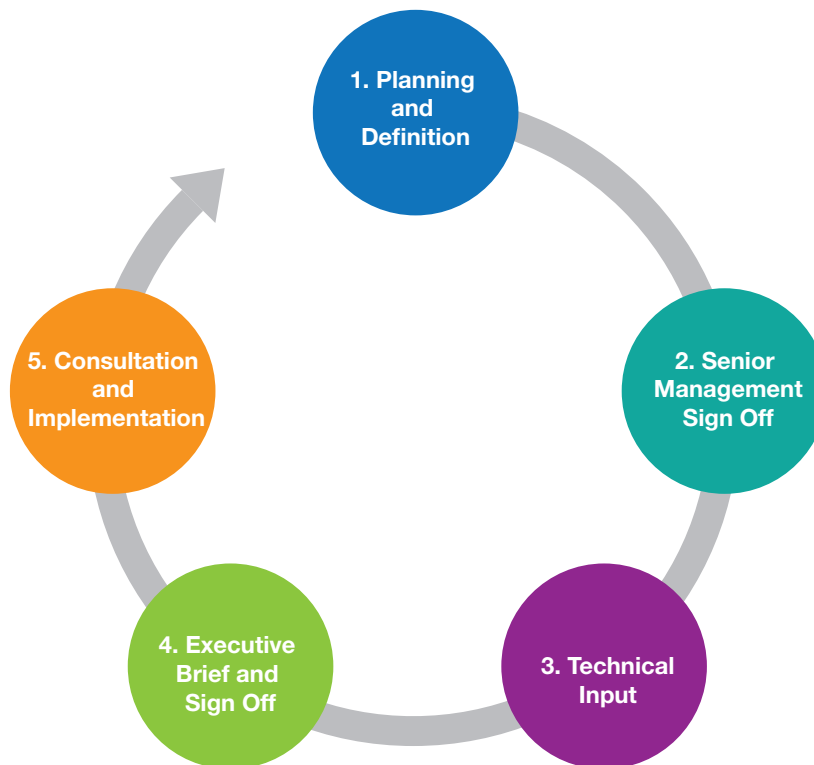
Operators / lessees should coordinate with all service providers in their terminal when formulating the annual Action Plan. The terminal operator will submit to the Port Authority a single Action Plan, in draft form, that is consistent with other existing lease documentation, for discussion and approval. The draft Action Plan shall be submitted to the Port Authority's designated Airport Customer Experience Representative(s) three months prior to its annual renewal to allow comments and feedback prior to finalization and approval of the Action Plan.

Operators / lessees, their service providers and all their staff (frontline e.g., check-in, TSA / CBP, Additional Assistance, Concessions, etc., and front-of-house asset-facing e.g., maintenance, construction, cleaning, etc.) are responsible for implementing the agreed Action Plan that includes addressing any areas requiring priority focus in the next phase. Collectively, they are responsible to self-audit, manage and report to the Port Authority their performance relative to the agreed service excellence standards as defined in the lease agreement documents and in the agreed Action Plans.

6.3 Document Management

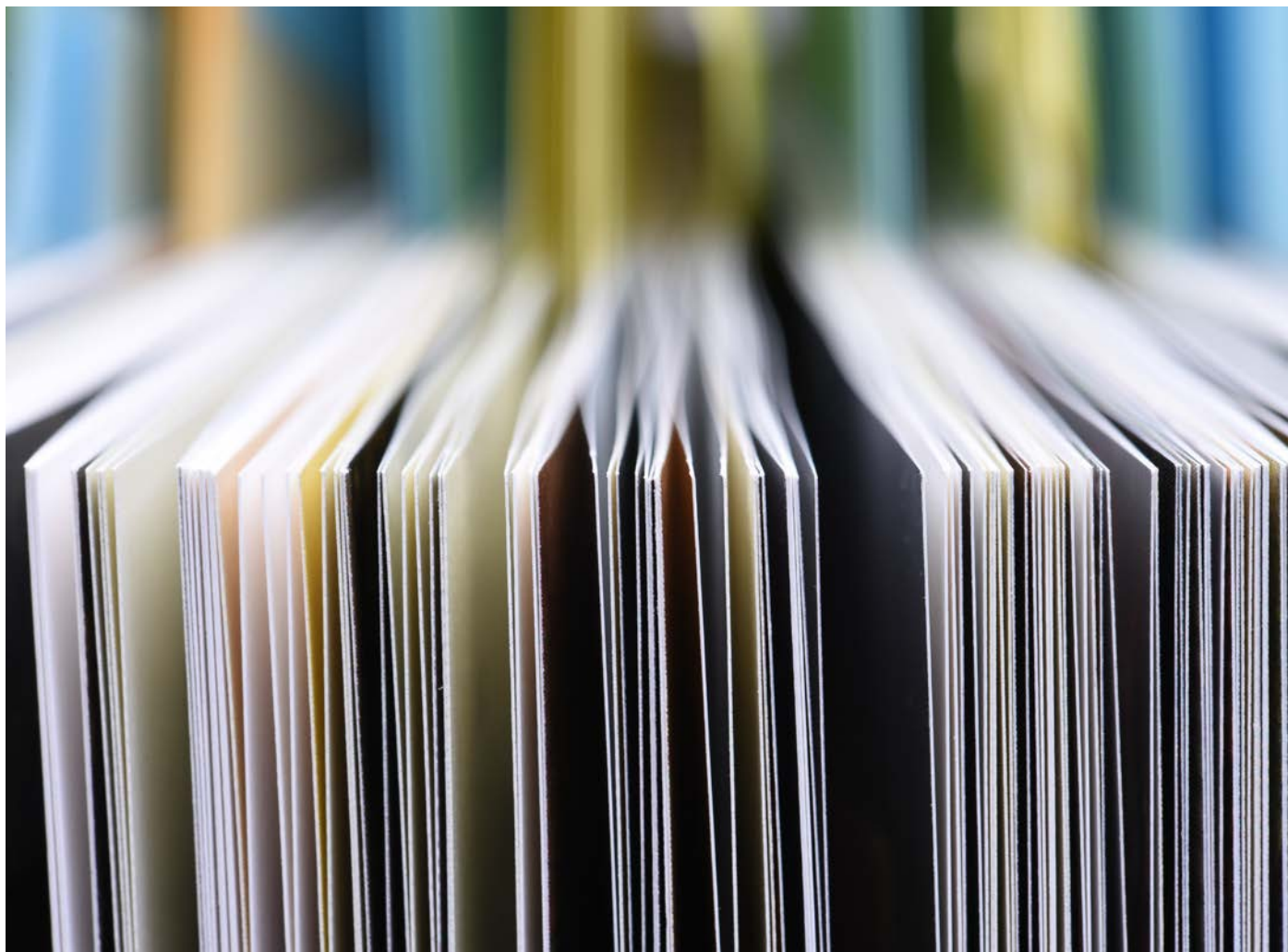
6.3.1 Airport Customer Experience Performance and Standards Manual Review and Approval Process

The Port Authority will review the document on a regular basis to ensure that this Manual and the Service Excellence Standards defined herein are successfully cascaded and realized, and that the document stays relevant over time.



The process of developing or updating the Manual, from development to implementation, is comprised of five main steps:

1. Port Authority Customer Experience unit plans and defines the required updates to the Manual, ensuring Aviation Department cross-unit input and coordination. The updates could range:
 - From annualized responsive changes to the Service Excellence Standards defined in this Manual, as their usage matures, due to the organic need to update standards and referenced documents
 - To structural changes that completely revise the Action Plan
2. The next step is to obtain Port Authority Executive Management sign-off on the Manual updates, the execution plan and resource requirements to completion. This step includes a written communication notification to the key users of the Manual.



- 3.** Once approved, the Port Authority Airport Customer Experience unit will update the Manual, ensuring that any changes to reference documents are also identified in the update. At this stage and through to implementation of the Manual, the Customer Experience unit will engage key stakeholders (e.g., operators / lessees), should this be deemed appropriate.
- 4.** Input and agreements drawn from the stakeholder engagement process will be incorporated in an updated — final version of the Manual — that requires sign-off from the Executive Management team.
- 5.** The final step of the process relates to the implementation of the updated Airport Customer Experience Performance and Standards Manual. This step may include the update of other Port Authority Aviation Department materials and documentation.

7 Supporting Information and Exhibits



The Port Authority of New York and New Jersey has defined in the **Airport Customer Experience Performance and Standards Manual** the Service Excellence Standards for a world class, customer-first airport experience; and has provided the structure in the **Service Excellence Performance and Measurement Action Plan ("Action Plan")** through which, together, we will achieve this end.

To develop the Service Excellence Standards and Action Plan, we studied how service excellence is delivered by world class organizations using a range of international leading airports and service organizations, and best practice guidance materials.

This Section outlines the rigorous effort and technical input that informed the development of this Manual, divided into three groupings:

- **Reference Documents** includes an overview of the industry guidance and recommended practices found in other reference documentation that our airport community may want to obtain and utilize when developing their Action Plan, and the minimum elements that the Port Authority will periodically check against.
- **Research and Best Practice Benchmarking** includes a summary of primary and secondary research undertaken during the development of the Manual.
- **Service Excellence Performance and Measurement Action Plan – Template** provides the template that terminal operators should use when formulating their Action Plan. The template also includes an example set of service standards specific to the Check-in Concourse journey step as an illustration of the standards expected by the Port Authority.

