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This document is structured to cover 4 different parts:

1. Overview,
2. Protocol,
3. Airport Authority Check-lists (AITL),
4. Action Plan per Entity.

1 OVERVIEW

As part of a comprehensive approach to resume operations of scheduled international air operations at Toussaint Louverture International Airport (AITL), a Task Force was created. Its mission was to propose an approach and associated procedures for the reopening of the airport all the while taking into consideration the risks associated with Covid-19. In compliance with the action plans developed herein and by allocating the necessary resources within a reasonable amount of time, all things held constant, AITL will be ready to operate on June 30th, 2020. This document takes into account the results of the meetings held on May 27, 28, 29 and June 01, 03 within OFNAC as well as the evaluation of the proposals as simulated during the two Airline Charter Flights on June 11, 2020 at AITL.

1.1 COMPOSITION OF THE COVID-19 TASK FORCE

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Airlines:	JetBlue: Elsy VIALA (elsy.viala@jetblue.com)
	Sunrise: Alain MOLINIE (alain.molinie@sunriseairways.net)

2 PROTOCOL

After having surveyed existing operational conditions and carried out simulations of the Departures and Arrivals processes and with the objective of developing and implementing an efficient, long-term and sustainable process, the following procedures were developed in order to comply with Haitian Laws and decrees and to be in compliance with the recommendations of the following civil aviation agencies:

- International Civil Aviation Organisation (ICAO),
- International Air Transport Association (IATA),

2.1 METHODOLOGY

In order to ensure proper execution of this project and continuous improvement, the task force decided to apply the PDCA Cycle method, also called Deming Circle:

1. **Plan:** development of procedures for reopening of Haiti's international airports,
 - a. Task finalized by Task Force Covid-19 through an action plan,
2. **Do:** evaluation of the feasibility of the action plan,
 - a. Simulated by Task Force during 2 Airline Charter flights in June 2020,
3. **Check:** Audits of simulations performed by the National Office of Civil Aviation (OFNAC) during the various charter flights,
4. **Act (or Adjust):** implement necessary corrections. A Corrective Action Plan as appropriate and determined by OFNAC will follow each audit.

2.2 GUIDELINES

In order to manage the number of employees present at the airport, and the flow of passengers, a study was done to observe capacity and processing time, by zones, for both Departures and Arrivals, while taking into consideration social distancing rules of 6 ft.

To optimize work force utilization and ensure efficiency, the following was studied: Quantity VS. Quality. Decisions and action plans were thereby assessed based on the concept of quantity vs. quality.





For the successful implementation of these guidelines, the task force determined that Directors and Managers must be heavily involved in the execution and supervision of these guidelines: TOP-DOWN approach.

2.3 IMPLEMENTATION

While the primary objective remains the protection of all passengers travelling to and from Haiti, the purpose of this task force is to design a procedure that mitigates the probability that a person with symptoms of COVID-19 (or having been in contact with a person infected by Covid-19) arrives in Haiti by air travel.

This objective is achieved through systematic symptom checks and monitoring of all passengers arriving in Haiti. Similarly, Haiti shares the responsibility of reassuring authorities of foreign countries that passengers leaving Haiti to a foreign territory have been screened according to acceptable guidelines and that any potential cases that have been identified will be subsequently isolated and treated in Haiti. Equally important, Haiti's procedures are aimed at containment of risks involved with the spread of the Covid-19 within an international travel system must be adequate enough to be acknowledged and accepted within the region and beyond.

