

COMMON USE LOCAL BOARD (CLUB)

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1. GENERAL

In many cases an airport may offer Common Use service(s) to its tenants. In some cases, airlines may wish to establish Common Use service(s) independently of the airport operator, in which case it is recommended that airlines follow the recommended practices described here for a Common Use Local User Board (CLUB).

This document addresses possible business arrangements for locations where a CUTE Local User Board was established and is to be replaced by a Common Use Local User Board, or for locations where a new Common Use Local User Board is contemplated. This document provides airlines' airport managers with guidelines on setting up Common Use service(s) through a CLUB. It begins with the initial concept and follows through to the actual establishing, running and managing of Common Use service(s).

This document addresses non-technical matters that are not addressed in Technical Specifications published by IATA, ATA and ACI.

Technical and policy questions regarding Common Use service(s) should be directed to an airline's head office.

Even though the Recommended Practice 1797 refers to IATA "Members", it can be equally followed and applied by non-IATA airlines and non-airline handling agents.

2. INITIAL CONSIDERATIONS

The Airport Consultative Committee (ACC) which is responsible for ensuring adequate and economical facilities to all Members serving or due to serve an airport, and/or the Airline Operators' Committee (AOC) should define the exact problem areas as early as possible, using the following questions as guidelines:

- 2.1 Is there a need or desire for users to share IT equipment and/or Common Use service(s) now or in the future?
- 2.2 If so, what Common Use service(s) are required?
 - Common Use Passenger Processing Systems (CUPPS)
 - Common Use Self Service (CUSS)
 - Baggage Reconciliation System (BRS)
 - Passenger Reconciliation System (PRS)
 - Flight Information Display Systems (FIDS)
 - Gate Information Display (GIDS)
 - Other Common Use services?
- 2.2 If so, where are Common Use service(s) required?
 - Gates
 - Check-In
 - Transfer desks
 - Sales (ticketing, reservations, information)
 - Customer service counters/Special Services
 - Lounges
 - Load control work stations
 - Baggage services
 - Other common use areas Off site areas (rental car, hotels, convention centres)
- 2.3 How many and which carriers desire to share IT equipment and/or Common Use service(s) in each of these service areas?
- 2.4 Is there a need or desire that a handling agent is enabled to access the IT systems of the carrier(s) handled? If so, which handling agent(s), and access to which carriers' IT systems?
- 2.5 Once the particular local automation issues have been defined, the possible technical solutions which would best solve these problems for the carriers concerned should then be evaluated both functionally and economically.
- 2.6 Because of the highly technical nature of these solutions and also to ensure consideration of carriers' long term planning not known to local airline managers, it is

important that this evaluation is carried out by Head Office specialists in data processing, communications, terminal planning and handling procedures, and that the Members of the ACC or AOC refer the local automation problems which they have defined, to the respective department(s) in their Head Office as early as possible. In turn, the Head Offices of these carriers should then instruct their local managers on the course of action they may take.

3. COMMON USE LOCAL USER BOARD

Based on the instructions which local managers receive from their Head Offices, a Common Use Local User Board can be established at that airport by the ACC/AOC consisting of all interested carriers and including carriers' Head Office specialists in terminal and handling facilities planning, data processing, communications, costs/charges and handling procedures. This Common Use Local User Board could then undertake the following steps:

3.1 To initiate Common Use Local User Board

To establish a CLUB:

- Identify all organizations that have entered into a contract for Common Use service(s); these organizations become the Active Members of the CLUB
- Inform the Airport Authority officially about the intention of the group.
- Decide if the Airport Authority, in its capacity as landlord and/or handling agent, should be invited to become a full member, or alternatively an observer of the CLUB meetings.
- Prepare a work plan and include the time frames.
- Specify short-term and long-term requirements of the system in written documentation, giving due consideration to the specifications of local Common Use service(s).
- Identify all potential Contractors/Administrators that might bid to provide the local Common Use service(s).
- Draft and release a Request for Proposal (RFP) to such bidders.
 - The CLUB should consult all available guidance documentation relevant to the requested Common Use service(s) provided by IATA, ATA and ACI
- Adopt CLUB Terms of Reference

3.2 To define local requirements for Common Use service(s)

The Common Use service(s) should provide access to the participating user IT systems and operate as described in relevant industry specifications. Technical Specifications for the following Common Use service(s) exist:

- CUPPS RP 1797 (Agent facing Common Use)

- CUSS RP 1706c (Customer facing Common Use)

There are other Common Use service(s) for which no common use standard exists, although a CLUB may issue RFPs for such services.