7.1 Reference Documents

When developing the Service Excellence Performance and Measurement Action Plan, terminal operators may want to obtain and utilize industry guidance and recommended practices found in other reference documentation. A non-exhaustive list is included below:

7.1.1 Port Authority Standards and Recommended Practices

- PANYNJ Aviation Planning and Design Standards Manual <https://www.panynj.gov/content/dam/port-authority/pdfs/-available-engineering-documents/panynj-terminal-planning-guidelines.pdf>
- Port Authority Aviation Street Pricing Policy
- Airport Standards Manual for Pedestrian Signing and Wayfinding – <https://wayfinding.panynj.gov/>
- PANYNJ CSO Security Guidelines
- PANYNJ Engineering Standards
- PANYNJ WE SOAR
- PANYNJ Passenger Recovery in Cooperation with the Airlines

7.1.2 Inclusivity and Accessibility

- 2009 ANSI ICC A117.1- Accessible and Usable Buildings and Facilities <https://codes.iccsafe.org/content/icca117-12009>
- Accessible University: <http://www.accessibleuniversity.com/accessibility-basics/defining-accessibility>
- ACI Airports and Persons with Disabilities Handbook
- ACRP Report 210 – Innovative Solutions to Facilitate Accessibility for Airport Travelers with Disabilities

- ACRP Synthesis 51 – Impacts of Aging Travelers on Airports – A Synthesis of Airport Practice
- ADA Standards for Accessible Design -
<https://www.ada.gov/regs2010/2010ADASTandards/2010ADASTandards.htm>
- Air Carrier Access Act – <https://www.transportation.gov/airconsumer/passengers-disabilities>
- Cambridge University: <http://www.inclusivedesign toolkit.com/whatis/whatis.html>
- Dept of Labor, Section 504, Rehabilitation Act of 1973 – 49 CFR, Part 27 <https://www.govinfo.gov/content/pkg/CFR-2011-title49-vol1/pdf/CFR-2011-title49-vol1-part27.pdf>
- Dept of Labor, Architectural Barriers Act (ABA)
[Architectural Barriers Act \(ABA\) | U.S. Department of Labor \(dol.gov\)](https://www.dol.gov/eis/whats-new/Architectural-Barriers-Act-(ABA)-U.S.-Department-of-Labor-(dol.gov))
- DO-IT: <https://www.washington.edu/doit/what-universal-design-0>
- FAA Air Carrier Service Act – 14 CFR Part 382 – <https://www.ecfr.gov/current/title-14/chapter-II/sub-chapter-D/#part-382%0D>
- FAA Order 1400.9A (Standards and Procedures Essential for Ensuring Access to Airport Facilities by Persons with Disabilities) – https://www.faa.gov/regulations_policies/orders_notices/index.cfm/go/document.information/documentID/1021907
- FAA Airport Terminal Planning – https://www.faa.gov/airports/resources/advisory_circulars/index.cfm/go/document.current/documentNumber/150_5360-13
- ICAO- Manual on Access to Air Transportation by Persons with Disabilities –
[Manual on Access to Air Transport by Persons with Disabilities \(Doc 9984\) | ICAO Store](https://www.icao.int/publications/Pages/default.aspx?docId=3178&lang=en)
- NYC Building Code Chapter 11 – <https://www1.nyc.gov/site/buildings/codes/nyc-code.page>
- Scope UK: <https://www.scope.org.uk/about-us/social-model-of-disability/>
- UN Convention on the Rights of Persons with Disabilities – <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>
- World Wide Web Consortium's Web Content Accessibility Guidelines (WCAG) 2.0 –
<https://www.w3.org/TR/WCAG20/>

7.1.3 Passenger Service Guidelines

- ACI Airport Business Continuity Handbook
- ACI ASQ Best Practice Comfort in Waiting Areas
- ACI ASQ Best Practice Airport Cleanliness
- ACRP Report 25 – Guidelines for Airport Passenger Terminal Planning and Design
- ACRP Report 37 – Guidebook for Planning and Implementing Automated People Mover Systems
- ACRP Report 55 – Passenger Level of Service and Spatial Planning for Airport Terminals
- ACRP Report 65 – Guidebook for Airport Irregular Operations (IROPS) Contingency Planning
- ACRP Report 109 – Improving Terminal Design to Increase Revenue Generation
Related to Customer Satisfaction
- ACRP Report 117 – Airport Escalators and Moving Walkways Cost-Savings and
Energy Reduction Technologies
- ACRP Report 157 – Improving the Airport Customer Experience
- ACRP Report 161 – Guidelines for Improving Airport Services for International Customers
- IATA ADRM 11th Edition

7.1.4 Unlawful Discrimination Poster

Unlawful Discrimination

It is unlawful for airport operators and their lessees, tenants, concessionaires and contractors to discriminate against any person because of race, color, national origin, sex, creed, or disability in public services and employment opportunities. Allegations of discrimination should be promptly reported to the Airport Manager or:

Federal Aviation Administration
Office of Civil Rights, ACR-1
800 Independence Avenue, S.W.
Washington, D.C. 20591

Federal regulations on unlawful discrimination are available for review in the Airport Manager's Office.

Coordinator: Jacqueline Grossgold
Phone: (212) 435-3737
Address: 150 Greenwich Street, 4 World Trade Center, 18th Floor
New York, Ny 10007

Discriminación ilegal

Se prohíbe a los operadores de aeropuertos y a sus arrendatarios, inquilinos, concesionarios y contratistas discriminar contra cualquier persona por motivo de raza, color, nacionalidad de origen, sexo, creencias religiosas, impedimento físico o discapacidad en lo que respecta a servicios públicos y oportunidades de empleo. Las alegaciones de discriminación deberán ser dirigidas inmediatamente al Administrador del Aeropuerto o a:

Federal Aviation Administration
Office of Civil Rights, ACR-1
800 Independence Avenue, S.W.
Washington, D.C. 20591

Los reglamentos sobre discriminación ilegal están a la disposición de los interesados para su examen en la oficina del Administrador del Aeropuerto.

Coordinador: Jacqueline Grossgold
Teléfono: (212) 435-3737
Dirección: 150 Greenwich Street, 4 World Trade Center, 18th Floor
New York, Ny 10007



U.S. Department of Transportation
Federal Aviation Administration

14-01018

7.1.5 Out-of-Service Example Posters

Newark Liberty International

WORKING FOR YOU

PREVENTIVE MAINTENANCE

We're performing **preventive maintenance** on this escalator to avoid unnecessary breakdowns and extended repair times.

What's Being Done: Inspection, cleaning and replacement of equipment

Service Return Date:

We are committed to a **96-hour turnaround** on preventive maintenance.

We're sorry for the inconvenience. Thank you for your patience.

TELL US WHAT ELSE WE CAN DO TO IMPROVE YOUR EXPERIENCE. EMAIL US AT AIRPORTCUSTOMERCARE@PANYNJ.GOV

Newark Liberty International Airport is a facility of The Port Authority of NY & NJ

THE PORT AUTHORITY OF NY & NJ

John F. Kennedy International

WORKING FOR YOU

PREVENTIVE MAINTENANCE

We're performing **preventive maintenance** on this escalator to avoid unnecessary breakdowns and extended repair times.

What's Being Done: Inspection, cleaning and replacement of equipment

Service Return Date:

We are committed to a **96-hour turnaround** on preventive maintenance.

We're sorry for the inconvenience. Thank you for your patience.

TELL US WHAT ELSE WE CAN DO TO IMPROVE YOUR EXPERIENCE. EMAIL US AT AIRPORTCUSTOMERCARE@PANYNJ.GOV

John F. Kennedy International Airport is a facility of The Port Authority of NY & NJ

THE PORT AUTHORITY OF NY & NJ

LaGuardia

WORKING FOR YOU

PREVENTIVE MAINTENANCE

We're performing **preventive maintenance** on this elevator to avoid unnecessary breakdowns and extended repair times.

What's Being Done: Inspection, cleaning and replacement of equipment

Service Return Date:

We are committed to a **96-hour turnaround** on preventive maintenance.

We're sorry for the inconvenience. Thank you for your patience.

TELL US WHAT ELSE WE CAN DO TO IMPROVE YOUR EXPERIENCE. EMAIL US AT AIRPORTCUSTOMERCARE@PANYNJ.GOV

LaGuardia Airport is a facility of The Port Authority of NY & NJ

THE PORT AUTHORITY OF NY & NJ

Stewart International

WORKING FOR YOU

PREVENTIVE MAINTENANCE

We're performing **preventive maintenance** on this escalator to avoid unnecessary breakdowns and extended repair times.

What's Being Done: Inspection, cleaning and replacement of equipment

Service Return Date:

We are committed to a **96-hour turnaround** on preventive maintenance.

We're sorry for the inconvenience. Thank you for your patience.