As such, in order to comply with IATA directives, the regulatory agency ICAO and with Article 14 of the "Convention on International Civil Aviation", the following procedures have been defined:

- OFNAC is designated as responsible for the Steering Committee, this implies the following oversight responsibilities:
 - Have real-time knowledge of the status of action plans,
 - Conduct steering and monitoring meetings,
 - Perform audits,
 - Report delays and resources as required in their duty to the governing Authority,
- Collaborative and global guidelines that incorporates all essential work force with access to the airport,
- Limit the number of air movements per time slot according to AITL's zone capacity (under these specific COVID-19 conditions),
- Management of flows in order to limit the number of passengers in the different zones (adherence to social distancing rules),
- Limit the number employees in the airport enclosure to essential workers and only as strictly necessary,
- Preventive measures:
 - Systematic temperature checks of all employees and passengers,
 - Disinfection of shoes and wheels of all carry-on luggage,
 - Adherence to social distancing rules via marking on the ground,





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- Mounting of signs and pictograms of instructions to be seen and observed throughout the airport,
- Broadcast Video and Audio messages via the internal AIRPORT AUTHORITY intercom system for employees and passengers throughout the airport,
- Participation in regular training of all airport workforce more particularly those of Airlines and the National Airport Authority (AIRPORT AUTHORITY) arrival committee,
- Installation of sanitizing and/or hand washing stations in all zones at the airport,
- Masks are mandatory for all entering airport and must remain worn throughout the airport,
- Establishment of physical protections to manage flows and impose social distancing,
- Special equipment for qualified personnel and in accordance with their duties,
- Use of all available equipment,
- Regular disinfection of the airport and of airport equipment,
- Audit of Covid-19 procedures of all AIRPORT AUTHORITY service providers by an OFNAC Officer
- Each service provider will also have the responsibility to ensure that, as part of its Safety Management System (SMS) and /or quality (SGQ) system that their subcontractors are also compliant.
- Symptomatic cases:
 - Employees and passengers whose temperature is above 38°C will be refused access to the airport and will be asked to return home. Any person who is showing symptoms of Covid-19 and were refused access to the airport will be referred to the Ministry of Public Health and Population (MINISTER OF HEALTH) who will also be informed of the case and will have the responsibility to follow up on the symptomatic person,
 - At Departures and Arrivals, any passenger(s) and accompanying person whose temperature is above 38°C will be isolated for consideration by the MINISTER OF HEALTH.

3 AIRPORT AUTHORITY CHECK-LIST (AITL)

Within the context of COVID-19 containment, welcoming passengers at the airport poses an important challenge and may occasionally require additional staff from all of the operations management entities: National Police, Immigration etc. or private (Airlines, Ground Handling, etc.)

It is vital to the implementation and success of this initiative that all assigned personnel are on time for their shift. Tardiness and absences may seriously hinder the entire process and its flow.





PASSENGER FLOW MANAGEMENT :**3.1 ASSUMPTIONS**

Capacity per Zone (6ft in between each passenger):

- Waiting area: 240 passengers,
- Check-in Lounge: 820m², 10% of underused areas: 700 passengers,
- Large waiting room: with AA, JetBlue, Spirit spaces, 1/2 condemned seat: 450 passengers,
- Departure Gate (in construction): 700 passengers,
- Immigration Departures: 99 m² usable, 8 counters: 60 passengers,
- Immigration Arrivals: 398 m² usable, 14 counters: 260 passengers,
- Arrivals and Baggage Claim: 738m², 10% of underused areas: 450 passengers,

Processing time, average per passenger:

- Check-in: 3 minutes,
- Departure security: 3 minutes,
- Immigration: 3 minutes,
- Baggage claim: 45 minutes.

In view of the working assumptions, aircraft time on the ground has been limited to slots of 1½ hours:

- Arrivals:
 - Limited to 400 passengers at any given time, aircraft capacity will be considered in allocation of time slots. Arrival time slots will be approved and assigned based on adherence to guidelines noted herein.
 - Aircraft with 49 or less passengers are not subject to these time slots.
- Departures:
 - Upon completion of the departure gate, a new study will be carried out to include it in the capacities limits for passenger flow.
 - The same arrival rules noted above apply to departures.
 - Aircraft with 49 or less passengers are not subject to these time slots.