3.2.1 Selection Method

The CLUB members will agree upon a method of evaluating responses to the RFP and selecting the desired Contractor/Administrator.

3.2.2 General Requirements

The following are generally applicable:

- All general and technical requirements described in approved industry standards, such as technical specifications, should be followed.
- All equipment should conform to local ergonomic, environmental, technical and design constraint regulations, and to any other applicable local laws and regulations.
- Local mandatory regulations should be followed, e.g. with regard to the ergonomics of monitors, keyboards, printers, etc.
- Provision may be needed for a mechanism to lock the terminal for use in order to provide security for public area terminals.
- Cabling and facilities work should be held to a minimum due to building constraints, disruption of public access and costs involved.
- Millwork must be considered in selecting equipment, including compact equipment that might be needed due to limited space available at the typical check-in or gate location.

3.2.3 Supported Applications

The systems in scope of the CLUB's responsibility should have the capability of connecting to all CLUB members' desired and available systems, such as:

- Departure control
- Reservations
- Ticketing
- Baggage tracing
- Self-service ticketing and check-in
- Flight operations control
- Message switching
- Information display systems (FIDS, GIDS etc.)
- Aircraft maintenance systems
- Cargo systems
- Baggage sortation/reconciliation systems.
- Passenger Reconciliation Systems

3.2.4 SLA Recommendations

The CLUB should establish Service Level Agreements covering the following parameters:

- Availability
- Response Times
- System Overhead

3.3 Request for Proposal (RFP)

When drafting a Request for Proposal (RFP), the following points should be considered for inclusion.

Guidelines in this document should be adapted to the local needs, specifying which of the options are needed for the local Common Use service(s).

The closing date for proposals should be defined.

The RFP should include the date the local Common Use service(s) should be operational.

A CLUB may issue RFPs for one or multiple Common Use service(s). All Common Use service(s) do not need to be provided by a single Contractor/Administrator.

A proposal should include a price for the provision, operation and administration of the respective Common Use service, broken down with sufficient detail to facilitate evaluation such as one-time and recurring costs. Consideration should be given to important items such as:

- Terminal equipment and peripheral devices
- Servers
- Uninterruptible power supplies
- Virus protection
- Telecommunications equipment
- Wide area circuits
- Installation and cabling
- De-installation
- Contingencies
- Taxes and duties
- Depreciation of assets and residual value and ownership
- Financing charges
- Premises and circuit rental
- Operation and maintenance
- Installation and training

The RFP should define the initial contract period.

Proposals should provide a description of the terms and conditions for continued provision of the Common Use service(s) following the initial contract period.

A proposal should also include:

- A description of the bidder's plan and terms for development, delivery (deployment/de-installation), testing, training, spares, operation and administration of the Common Use service(s) including charging methodology.
- A maintenance proposal, including a warranty plan.
- A parts list with identification of the manufacturers, types and models of equipment.
- Confirmation that equipment and (de-)installations will comply with local laws and regulations.
- Confirmation that the bidder will personally obtain, where required, permission from the telecommunication provider, the airport administration or other entities for the installation and operation of the respective Common Use service and of the willingness of the bidder to engage in contractual agreements with such third parties.
- Indication of what the bidder will require from the prospective users of the Common Use service(s) to develop, install, and operate it.
- The bidder's plan for testing the Common Use service(s) before they are implemented in the production environment.
- A proposed service agreement with the CLUB members for the respective Common Use service(s) which should contain a clause stating a notice of termination is required.
- The bidder's plan to implement system updates and maintaining compliance with current industry standards.