TELL US WHAT ELSE WE CAN DO TO IMPROVE YOUR EXPERIENCE. EMAIL US AT AIRPORTCUSTOMERCARE@PANYNJ.GOV

Stewart International Airport is a facility of The Port Authority of NY & NJ

THE PORT AUTHORITY OF NY & NJ

7.1.6 ACI Passenger Journey Stress Chart

Write in your response or place a 'X' in the box where applicable

	7 Did not notice/use	5 Excellent	4 Very Good	3 Good	2 Fair	1 Poor
AIRPORT FACILITIES						
U. Availability of bank/ATM facilities/ money changers	☐	☐	☐	☐	☐	☐
V. Shopping facilities	☐	☐	☐	☐	☐	☐
W. Value for money of shopping facilities	☐	☐	☐	☐	☐	☐
X. Internet access/Wi-Fi	☐	☐	☐	☐	☐	☐
Y. Business/Executive lounges	☐	☐	☐	☐	☐	☐
Z. Availability of washrooms/toilets	☐	☐	☐	☐	☐	☐
AA. Cleanliness of washrooms/toilets	☐	☐	☐	☐	☐	☐
BB. Comfort of waiting/gate areas	☐	☐	☐	☐	☐	☐
AIRPORT ENVIRONMENT						
CC. Cleanliness of airport terminal	☐	☐	☐	☐	☐	☐
DD. Ambience of the airport	☐	☐	☐	☐	☐	☐
OVERALL SATISFACTION with the airport						
☐	☐	☐	☐	☐	☐	☐
8. Which of the items listed in Question 7 are MOST IMPORTANT to you at THIS airport? (Please use the letters in front of the items for your rating. e.g. J)						
1st (e.g. N)	2nd (e.g. BB)	3rd (e.g. C)				
9. What was your BEST and WORST experience at THIS airport today?						
BEST						
WORST						
10. Arrivals services at THIS airport: (Based on previous experience in last 3 months)						
	7 Did not notice/use	5 Excellent	4 Very Good	3 Good	2 Fair	1 Poor
A. Passport/Personal ID inspection	☐	☐	☐	☐	☐	☐
B. Speed of baggage delivery service	☐	☐	☐	☐	☐	☐
C. Customs inspection	☐	☐	☐	☐	☐	☐

11. If it was NOT a connecting flight, what mode of transport did you use to arrive at THIS airport?

Private/Company Car ☐ Bus/Shuttle ☐ Taxi/Limo ☐
Rail/Subway ☐ Rental Car ☐ Other ☐

12. How long before the scheduled departure time of your flight did you arrive at THIS airport?

Less than 30 mins ☐ 30-45 mins ☐ 45-60 mins ☐ 1 hr-1 hr 15 mins ☐
1 hr 15 mins-1 hr 30 mins ☐ 1 hr 30 mins-2 hrs ☐ More than 2 hrs ☐

13. When you checked in at THIS airport, did you use a: (check all that apply)

Self-service kiosk ☐ Check-in desk ☐ Internet check-in ☐
Mobile check-in ☐ Bag drop-off desk ☐ Other ☐

14. What is your nationality/country of citizenship?

15. What is your country of residence? (if different from above)

16. Postal/Zip Code (residence):

17. Are you... Male ☐ Female ☐

18. What is your age group?

16-21 ☐ 22-25 ☐ 26-34 ☐ 35-44 ☐
45-54 ☐ 55-64 ☐ 65-75 ☐ 76 & over ☐

Additional comments:

Thank you for your participation. Please return this form to the interviewer before boarding.

Interviewer: Please indicate in the boxes below the traffic, the terminal and the gate of the interview. (Please write in block capitals or place a 'X' in the box where applicable)

☐ Inter. ☐ CA-US-T ☐ ☐ ☐ ☐

Code Questionnaire No. Dom. Terminal Gate No. Interviewer No.



7.1.8 Port Authority Service Evaluation Checklists

The checklists that are included here provide an overview of the type of minimum elements that the Port Authority may use, as part of their periodic checks, to monitor implementation of and progress against the terminal operator / lessee agreed Action Plans, and compel corrective action.

The minimum elements are provided for steps across the airport journey that include: check-in concourse, security checkpoint, lounge / shop / dine, boarding gate, flight arrival / deboarding, customs and border protection, baggage reclaim and journey from the airport or connecting to another terminal.

Check-In Concourse

Item	Service Evaluation Checklist Elements
1	Did the employee exhibit welcoming body language and demeanor or approach you to ask if you needed assistance? Did that employee display a nametag / nameplate or airport ID? What is the employee's name: _____
2	Did the employee welcome you with a smile and friendly verbal greeting? Did the employee provide a closing remark or visual acknowledgment?
3	Did the employee fully answer your questions and needs—either on their own or by connecting you to another employee/resource that did? Did you feel they were knowledgeable about the airport overall?
4	Did the employee make it their priority to assist the customer?
5	Did the employee communicate in a professional manner with customers and fellow employees?
6	Did the employee remain attentive and polite throughout the interaction?
7	Was the employee's workspace neat, orderly and free of personal belongings? Were they eating, drinking, chewing gum?
8	Did the employee process customers in an orderly, welcoming and efficient manner?
9	Was the employee able to cope with difficult situations in a calm and professional manner?
10	Did the employee convey a supportive tone when faced with questions or concerns about flights or checked bags?
11	Was the Additional Assistance Services employee present and available to help passengers that may require assistance?
12	Was there an adequate number of wheelchairs and attendants available to accommodate all passengers who may require assistance?

Item	Service Evaluation Checklist Elements
13	Were the areas where Additional Assistance Services are available easily identifiable via signage / wayfinding?
14	Was the area dust and debris free? (windowsills, counters, etc.)
15	Were trash receptacles clean and not overflowing and floor areas debris free?
16	Was the environment pleasant, well lit and welcoming?
17	Were the windows, walls, floors, partitions free of excessive smudges and did they appear clean?
18	Were signs in the area in like-new condition, highly visible, legible, sensible and made of durable materials? (e.g., no paper signage)
19	If free standing, did the sign obstruct passenger flow?
20	Were kiosks, elevators and escalators functioning in-like new condition? If not was a 'Working for You' sign up?
21	Was queueing area neat, organized and efficient? Tensa-barriers utilized effectively?
22	Was Wi-Fi available, easy to join, easily accessible, reliable and high speed?
23	Were COVID-19 related practices in place and being enforced? (e.g., PPE worn properly, plexiglass, social distance floor decals and signage, hand sanitizer, wipes)
24	Were construction areas screened from public view using an attractive visual barrier?
25	If an asset such as an elevator, moving sidewalk or escalator was out of service, was the 'Working For You' signage in place? If so, was there an estimated repair time / date?

Security Checkpoint

Item	Service Evaluation Checklist Elements
1	Was the employee's workspace neat, orderly and free of personal belongings? Was the employee wearing a name tag?
2	Did the employee process customers in an orderly, welcoming and efficient manner?
3	Was the employee clear about the security policies implemented at the time? (shoes on vs off, which line to use, etc.)

Security Checkpoint

Item	Service Evaluation Checklist Elements
4	Was the employee able to cope with difficult situations in a calm and professional manner if they occurred?
5	Did the employee communicate in a professional, courteous manner with customers and fellow employees?
6	Were signs in the Security Checkpoint area consistent with the current TSA signage standards? (e.g., no paper fliers / signs visible to public)
7	Are bins being provided and actively cleared and returned to a designated location? Were bins clean and in good condition?
8	Was the area dust and debris free? (windowsills, counters, equipment, etc.)
9	Were security checkpoint information displays accurate and did they display correct information as soon as possible?
10	Were the windows, walls, floors and partitions free of excessive smudges, decals and tape, and did they appear clean and in like-new condition?
11	Were trash receptacles clean and not overflowing and floor areas free of debris?
12	Were medical grade gloves used by screening employees properly disposed of? (i.e., not laying around workspaces)
13	Were construction areas screened from public view using an attractive visual barrier that follows branding guidelines?
14	Was the environment pleasant, well lit and welcoming?
15	Were COVID-19 related practices in place and being enforced? (e.g., PPE worn properly, crowd management, plexiglass, social distance floor decals and signage, hand sanitizer, wipes)
16	Was social distancing enforced and queues sufficiently spaced out?
17	Were airport employees enforcing mask usage by both employees and customers using latest guidelines?
18	Were employees proactively offering assistance to passengers who clearly needed assistance but did not ask for it? (if observed)

Security Checkpoint

Item	Service Evaluation Checklist Elements
19	Were employees accommodating specialized medical devices by allowing for alternative screening methods? (if applicable)
20	Did security employees including security dog handlers appear fully trained on how to assist persons with disabilities effectively and sensitively?