3.2 DEPARTURES (SEE PLAN LAYOUT SECTION 3.6)

3.2.1 Arrival at the airport (entrance) and access to check-in terminal

- Passenger arrives and is directed either towards the tree-lined area (see below plan), or towards the pre-check-in if his plane is scheduled to depart within three (3) hours,
- Passenger must take a cart (free),
- Develop the tree-lined area near the Police Station to accommodate passengers arriving very early at the airport (3 hours or more prior to scheduled departure time). This area needs to be cleaned, outfitted with restrooms and sanitizing and/or hand washing stations and eventually seating.
- Access to pre-check-in: separate passenger flows in the event of simultaneous flights:
 - Draw two lines and install markings on the floor in order to designate social distancing rules (6ft in between passengers),
 - Install dividers between:
 - The two lines,
 - The outside line and the roadway,
 - Set up an arbour type system (covered area) to protect passengers from the sun,
 - Install sanitizing and/or hand washing stations at the beginning of the lines and before pre-check-in,
 - Cart station to be incorporated,
 - Non-travelling passengers will not be permitted in this area unless they are accompanying a family member with reduced mobility or unless they are accompanying minor children (unaccompanied minors) travelling.
- At the pre-check-in terminal:
 - The MINISTRY OF PUBLIC HEALTH will take the passenger's temperature:
 - If the passenger refuses to comply, HAITI POLICE will be called and asked to escort passenger out of the airport,
 - If the temperature is above 38°C, the MINISTRY OF PUBLIC HEALTH will take charge of the symptomatic passenger(s) and isolate them.
 - If the temperature is below 38°C, passenger will be allowed to proceed to check-in terminal,
 - Airline staff will:
 - Perform pre-check-in procedure, by first confirming that the passenger is in fact registered on next flight and by ensuring that passenger has completed the Health Questionnaire (or is given a copy for completion) which will be submitted to agent at check-in counter. (if passenger is early then refer to point 3.2.1 for next steps)





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- Once all requirements above have been met and if:
 - If traffic is low: the passenger will be directed to check-in,
 - If there is a lot of traffic: the passenger will be re-directed to the "waiting area" managed by HAITI POLICE, who will then assign a "check-in number" to each passenger,
 - People in the waiting area will go to check-in terminal when the number assigned is called by an airline agent,
 - Check-in waiting Area will be divided from other areas by partitions and social distancing requirements will be enforced by markings on the floor and HAITI POLICE supervision.
 - At the terminal entrance, mats will be installed for disinfecting shoes and carry-on wheels.

3.2.2 Check-in Terminal

- Install sanitizing stations every 100 ft. (distance to be confirmed by the MINISTRY OF HEALTH)
- Check-in: single line with social distancing markings on the floor.
 - Mask must be worn at all times by both employees and passengers, gloves (if necessary) for all staff,
 - Plexiglas screen to be installed at counter in order to protect employees and passengers.
 - Sanitizing equipment (dispenser for example) to be installed by airlines at each check-in counter,
 - Electronic check-in is encouraged.
- Disinfect and return carts to their stations,
- Only personal item and 1 carry-on per passenger is authorized, this will be checked by Airport Authority before entering the security line,
- The two security checkpoints must always be fully operational. There is no need to install additional crowd control barriers at those security checkpoints.
- Frequency of disinfection of baggage belt at check-in: recommended every two hours or during a low traffic activity, provided that this period does not exceed 3 hours,
- Install sanitizing stations before and after security checkpoints,
- BLTS: use, to the extent possible, of specialized K-9 Units,
- Passport control: all counters must be open during airport operational hours,
- Departure Lounge:
 - Condemn (sticker) every other seat, to be staggered between the rows,
 - If only one Airline is checking in, only one lounge will be used,





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- If several airlines are checking in, passengers will be directed to the lounge (low and high) allocated to the airlines,
- Each airline will be required provide a loading plan in order to better manage boarding and remain adherent to covid-19 restrictions.