The necessary terms and conditions should become part of an agreement. Ownership of system software and hardware should be subject of negotiations between the CLUB members and the Contractor/Administrator.

3.4 Selection of Contractor/Administrator

There should be a Contractor/Administrator responsible for the planning, financing, installation, operation and maintenance of the Common Use service(s).

The Contractor/Administrator:

- Will report to and be responsible for the Common Use service(s) to the CLUB
- Will be selected and agreed by the management of the CLUB members participating in that particular Common Use service.

The CLUB members that plan to participate in specific Common Use service(s) should evaluate the proposals received and consider the following:

- Total system(s) development, operating and administration costs
 - Financing of the project, and financial commitments of the CLUB members
 - Proposed charges during the initial operating phase and thereafter
 - To which extent an undesired monopoly situation may arise or can be avoided
 - Technical reliability of the IT environment(s) and the concept for maintenance
 - Reliable interface with the CLUB members' respective IT systems and proposed methods for testing the reliability
 - Level of involvement of the CLUB members during the planning, development and operating stages
 - Services offered by the respective bidder as Contractor/Administrator
 - Terms of responsibility for the subcontractors employed by the bidder
 - Qualification and experience of the bidder and, where applicable, of the bidder's subcontractors
 - Degree of support provided by the bidder.
 - Compliance with the appropriate industry standards
- Based on the proposals received and the prices quoted, the respective CLUB members expected to participate in such Common Use service(s) should:
- Agree whether or not to go ahead with the project, or to amend the Request for Proposal (RFP) and repeat the RFP process.
 - Select the Contractor/Administrator for the total system.
 - Should establish the final actual cost of the total system proposed by the selected bidder.

4. INSTALLATION CONCERNS and GUIDELINES

4.1 Common Use Areas

In common use areas:

- Wherever possible, all costs for infrastructure such as space, local area networks, and cable duct should be avoided or minimized
- Existing cable networks should be considered
- The layouts of the local IT environment should be agreed upon by the CLUB members
- Evaluate the availability of adequate rooms for data transmission equipment, maintenance shops and possibly administrative offices
- Evaluate the availability of air conditioning and the need for uninterruptible power supplies (UPS)

4.2 Dedicated Areas

Where individual CLUB members require, the Contractor/Administrator should make available additional IT equipment and/or other Common Use service(s) for the sole use of, and against payment by, such individual CLUB members.

5. COST RECOVERY

This document makes no recommendations with regards to pricing or cost recovery models.

6. SERVICE AGREEMENT

CLUB Members must establish a service agreement for the Common Use service(s) provided.

COMMON USE LOCAL USERS BOARD (CLUB) SAMPLE TERMS OF REFERENCE

In order to monitor the introduction and operation of Common Use service(s), the Common Use Local Users Board (CLUB) has been established.

1. MEMBERSHIP

1.1 Active Members

CLUB membership consists of those airlines and/or handling agent users (local representative or head office representative) that have signed a contract for at least one Common Use service provided by the CLUB.

1.2 Associate Members

- (a) Contractor/Administrator
- (b) Airport Authority/Company as the Landlord
- (c) Chairperson of the AOC

1.3 Guests

Upon decision by Active Members or the CLUB Chairperson, guests may be invited to participate in CLUB meetings on a time-to-time basis.

1.4 Active / Inactive Members

CLUB determines if active / inactive Members should be introduced. Inactive members will have not voting rights. An Active CLUB Member would become inactive after missing a certain number of consecutive meetings – e.g. two.

CLUB determines when an inactive Member will be reinstated as active member – attending the next CLUB meeting in person, responding to an email vote, joining a conference call. Once an inactive member has become active again the member regains voting rights.

CLUB should determine if a proxy for voting purposes does constitute active membership.

2. SCOPE OF CLUB ACTIVITIES

The scope of the CLUB is to monitor the initiation, installation and operation of Common Use service(s) at the direction of their respective airline Head Office Representatives. It should also

undertake all efforts to keep the operating costs as low as possible. Participation in Common Use service(s), financial commitment and equipment selection are made by the airlines' respective head offices. At no time should the CLUB make decisions that would adversely impact the operation of an airline.