Lounge / Shop / Dine

Item	Service Evaluation Checklist Elements
1	Did the employee exhibit welcoming body language and demeanor or approach you to ask if you needed assistance? Did that employee display a nametag / nameplate or airport ID? What is the employee's name: _____
2	Did the employee fully answer your questions and needs – either on their own or by connecting you to another employee / resource that did? Did you feel they were knowledgeable about the airport overall?
3	Did the employee remain attentive and polite throughout the interaction?
4	Did the employee make it their priority to assist the customer?
5	Did the employee communicate in a professional manner with customers and fellow employees?
6	Was the employee's workspace neat, orderly and free of personal belongings?
7	Did the employee process customers in an orderly, welcoming and efficient manner?
8	Were food and beverages available for delivery to seating areas when possible?
9	Was the employee able to cope with difficult situations in a calm and professional manner?
10	Was the meal / snack / beverage of a quality that justified its cost?
11	Were prices clearly labeled on all goods for sale?
12	Were there any visual or sensory clues that you were located in the New York Metro region?

Lounge / Shop / Dine

Item	Service Evaluation Checklist Elements
13	Were signs in the area in good shape, highly visible, legible, sensible and made of durable materials? (e.g., no paper signage)
14	Were the dining and retail establishments' surfaces clean of debris and excessive smudges?
15	Was the hallway (common area) free of dust and debris? (windowsills, counters, etc.)
16	Were windows, walls, floors and partitions free of excessive smudges and did they appear clean and in like-new condition?
17	Were trash receptacles clean and not overflowing and floor areas debris free?
18	Were tables for dining clean?
19	Were trays, tray slides and tray drop offs clean?
20	Were electronics charging areas clean of debris and functioning?
21	Where there areas to sit and recompose and to consume food / beverage purchased?
22	Were construction areas screened from public view using an attractive visual barrier that follows branding guidelines?
23	Was Wi-Fi available, easy to join, easily accessible, reliable and high speed?
24	Was the environment pleasant, well lit and welcoming?
25	Were COVID-19 related practices in place and being enforced? (e.g., PPE worn properly, plexiglass, social distance floor decals and signage, hand sanitizer, wipes)
26	Were the facilities welcoming and accessible to passengers who require assistance? For example, was there accessible seating, lowered service counters? Was assistance made readily available to those who required it, etc.?
27	If an asset such as an elevator, moving sidewalk or escalator is out of service, is the 'Working For You' signage in place? If so, is there an estimated repair time / date?

Boarding Gate / Flight Embarkation

Item	Service Evaluation Checklist Elements
1	Did the employee exhibit welcoming body language and demeanor or approach you to ask if you needed assistance? Did that employee display a nametag / nameplate or airport ID? What is the employee's name: _____
2	Did the employee welcome you with a friendly verbal greeting? Did the employee provide a closing remark or visual acknowledgment?
3	Did the employee fully answer your questions and needs – either on their own or by connecting you to another employee / resource that did? Did you feel they were knowledgeable about the airport overall?
4	Did the employee remain attentive and polite throughout the interaction?
5	Did the employee process customers in an orderly, welcoming and efficient manner?
6	Did the employee communicate in a professional manner with customers and fellow employees?
7	Was the employee's workspace neat, orderly and free of personal belongings?
8	Was the employee able to cope with difficult situations in a calm and professional manner?
9	Were public address (PA) announcements clearly understandable?
10	Were flight information displays functioning and clearly visible throughout the gate area?
11	Were signs in the area in like-new condition, highly visible, legible, sensible and made of durable materials? (e.g., no paper signage)
12	Were seats and waiting areas clean and free of excessive debris and stains?
13	Was the hallway (common area) free of dust and debris (windowsills, counters, etc.)?
14	Was the seating free of rips, tears and broken parts, and were the charging outlets functioning (assessed via spot checks)?
15	Were the windows, walls, floors and partitions free of excessive smudges and did they appear clean and in like-new condition?
16	Were trash receptacles clean and not overflowing and floor areas debris free?
17	Were electronics charging areas readily available and clean of debris?

Boarding Gate / Flight Embarkation

Item	Service Evaluation Checklist Elements
18	Were construction areas screened from public view using an attractive visual barrier?
19	Was Wi-Fi available, easy to join, easily accessible, reliable, and high speed?
20	Was the environment pleasant, well lit and welcoming?
21	Were COVID-19 related practices in place and being enforced? (e.g., PPE worn properly, plexiglass, social distance floor decals and signage, hand sanitizer, wipes)
22	Was boarding information communicated to all customers at the same time? (e.g., via hearing loops / FIDS)
23	Was there designated seating for those with disabilities? Was that seating in good repair?
24	Were wheelchair attendants attentive to their customers' needs?

Flight Arrival / Deboarding

Item	Service Evaluation Checklist Elements
1	Did the employee exhibit welcoming body language and demeanor or approach you to ask if you needed assistance? Did that employee display a nametag / nameplate or airport ID? What is the employee's name: _____
2	Did the employee fully answer your questions and needs – either on their own or by connecting you to another employee / resource that did? Did you feel they were knowledgeable about the airport overall?
3	Did the employee remain attentive and polite throughout the interaction?
4	Did the employee make it their priority to assist the customer?
5	Did the employee communicate in a professional manner with customers and fellow employees?
6	Are there clear terminal maps for customers making connections online and if possible in airline seatback pocket magazines?
7	Were public address (PA) announcements clearly understandable?

Flight Arrival / Deboarding

Item	Service Evaluation Checklist Elements
8	Were flight information displays functioning and clearly visible throughout the gate area?
9	Was the area past the passenger boarding bridges free of obstacles to allow for easy exit?
10	Were the passenger boarding bridges free of excessive smudges and did they appear clean and in like-new condition?
11	Were construction areas screened from public view following branding guidelines?
12	Were passengers who require additional assistance accommodated appropriately?
13	Was Wi-Fi available, easy to join, easily accessible, reliable, and high speed?
14	Was the environment pleasant, well lit and welcoming?
15	Were COVID-19 related practices in place and being enforced? (e.g., PPE worn properly, plexiglass, social distance floor decals and signage, hand sanitizer, wipes)
16	Was there an adequate number of wheelchairs / attendants on hand to accommodate all passengers who required assistance?
17	Was baggage information communicated clearly to all passengers at the same time, via either announcements, hearing loops or visual aids / displays?
18	Was there a map close by showing key facilities, such as restrooms, FIS, baggage reclaim, transfer desks?
19	Was flight information relating to all terminals provided on the arrival journey?
20	Was there signage for connecting passengers arriving on international flights informing them that they are required to collect their baggage before clearing customs and immigration? And was it clear?

Customs and Border Protection

Item	Service Evaluation Checklist Elements
1	Did the employee communicate in a professional, courteous manner with customers and fellow employees?
2	Was the employee's workspace neat, orderly, and free of personal belongings? Was the employee wearing a name tag / nameplate?
3	Did the employee process customers in an orderly, welcoming and efficient manner?
4	Was the employee able to cope with difficult situations in a calm and professional manner?
5	Were signs in the area in good shape, highly visible, legible, sensible and made of durable materials? (e.g., no paper signage)
6	Was the area dust and debris free? (windowsills, counters, etc.)
7	Were the windows, walls, floors and partitions free of excessive smudges and did they appear clean and in like-new condition?
8	Were trash receptacles clean and not overflowing and floor areas debris free?
9	Were there areas after the customs point to recompose?
10	If there were large crowds were there also employees managing lines?
11	Were construction areas screened from public view using an attractive visual barrier that follows branding guidelines?
12	Was Wi-Fi easily accessible, easy to join, and high speed?
13	Was the environment pleasant, well lit and welcoming?
14	Were employees proactive in offering assistance to those customers who clearly require assistance but have not asked?
15	Did employees treat all customers with respect and address them directly using clear, plain language?
16	Were COVID-19 related practices in place and being enforced? (e.g., PPE worn properly, plexiglass, social distance floor decals and signage, hand sanitizer, wipes)

Baggage Reclaim

Item	Service Evaluation Checklist Elements
1	Did the employee exhibit welcoming body language and demeanor or approach you to ask if you needed assistance? Did that employee display a nametag / nameplate or airport ID?
2	Did the employee welcome you with a friendly verbal greeting? Did the employee provide a closing remark or visual acknowledgment?
3	Did the employee fully answer your questions and needs – either on their own or by connecting you to another employee/resource that did? Did you feel they were knowledgeable about the airport overall?
4	Did the employee remain attentive and polite throughout the interaction?
5	Did the employee make it their priority to assist the customer?
6	Did the employee communicate in a professional manner with customers and fellow employees?
7	Was the employee able to cope with difficult situations in a calm and professional manner?
8	Are baggage carousels in good condition with no excessive gouges, scratches, graffiti, or broken pieces?
9	Were signs in the area in like-new condition, highly visible, legible, sensible and made of durable materials? (e.g., no paper signage)
10	Was the area dust and debris free? (windowsills, counters, etc.)
11	Were the windows, walls, floors, partitions free of excessive smudges and did they appear clean and in like-new condition?
12	Were baggage carts being provided and actively cleared and returned to a designated location?
13	Were trash receptacles clean and not overflowing and were floor areas free of debris?
14	Were there areas after the baggage claim to recompose?
15	Were crowds managed proactively and efficiently?
16	Were construction areas screened from public view using an attractive visual barrier that follows branding guidelines?
17	Was Wi-Fi easily accessible, easy to join, reliable, and high speed?