3.3 ARRIVAL

- People with reduced mobility and minor children will be assisted by a staff member of the Airport Authority from arrival to airport exit,
- Install sanitizing stations every 100 ft. (distance to be confirmed by the MINISTER OF HEALTH), Social distancing markings to be installed on the floor.
- Visas will be issued at a designated counter. Social distancing markings to be installed on the floor,
- Temperature measurement and traceability provided by MINISTRY OF PUBLIC HEALTH staff:
 - If the temperature is above 38°C, the MINISTRY OF PUBLIC HEALTH will take charge of the symptomatic passenger(s) and isolate them.
 - The agent will inform the airline company which will take charge of the baggage(s) of the symptomatic passenger,
- Passenger Health Questionnaires (template provided by the MINISTRY OF PUBLIC HEALTH to Airlines) must be completed before disembarking and will be collected by Immigration. Otherwise, the passenger is not authorized to leave the airport,
- Passport control: all counters will be open during airport operational hours.
- Luggage room:
 - If few passengers: the luggage remains on the carousel and passengers can pick up their luggage on the belt.
 - If there are a large number of passengers: the baggage will go a full round on the belt and then will be retrieved by the Airport Authority staff who will put it on the baggage claim floor, in rows, to be claimed by rightful owner,
 - The passengers will proceed in a roundabout direction between the baggage rows to pick up their bags, per social distancing guidelines and floor markings.
 - Ground Handling companies will coordinate with the Airport Authority for installation of social distancing floor markings
- **Luggage cart upon arrival:** the current procedure works well but the Airport Authority will be required to install social distancing markings on the floor and the carts must be cleaned after each use.
- Baggage service: social distancing markings should be installed on the floor,





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- Once the passenger has claimed their baggage(s), the passengers will be directed to the airport exit or to the paying car parking lot, from this point on passenger will not have the ability to return to the arrival or departure lounges.

3.4 MISCELLANEOUS

- The number of employees present at the airport must be limited to essential personnel only,
- All employees must be subject to daily temperature check upon arrival at the airport and prior to being allowed entry to all access points or to the ramp. There will be a designated Airport Authority representative appointed to the temperature check duties at each entry point for employees and airlines representatives. If the temperature is above 38°C, the agent will inform the employee who will be asked to quarantine at home, then the Airport representative will notify MINISTRY OF PUBLIC HEALTH and include the following information in the notification: time, name of the person and entity where employed,
- Duty free, limit the number of customers in the store and set up disinfection procedures for products sold as well as, sanitizing stations,
- Restaurants, minimum distance between customers: 6 ft, implementation of disinfection procedures and sanitizing stations at designated spots, markings to be installed on the floor and tables and bar stools to be arranged within guidelines of social distancing,
- Storefronts/Point of Sale, minimum distance between customers: 6 ft, implementation of disinfection procedures and sanitizing stations at designated spots, markings to be installed on the floor and tables to be arranged within guidelines of social distancing,
- Restrooms: limit the number of users and install sanitizing stations at entrance/exit
- Airport suppliers and service providers (fuel, SERVAIR, Shops): implementation of COVID-19 procedures as noted herein.
- Display COVID-19 pictograms throughout airport,
- Broadcast Video and Audio messages via the internal Airport Authority intercom system,
- VIP lounge: same COVID-19 provisions as throughout airport,
- Allocate a specific room to Ministry of Public Health staff to manage individuals showing signs of COVID-19,
- Plan the positioning of the coordinator and the staff making up his team (to be defined),
- Systematic positioning of airport staff at arrival lounge, to guide passengers,
- Weekly disinfection of the airport and daily disinfection of all airport equipment.