Baggage Reclaim

Item	Service Evaluation Checklist Elements
18	Was the environment pleasant, well lit and welcoming?
19	Were COVID-related practices in place and being enforced? (e.g., PPE worn properly, plexiglass, social distance floor decals and signage, hand sanitizer, wipes)
20	If an asset such as an elevator, moving sidewalk or escalator was out of service, was the 'Working For You' signage in place? If so, was there an estimated repair time / date?

Arrivals Concourse

Item	Service Evaluation Checklist Elements
1	Did the employee exhibit welcoming body language and demeanor or approach you to ask if you needed assistance? Did that employee display a nametag / nameplate or airport ID? What is the employee's name: _____
2	Did the employee welcome you with a smile and friendly verbal greeting? Did the employee provide a closing remark or visual acknowledgement?
3	Did the employee fully answer your questions and needs—either on their own or by connecting you to another employee / resource that did? Did you feel they were knowledgeable about the airport overall?
4	Did the employee make it their priority to assist the customer?
5	Did the employee communicate in a professional manner with customers and fellow employees?
6	Did the employee remain attentive and polite throughout the interaction?
7	Was the employee eating, drinking, chewing gum?
8	Was the employee able to cope with difficult situations in a calm and professional manner?
9	Did the employee convey a supportive tone when faced with questions or concerns about lost / missing baggage?
10	Was the Additional Assistance Services employee present and available to help customers that may require assistance?

Arrivals Concourse

Item	Service Evaluation Checklist Elements
11	Were the areas where Additional Assistance Services are available easily identifiable via signage / wayfinding?
12	Was the environment welcoming to customers with art, architecture and / or technology that was visible and accessible?
13	Was the Welcome Center well stocked with interesting things to do in the area? Did it display any particular events and public information needs? Was it clean, free of debris and well lit? Was it equipped to support multiple languages and all customers?
14	Was there an area available for arriving customers to be reunited with friends, relatives and other greeters?
15	Were the FIDS monitors conveniently located and in good working condition?
16	Was the area dust and debris free? (windowsills, counters, etc.)
17	Were trash receptacles clean and not overflowing and floor areas debris free (e.g., indoor and on the frontage)?
18	Was the environment pleasant, well lit and welcoming?
19	Were signs in the area in like-new condition, highly visible, sensible and made of durable materials? (e.g., no paper signage) If free standing, did the sign obstruct passenger flow?
20	Were kiosks, elevators, and escalators functioning in like-new condition? If not, was a “Working for You” sign up? Was there an estimated repair time / date displayed?
21	Was Wi-Fi available, easy to join, easily accessible, reliable and high speed?
22	Was the queueing area neat, organized and efficient? Were tensa-barriers utilized effectively? (e.g., taxi line to avoid bottlenecks)
23	Were COVID-19 related practices in place and being enforced? (e.g., PPE worn properly, wsocial distance floor decals and signage, hand sanitizer, wipes)
24	Were construction areas screened from public view using an attractive visual barrier that follows branding guidelines?
25	Were facilities available for families and nursing mothers?
26	Were the restroom / changing station facilities clean, without trash or debris, and well stocked?

Journey From the Airport or Connecting to Another Terminal

Item	Service Evaluation Checklist Elements
1	Did the Taxi Stand area employee display a smile and make eye contact with customers and fellow employees? Were they alert and not distracted?
2	Did the Taxi Stand area employee have a nametag at all times and an airport ID that was visible to the public at all times?
3	Was the Taxi Dispatch area employee clean and in good condition?
4	Was signage clear about where to go and where to wait for taxis?
5	Was the Taxi Stand area employee present and alert? (e.g., not distracted by other employees or using an electronic device)
6	Did the Taxi Stand area employee make every effort to be resourceful and seek out answers to connect the customer to the next step?
7	Did the Taxi Stand area employee not eat, drink, chew gum or smoke in other than designated areas of the workplace, especially in view of customers when in uniform?
8	Did the Taxi Stand area employee offer a positive and friendly closing when ending an interaction with a customer?
9	Did the Parking area employee exceed the customer's expectations with surprise and delight, moments that matter, anticipating needs, etc.?
10	Did the Parking area employee wear a nametag at all times and an official airport ID that was visible to the public at all times?
11	Did the Parking area employee offer all customers a positive and friendly verbal greeting?
12	Did the Parking area employee initiate the interaction in a proactive manner?
13	Did the Parking area employee display a smile and make eye contact with customers and fellow employees?
14	Did the Parking area employee use a positive and friendly closing when ending an interaction with a customer?
15	Did the Parking area employee make you feel welcome with their greeting? (make you feel at ease and not an interruption)

Journey From the Airport or Connecting to Another Terminal

Item	Service Evaluation Checklist Elements
16	Did the Parking area employee command a presence with positive body language and positive attitude at all times?
17	Were the Parking area employees patient in their words and actions?
18	Were the Parking area employees present and alert (not distracted by other employees or using an electronic device)?
19	Was the environment pleasant, well lit and welcoming?
20	Were COVID-19 related practices in place and being enforced? (e.g., PPE worn properly, plexiglass, social distance floor decals and signage, hand sanitizer, wipes)?
21	Did the AirTrain area employee display a smile and make eye contact with customers and fellow employees? Were they alert and not distracted?
22	Did the AirTrain area employees have nametags at all times and Airport Identification that is visible to the public at all times?
23a 23b 23c	Were the AirTrain station area and vehicles clean and in good condition? Were the MTA and / or NJ Transit kiosks in working condition accepting cash and cards at transfer AirTrain stations? Were the maps in the AirTrain station clearly visible? Did they show the system layout and which stations lead to which terminals, facilities and other connections?
24	Was signage clear about how to pay for and use the AirTrain system? Were there instructions on payment for connecting transit systems? (e.g., NJ Transit, MTA) Focus specifically on payment and directions to major points of interest, Manhattan, Newark, Jamaica.
25	Was the AirTrain area employee present and alert? (e.g., not distracted by other employees or using an electronic device)
26	Did the AirTrain area employee make every effort to be resourceful, seek out answers to connect customer to the next step?
27	Did the AirTrain area employee not eat, drink, chew gum or smoke in other than designated areas of the workplace, especially in view of customers when in uniform?
28	Did the AirTrain area employee offer a positive and friendly closing when ending an interaction with a customer? (can be nonverbal)
29	Were accessible vehicles available to customers who may require them?

7.2 Research and Best Practice Benchmarking



A rigorous approach has been taken to develop and write this Manual, and includes research into industry best practices; passenger surveys at the three primary Port Authority Airports; and discussions with organizations representing passengers likely to require Additional Assistance or specific needs in the airport environment, such as persons with disabilities, the elderly, and families travelling with young children.

7.2.1 Industry Bodies

Many aviation-industry bodies produce their own guidelines to help airport-operators plan and maintain facilities that are suitable to meet the changing needs and requirements of passengers and other airport customers. Some of these recommended guidelines relate to what constitutes a minimum requirement, while others go beyond the minimum to give guidelines on what would constitute industry best practices.

The Manual has been developed in accordance with those industry best practices, guidelines and principles as recommended by the following international and national industry bodies:

- Airports Council International (ACI)
- Airport Cooperative Research Program (ACRP)
- Federal Aviation Administration (FAA)
- International Air Transportation Association (IATA)
- International Civil Aviation Organization (ICAO)

Documentation relating to customer experience standards and guidelines by the above organizations was compiled, analyzed and used in the production of this Manual.

7.2.2 International Benchmarking

Port Authority Airport Peers

Publicly available information on best-in-class peer airports across the globe was used to identify their standards, guidelines and best practices. These include the top performing airports in the ACI ASQ and Skytrax surveys in Europe, the Middle East and Asia. Some of the airports chosen for the benchmarking exercise are world class in terms of overall performance, while others are outstanding in specific classes (class leading). These airports include:

- World Class Airports (based on ACI ASQ and Skytrax surveys):

Singapore Changi Airport (SIN) – ACI ASQ:

- Ranked 1st (Skytrax) between 2013 and 2019
- Best airport for over 40 million passengers (2018, 2019) in Asia-Pacific
- World’s Best Environment and Ambiance (2019)
- World’s Best Customer Service and World’s Best Infrastructure and Facilitation (2019)

London Heathrow Airport (LHR):

- Ranked 8th (Skytrax 2019); has been consistently in the top 10 since 2013
- Won “Worlds’ Best Terminal” for the newest terminals (T2 and T5) on a number of occasions, including in 2018 (T2) and 2019 (T5)
- West European gateway provides a like-for-like world class benchmark for JFK

Toronto Pearson Airport (YYZ) – ACI ASQ:

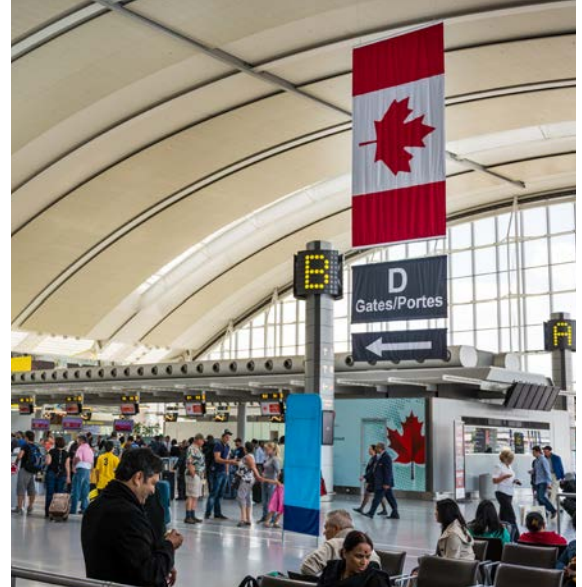
- Best airport for over 40 million passengers (2018, 2019) in North America
- Most Improved Airport 2019 in North America
- Traffic characteristics are similar to JFK

■ **Class-Leading Airports:****Minneapolis-Saint Paul Airport (MSP) – ACI ASQ:**

- Best airport for over 40 million passengers in North America (2018, 2019)
- Provides a good traffic benchmark for LaGuardia

Munich International Airport (MUC) – Skytrax:

- Best Airport in Europe and ranked 7th (2019)
- Within the top 10 airports in the last decade

**Hospitality / Service Industry**

As part of the secondary research, global top brands from the hospitality / service sector were also considered in relation to their customer service approach — a prime factor critical to their success.

Ritz-Carlton, a globally renowned brand, is synonymous with timeless style and uncompromising in service excellence and the highest of quality standards (Gold Standards). On April 15th, 2020, Ritz-Carlton Central Park had a TripAdvisor rating of 4.5 and is ranked by TripAdvisor as #90 of 509 hotels in New York.

The brand has identified and consistently applied values relating to staff pride, empowerment, appearance, language and behavior, and a service culture that has at its heart “a warm welcome, use of the guest’s name and fulfilment of their needs, and a fond farewell”. Staff are clear about the standards expected of them and their responsibility to themselves, their colleagues, the guests and the company.



These service values define the DNA of other top hospitality and customer-facing organizations such as Disney and Apple, which evolve around (value extracts summarized here):

- Dreams are made of safety
- Approach customers with a personalized, warm welcome
- Show up and be show ready
- Listen for and resolve issues or concerns
- Use the guest's name—anticipate and fulfill each guest's needs
- Fond farewell—give a warm goodbye and use the guest's name

7.2.3 Primary Research: Our Passengers' and Frontline Employees' Voices**7.2.3.1 Observations and Surveys**

In order to identify what passengers at Port Authority airports consider to be a best-in-class customer experience, a series of passengers and frontline staff surveys were designed and undertaken at JFK, EWR and LGA. Information gathered was used to support the development of the Airport Customer Experience Performance and Standards Manual.



Passenger Observations

This survey involved members of the survey team discretely following and observing passengers on their journey through the airport, to ascertain any issues or challenges that they had and the methods / tools they employed to overcome them.

In particular, any interaction with signage, FIDS / BIDS, or members of staff were noted, as were any signs that the passengers appeared confused or lost as to where they were or where they needed to go.

The observations were undertaken landside only and followed departing passengers from curb / AirTrain to TSA checkpoint (departures), and for arriving passengers from baggage reclaim / CBP exit to curb / parking garage / TSA checkpoint at terminal of departure (connecting passengers).

Departing Passenger Interviews

This survey involved members of the survey team interviewing departing passengers at their gate of departure to ascertain their experience in journeying through the terminal and to the gate. By interviewing passengers, it was possible to understand from the passengers themselves what is working well, what is not working well, and what is important to them when traveling through an airport.

The face-to-face interviews were undertaken at the gate for two reasons:

- Passengers had experienced much of the departure journey by the time they had reached the gate and hence were able to reflect on their experience to that point.
- Of all the journey steps the departing passenger takes at an airport, the most leisurely is often the time they spend at the gate waiting for flight boarding to commence. This is therefore a very suitable location to undertake a 5- to 10-minute interview.

Airport Frontline Staff Interviews

This survey involved members of the survey team interviewing employees of the Port Authority frontline customer service team to gain insight into the most common passenger problems they deal with on a day-to-day basis.

Accessibility Simulated Travel Study

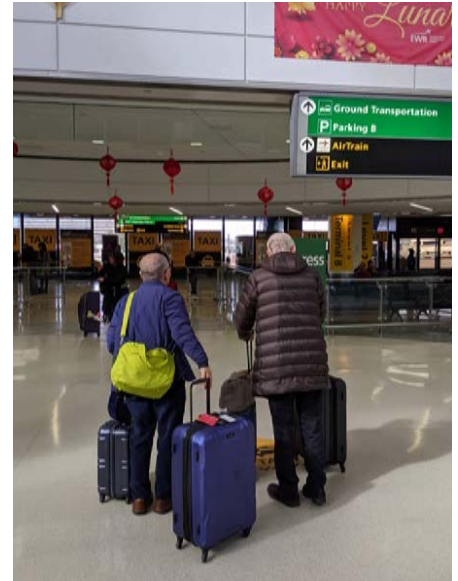
This aspect of the research focused exclusively on those requiring Additional Assistance, including those with mobility issues, sensory / learning differences, and the elderly. Each participant was given one of three journeys to make:

- Flight Connection – JFK T4-T5 or JFK T1-T8
- Flight Departure – Commencing at train station (JFK)
- Flight Arrival – Commencing at CBP exit / domestic reclaim (JFK / LGA)

The participants in this research were not passengers but were instead recruited from outreach groups, including those listed below:

- Port Authority Abilities Network
- Wheeling Forward
- Deaf and Hard of Hearing Interpreting Services Inc.
- Big Apple Greeters
- Society for Accessible Travel in Hospitality
- Center for Independence for the Disabled

Each participant who was simulating a flight connection or a flight departure was taken to the starting point of their journey and given a card stating the carrier, flight number, and origin / destination of their mock flight. Some participants were also given props, such as luggage to simulate the additional challenges that this posed. The participant was then asked to find the check-in zone for their flight.



Those participants who were simulating a flight arrival were asked to find their way to either the app-based for-hire vehicles service pickup area (LGA), the taxi shuttle pickup area (LGA), or Jamaica Station (JFK).

Once the participant had completed the task, they were interviewed by a member of the survey team to understand their experience, including the challenges they faced on their journey.

Interview With Heathrow Airport Limited

The research team interviewed representatives from Heathrow Airport to identify their approach to customer service in the context of accessibility and inclusivity, and to understand how this could be applied to Port Authority Airports.

The attendees from Heathrow Airport were the Airport Customer Relations Manager and a member of the Inclusivity and Diversity Team.

It became apparent during the interview that a culture of care is embedded into the Heathrow culture. The insight from this interview: having the right people, with the right training, at the right time, with the right behavior and the right data / software to get the job done is key to delivering excellent customer service to those who need extra help on their journey through the airport.

Representative Organizations

To augment the research outlined above and to better understand the challenges that passengers requiring Additional Assistance have in the airport environment, discussion groups with representative organizations were also undertaken. These included the following:

- Port Authority Parents Working Together (PAPWT) – Representing family groups with young children
- Society for Accessible Travel and Hospitality (SATH) – Representing all travelers with disabilities
- Port Authority Office of Diversity & Inclusion – Representing the Port Authority’s diversity and inclusion strategy in the New York / New Jersey region

The primary objectives of these discussion groups were as follows:

- To identify the challenges that groups of travelers requiring Additional Assistance experience on the airport journey.
- To understand what is important to them on their airport journey.
- To draw upon their experience at other airports where these challenges have been circumvented.



Hospitality Industry

The research also considered the approach taken to customer service in the hotel industry, where customer service is critical to the success of the business.

A representative of HY36 Crowne Plaza in midtown Manhattan was interviewed regarding standards and guidelines the hotel puts in place to deliver excellent customer service. HY36 is one of the top-ranking hotels in Manhattan; on February 14th, 2020 it had a TripAdvisor rating of 4.5 and was ranked by TripAdvisor as #46 of 510 hotels in New York.

The insight from this interview demonstrated the importance of staff attitude and training, as well as understanding the needs of the customer.

7.2.3.2 IATA GPS Survey Data

IATA undertakes an online Global Passenger Survey on an annual basis with the aim of establishing the preferences and behaviors of travelers around the world. The last survey was undertaken in 2019, comprising over 10,000 respondents from across 171 countries.

The survey includes questions relating to the following aspects of travel:

- Booking and payment
- Pre-travel
- Departure
- Arrival
- Flight connection
- Travel information, communication and technology

The results from this survey were analyzed and used to cross-reference findings from the other research undertaken in the production of this Manual, and to consider how passengers interact with technology today and trends to future-proof the Standards and guidelines outlined in the Manual.