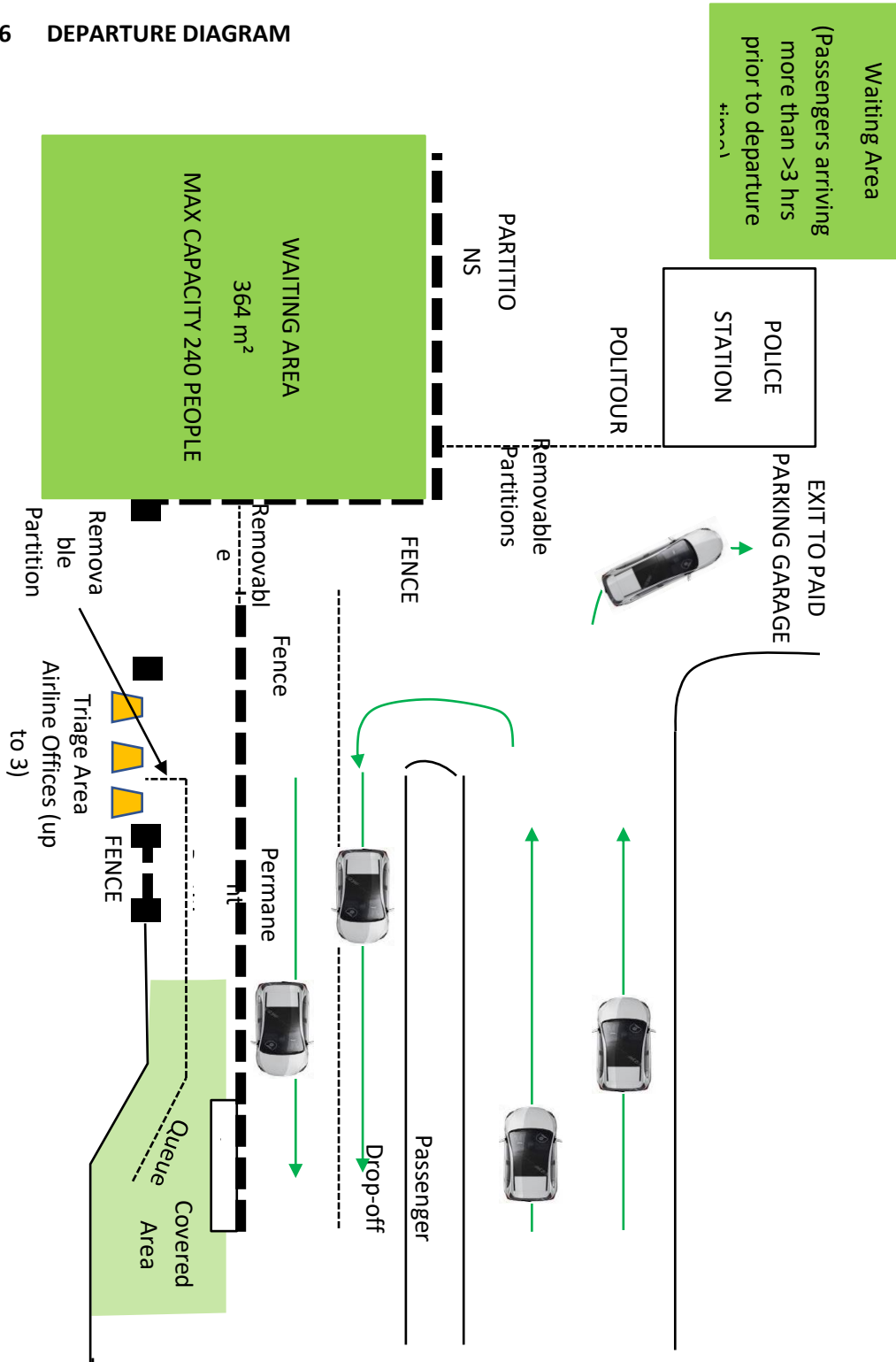
3.5 ICAO REQUIREMENTS

The implementation of the procedures and guidelines described above and detailed in the following pages have been created in order to ensure compliance with the governing authority ICAO while taking into consideration the recommendations from IATA and the WHO.





3.6 DEPARTURE DIAGRAM





APPENDIX 2: STORES, DUTY FREE AND RESTAURANTS LOCATED INSIDE AITL

3.1 STORES, DUTY FREE AND RESTAURANTS LOCATED INSIDE AITL

These concessions and their staff must comply with COVID-19 standards governing AITL, in particular the guidelines governing access and safety/security rules.

Having said that, they must abide by the rules and procedures as defined herein.

Aside from the "Duty free Americas", all other stores and or restaurants must abide by the following stocking schedules:

- 06:00 to 07:00 AM,
- 17:00 to 22:00 PM.

The "Duty free Americas" is authorized to stock up in the middle of the day with supervision of BLTS.