7.3 Service Excellence Performance and Measurement Action Plan - Template

Name of Terminal Operator / Service Provider Service Excellence Performance and Measurement Plan		
Management Summary		Terminal operator's summary of the Service Management Action Plan (Part A), the Customer Care Action Plan (Part B), and the Front-of-House Asset Service Action Plan (Part C): ■ Key trends from the previous year / reporting period ■ Priorities for the upcoming year / reporting period ■ Key anticipated investments ■ Key planned service enhancements ■ KPI improvement targets, e.g., ASQ, asset availability
Part A – Service Management Plan		
Item:	Port Authority Input:	Terminal Operator Input:
1. Organizational Values:	Port Authority WE SOAR service values	Terminal operator's statement of their values, how these reflect or incorporate the WE SOAR values; and how the terminal operator communicates and embeds these values in their culture and their service providers' culture.
2. Recruitment and Training:		Terminal operator's statement of how frontline airport staff recruitment and training deliver service excellence: Recruitment: Description of how the best talent to deliver excellence is attracted and recruited. This may include a summary of the attitude / behavior and competencies expected for frontline airport staff, and the selection criteria used. Training: Description of how the terminal operator approaches induction training, to enable new frontline staff to perform their best from day 1, e.g., in terms of demonstrating the company's values and ethos, and equipped with appropriate tools and information to assist all customers. Recurrent training: Description of how the terminal operator provides recurrent training and how often, to reinforce the company values and ethos, and to refresh both staff knowledge, awareness and attitudinal elements of their work.

Name of Terminal Operator / Service Provider Service Excellence Performance and Measurement Plan

Part A – Service Management Plan

Item:	Port Authority Input:	Terminal Operator Input:
3. Supervision / Coordination:		Terminal operator's description of how, across the entire customer journey, supervisory staff manage and coordinate the delivery of service standards on a shift basis, including the training, team management and service recovery elements of this function.
4. Suggestions and Feedback:		Terminal operator's description of how they facilitate a service improvement and suggestions scheme for staff and customers; how often suggestions and feedback are gathered, actioned and reported to their own staff and to their service providers, and in what format.
5. Service Measurement and Feedback:	Port Authority description of the range of service audit methods, as well as how and when they share the results with the terminal operator.	Terminal operator's description of how performance is monitored across the entire journey, relative to the service standards and the ACI ASQ satisfaction rating attributes. Terminal operators to also describe how and when the results are shared and integrated with the Port Authority and cascaded to their service providers.
6. Continuous Improvement:		Terminal operator's description of how they approach the identification and resolution of any areas of service delivery which fall below standard and how they manage frontline staff members delivering sub-standard service. <i>Reference should be made to the Service Excellence Standards detailed in Sections 1 and 2; and to the reference material in Section 7, Supporting Information and Exhibits. The customer segments and journey mapping guidance in Section 5 will assist in ensuring that pain points have been identified and addressed.</i>
7. Culture, Communication and Celebration:	Port Authority's description of the communication of service measurement results, so that they can be incorporated into the internal stakeholder communication channels and plans.	Terminal operator's description of how they embed service excellence into their culture; how the results are communicated and celebrated, e.g., <i>events, employee facilities and amenities, and other initiatives</i> .
8. Accountability and Responsibility:	Port Authority's statement on the role responsible for liaising and coordinating with the terminal operator during the preparation and for the agreement of the Action Plan.	Terminal operator's clarification of which role within their organization is responsible for the successful, consistent delivery of service excellence, and to whom they are accountable. <i>This may include an Organization Chart.</i>

Name of Terminal Operator / Service Provider

Service Excellence Performance and Measurement Plan

Part B – Customer Care Plan

The Customer Care Action Plan takes account of the relevant elements of the **Service Excellence Standards**, and [Section 2. Service Excellence During Irregular Operations](#), and of the relevant best practices as specified in the reference materials listed in [Section 7. Supporting Information and Exhibits](#).

The **Customer Care Action Plan** keeps a dual focus on the Standards described in [Sections 1](#) and [2](#), and the organization's specific service standards and DNA.

Item:	Terminal Operator Input:
1. Successes and Areas Identified for Priority Improvement:	Terminal operator's description of successes in the previous reporting cycle, and priority improvement areas for the next reporting cycle. <i>Cover core service elements and / or journey steps, as appropriate.</i> <i>Focus on creating an experience which goes way beyond the "basics" of using an airport, in order to attain world class status.</i>
2. Plan of Action and Targets for Areas Requiring Improvement:	Terminal operator's description of how they will address and improve the service elements highlighted in Part B.1 above. <i>Include measurable targets where possible, ensuring that the Service Excellence Standards detailed in Sections 1 and 2 and that the ACI ASQ satisfaction rating attributes are taken into account. Use the customer segments and journey mapping guidance in Section 7. Supporting Information and Exhibits.</i>
3. Service Standards Definition by Core Service Element & Journey Step:	Terminal operator's description of their standards of service set for the core service elements and journey steps pertinent to customer care. Core Service Elements: Human Interaction, Accessibility, Cleanliness, Wayfinding, etc. (See Section 5.2.1.1 for full list) Journey Steps: Pre-Travel Information and Planning, Journey to the Airport, Arriving at the Terminal, Check-in Concourse, Security Checkpoint, etc. (See Section 5.2.1.1 for full list) <i>Reference to the customer segments and journey mapping guidance available in Section 7. Supporting Information and Exhibits, to ensure that all segments are considered, and potential pain points identified and mitigated.</i> <i>Each core service element and journey step should be described reflecting a combination of the Service Excellence Standards in Sections 1 and 2; the ACI ASQ satisfaction rating attributes; and the culture of the service delivery organization(s).</i> <i>An example of the definition of the service standards specific to the Check-in Concourse journey step can be found below. This is to give an illustration of the standards expected by the Port Authority.</i>

Name of Terminal Operator / Service Provider

Service Excellence Performance and Measurement Plan

Part B – Customer Care Plan

Item:	Terminal Operator Input:
a. Check-In Service Standards Example:	Items in bold in the example are “non-negotiable”, as they reflect the ACI ASQ scoring mechanism. Core Service Element ■ Human interaction ■ Accessibility ■ Cleanliness ■ Wayfinding ■ etc. Journey Step: ■ Pre-Travel Information and Planning ■ Journey to the Airport ■ Arriving at the Terminal ■ Check-In Concourse Check-in staff “own” each transaction and are required to: – Greet each customer with eye contact, a smile and a warm, verbal welcome appropriate to the time of day and culture of the airline. – Thank customers who have been waiting in line to check in – “Own it” – Use the customer’s name (if it can be pronounced properly, without causing offence) at least once during the transaction. The name to be used at least once during 75% of transactions. – Explain the boarding pass, highlighting gate number and boarding time, and show the baggage check. – Take care to ensure that customers who are disabled receive the same level of customer service as all other customers, understanding that this may mean offering service in a different way, in order to provide the same level of experience – Explain the location of any Security Fast Track or Business / First Class Lounge facilities to qualifying customers. – If the customer has any additional needs (e.g., has a service animal or uses a wheelchair), proactively offer details on where they can find accessible facilities, e.g., Service Animal Relief Areas or accessible routes. – Return all documents to the customer and show them the direction to the next journey step. – Ask the customer if they have any questions or need further assistance – Thank the customer, smile, and wish them a good flight. – Project a ‘heads-up’, alert, professional and approachable image by making eye contact with customers, smiling, and being aware of what is going on around them – Be well groomed and presented according to the uniform standards of the employer – Maintain a tidy and organized desk environment Check-in supervision staff are to “own” the overall efficiency and quality of delivery of the check-in experience. They should: – Provide the agreed number of desks at the agreed times relative to flight schedules – Provide the agreed mix of desk types (e.g., economy, premium, groups, bag drop, Additional Assistance, families) – Facilitate an organized line system for customers waiting to check in, using the agreed methods – Where tensa-barriers are used, initiative must be shown to flex the distance that customers need to walk, according to current and expected load and typical customer reporting profiles – Manage a call-forward system to maximize the efficiency of the check-in desks available, minimize the time spent in line, and minimize the frustration of customers if desks are not allocated promptly.

Name of Terminal Operator / Service Provider

Service Excellence Performance and Measurement Plan

Part B – Customer Care Plan

Item:	Terminal Operator Input:
4. Service Excellence Monitoring & Audit:	Terminal operator's methodology for their self-audit of the aforementioned standards. This should include: ■ What will be done? ■ How frequently? ■ By whom? ■ How will the results be collated, and findings turned into information, corrective actions and training? <i>Provide a copy of the self-audit documentation with this Action Plan. The self-audit document should mirror the standards set by the terminal operator for each core service element and journey step set in Part B.3 above.</i> <i>Furthermore, to reflect ACI ASQ passenger satisfaction rating attributes, the self-audit document must contain the following:</i> ■ Efficiency of staff at each journey step ■ Courtesy and helpfulness of staff at each journey step

Part C – Front-of-House Asset Service Plan

The **Front-of-House Asset Service Action Plan** takes account of the relevant elements of the **Service Excellence Standards**, and [Section 2. Service Excellence During Irregular Operations](#), and of the relevant best practices as specified in the reference materials listed in [Section 7, Supporting Information and Exhibits](#).

Item:	Terminal Operator Input:
1. Successes and Areas Identified for Priority Improvement:	Terminal operator's summary of successes in the previous reporting cycle, and priority improvement areas for the next reporting cycle. <i>Cover core service elements and / or journey steps, as appropriate.</i> <i>Focus on creating an experience which goes way beyond the "basics" of using an airport, in order to attain world class service status.</i>
2. Action Plan and Targets for Areas Requiring Improvement:	Terminal operator's description of how they will address and improve the priority front-of-house asset improvement areas highlighted in Part C.1 above. <i>Include measurable targets where possible, ensuring that the Service Excellence Standards detailed in Sections 1 and 2, and that the ACI ASQ satisfaction rating attributes are taken into account.</i> <i>Use the customer segments and journey mapping guidance in Section 7, Supporting Information and Exhibits.</i>

Name of Terminal Operator / Service Provider

Service Excellence Performance and Measurement Plan

Part C – Front-of-House Asset Service Plan

Item:	Terminal Operator Input:
3. A New York / New Jersey Sense of Place & Anticipation of Travel:	Terminal operator's description of how it creates a "sense of place", reflecting the DNA of the region and / or the operator. This is best discussed with the Port Authority in advance, to ensure a coordinated approach across all terminals / airports. Example: ■ Name piers or retail / F&B areas after local regions, airport site history or air travel legends (in line with wayfinding, and within any legal / copyright restrictions) ■ Clear, well-lit and engaging signage on arrival at the terminal, supplementary to directional signage ■ Display of photographs / artwork to evoke nostalgic emotions around the "Golden Age of Travel"
4. Community Engagement:	Terminal operator's description of how they integrate or engage with the local community Example: ■ Annual plan and provision of space in the terminal for local engagement events, reflecting key calendar dates / holidays ■ Special events hosted in the terminal, sponsorship in the community ■ Identify spaces within the terminal, it is possible to host art exhibitions ■ Identify spaces within the terminal, in which it is possible to host art exhibitions
5. Front-of-House Asset Service Standards Definition by Core Service Element and Journey Step:	Terminal operator's description of their front-of-house asset service standards for each core service element and journey step. Core Service Elements: Human Interaction, Accessibility, Cleanliness, Wayfinding, etc. (See Section 5.2.1.1 for full list) Journey Steps: Pre-Travel Information and Planning, Journey to the Airport, Arriving at the Terminal, Check-in Concourse, Security Checkpoint, etc. (See Section 5.2.1.1 for full list) Reference to the customer segments and journey mapping guidance in Section 7, Supporting Information and Exhibits, to ensure that all segments are considered, and potential pain points identified and mitigated. Each core service element and journey step should be described reflecting a combination of the Service Excellence Standards in Sections 1 and 2 and the ACI ASQ satisfaction rating attributes. An example of the definition of the front-of-house asset service standards specific to the Check-in Concourse journey step can be found below. This is to give an illustration of the standards expected by the Port Authority.

Name of Terminal Operator / Service Provider

Service Excellence Performance and Measurement Plan

Part C – Front-of-House Asset Service Plan

Item:	Terminal Operator Input:
a. Front-of-House Asset Standards Example – Check-In Concourse:	Items in bold in the example are “non-negotiable”, as they reflect the ACI ASQ scoring mechanism. Core Service Element ■ Human interaction ■ Accessibility ■ Cleanliness ■ Wayfinding ■ etc. Journey Step: ■ Pre-Travel Information and Planning ■ Journey to the Airport ■ Arriving at the Terminal ■ Check-In Concourse • Provide prominent, lit or dynamic signage welcoming customers to the terminal • Provide a multi-functional orientation zone, including working clocks, up-to-date information as to where to check in or where to proceed to next, and effective directional signage • Provide a central information point, which is accessible to all customers (including those with additional requirements), where multiple languages and braille can be facilitated • Provide a clearly signposted and manned Additional Assistance area, ideally close to a dedicated drop-off zone on the curb for customers requiring assistance • Provision of the agreed number of check-in desks, including adapted desks for customers in wheelchairs, or with other assistance requirements • Provision and effective use of queue line management systems at check-in (tensa-barriers, signage, etc.) • Provision of general and accessible seating, clean and in good condition, in accordance with terminal design guidelines • Availability and condition of elevators, moving walkways and customer golf carts, where applicable • Clear announcements where applicable • Availability and condition of directional signage • Availability and condition of FIDS, fully populated with upcoming flights • Availability of a range of F&B and retail outlets (if provided landside) • Availability of bank / ATM / money exchange facilities (if provided landside) • Reliable, easy-to-join and high-speed Wi-Fi • Availability and condition of restroom and changing facilities, suiting all types of customers including those with additional requirements, in accordance with best practice and regulations • All touch free elements of restroom and changing facilities to be in full working order • Cleanliness and air freshness of all restroom and changing facilities to a 5* standard • Adequate stock of consumables in all restroom and changing facilities • Availability and condition of Service Animal Relief Areas • Cleanliness of Service Animal Relief Areas • Condition of all floors, walls, fixed furniture, windows, ceilings

Name of Terminal Operator / Service Provider

Service Excellence Performance and Measurement Plan

Part C – Front-of-House Asset Service Plan

Item:	Terminal Operator Input:
a. Front-of-House Asset Standards Example – Check-In Concourse:	• Cleanliness of all floors, walls, fixed furniture, windows, ceilings • Floors to be clear of spills, dampness (especially at entrances during inclement weather), cracks, breaks, sudden changes of level, or any other safety risks • Heavy cleaning or maintenance to be carried out during off peak hours / terminal down time • Overall cleanliness • Overall ambience including being well lit ■ Security Checkpoint ■ etc.
6. Front-of-House Asset Service Monitoring & Audit:	Terminal operator's methodology for their self-audit of the standards set in Part C.5. above. This should include: ■ What will be done? ■ How frequently? ■ By whom? ■ How will the results be collated, and findings turned into information, corrective actions and training? <i>Provide a copy of the self-audit documentation with this Action Plan. The self-audit document should mirror the standards set by the terminal operator in Part C.5 above.</i> <i>Furthermore, to reflect the ACI ASQ satisfaction rating attributes, the self-audit document must contain all of the following:</i> ■ Provision and effective use of queue line management systems at all journey steps (tensa-barriers, signage, etc.) ■ Availability and condition of moving walkways and passenger golf carts, to minimize walking distances ■ Availability and condition of directional signage (departures, arrivals, connections) ■ Availability and condition of FIDS ■ Availability of a range of F&B and retail outlets ■ Availability of bank / ATM / money exchange facilities ■ Reliable, easy-to-join and high-speed Wi-Fi ■ Availability and condition of restrooms and changing facilities, suiting all types of customers including those with additional requirements ■ Cleanliness of all restrooms and changing facilities ■ Availability and condition of Service Animal Relief Areas ■ Cleanliness of Service Animal Relief Areas ■ Observations of availability and comfort of waiting / gate areas (where applicable) ■ Sufficient provision and condition of baggage reclaim belts ■ Condition of all floors, walls, fixed furniture, windows, ceilings ■ Cleanliness of all floors, walls, fixed furniture, windows, ceilings ■ Provision of parking facilities; restaurant / eating facilities; shopping facilities ■ Value for money of parking facilities; restaurant / eating facilities; shopping facilities ■ Overall cleanliness ■ Overall ambience

8 List of Abbreviations



ACES – Airport Customer Experience Specialists

ACI – Airport Council International

ACRP – Airport Cooperative Research Program

ADA – Americans with Disabilities Act

ADRM – Airport Development Reference Manual

ANSI – American National Standards Institute

AOC – Airport Operation Center

AR – Augmented Reality

ASQ – Airport Service Quality

ATM – Automated Teller Machine

BIDS – Baggage Information Display System

CBP – Customs and Border Protection

CCTV – Close Circuit Television

CFR – Code of Federal Regulations

CSO – Chief Security Office

EOC – Emergency Operation Center

EV – Electric Vehicle

EWR – Newark International Airport

FAA – Federal Aviation Administration

F&B – Food and Beverage

FIDS – Flight Information Display Systems

FIS – Federal Inspection Service

GPS – Global Passenger Survey

IATA – International Air Transportation Association

ICAO – International Civil Aviation Organization

IROPS – Irregular Operations

JFK – John F. Kennedy International Airport

KPI – Key Performance Indicator

LGA – LaGuardia Airport

LHR – London Heathrow Airport

LIRR – Long Island Rail Road

MSP – Minneapolis-Saint Paul Airport

MTA – Metropolitan Transportation Authority

MUC – Munich International Airport

NJ – New Jersey

NJT – New Jersey Transit

NY – New York

NYC – New York City

PANYNJ – Port Authority of
New York and New Jersey

PAPD – Port Authority of New York and New Jersey
Police Department

PAPRICA – Port Authority Passenger Relief in
Cooperation with the Airlines

PAPWT – Port Authority Parents Working Together

PPE – Personal Protective Equipment

SARA – Service Animal Rest Area

SATH – Society for Accessible Travel and Hospitality

SIN – Singapore Changi Airport

SMS – Short Message Service

SWF – New York Stewart International Airport

TCAP – Tenant Construction and Alteration Process

TSA – Transportation Security Administration

USA – United States of America

UN – United Nations

VIP – Very Important Person or Personage

WCAG – World Wide Web Consortium's
Web Content Accessibility Guidelines

YYZ – Toronto Pearson Airport