2.1 Planning Phase

- (a) Define location and equipment configuration
 - (b) Adjust equipment configuration based on new facilities, the addition of new CLUB members or new requirements
 - (c) Provide information to Contractor/Administrator to determine the estimated charges for participation in co-ordination with the respective airline head offices
- 2.1.1 Liaise with the Airport Authority/Company to co-ordinate:
- (a) Financial assistance with Common Use service(s) installation
 - (b) Facility modifications required for the installation of IT infrastructure of Common Use service(s)
 - (c) Installation, implementation and operational requirements
- 2.1.2 Liaise with Contractor/Administrator to coordinate:
- (a) Training schedules
 - (b) Installation and cutover schedules
 - (c) CLUB meeting schedules
 - (d) Communication with individuals and organizations external to the CLUB regarding airport system requirements, facility requirements and operation requirements
- 2.1.3 Determine the requirements for maintenance coverage with concurrence from Head Office Representatives.
- 2.1.4 Liaise with Head Office on equipment. The Contractor/Administrator for the particular Common Use service(s) should provide information on costs and equipment available for selection to airline Head Office and Local Representatives.

2.2 Operations Phase

- 2.2.1 Monitor and exchange information on system performance. Advise Contractor/Administrator and the appropriate Head Office Representative of any system deficiencies which require improvement.
- 2.2.2 Ensure only authorized and trained staff operates the Common Use service(s).

- 2.2.3 Ensure that staff operates Common Use service(s) according to Suppliers' Operation Procedures and Airport Authority/Company regulations.
- 2.2.4 Establish with Contractor/Administrator operational reporting and escalation procedures. Agree to a procedure for reporting damaged equipment.
- 2.2.5 Adjust equipment configurations / maintenance coverage as required.
- 2.2.6 The CLUB determines the authority / threshold level the local representatives can approve modifications.
- 2.2.7 The CLUB should determine which things local representatives are not authorized to do such as but not limited to commitments that extend beyond the end of the existing contract, enter into a new contract agreement without prior approval of the head office representatives, issue a termination notice without the prior approval of the head office representatives.

3. CLUB ORGANISATION

3.1 CLUB Chairperson

Active members shall elect a Chairperson, a Vice-Chairperson and a Secretary. They shall serve for a period of one year and a maximum of three years; re-election is possible.

The Chairperson of the CLUB shall facilitate the local CLUB meetings and co-ordinate activities amongst users, Contractor/Administrator and any other relevant parties.

3.2 Meetings/Agendas Minutes

- 3.2.1 The CLUB shall meet at least twice a year. The date and place of meetings shall, whenever possible, be agreed at the previous meeting.
- 3.2.2 An agenda shall be prepared and circulated to all members and respective Head Office Representatives by the Secretary or (Co) Chair no later than fifteen (15) days prior to the next scheduled meeting including but not limited to voting items and proposals for prior review.
- 3.2.3 Emergency items may be submitted after the deadline to all CLUB members.
- 3.2.4 The Secretary should distribute minutes of each meeting to the Active Members including Head Office Representatives, Associate Members and upon request to

Guests. The minutes should be sent within twenty (20) days after the meeting and no later than fourteen (14) days prior to the next meeting.

- 3.2.5 Where no officer (CLUB Chair, CLUB Co-Chair or CLUB Secretary) is in place (e.g. during the formation of a CLUB) an Associated Member will conduct the meeting, acting as a temporary CLUB Chair for the sole purpose of electing a new CLUB Chair, CLUB Co-Chair and CLUB Secretary.

4. CLUB REPRESENTATIVES

Each member organization should designate one person to act as their respective CLUB Representative. The designated person should receive the agenda, minutes and related materials. This person's responsibility is to ensure that their respective Head Office personnel are properly informed of activities that require Head Office input or approval. Each Member is responsible to keep the Secretary and the Contractor/Administrator advised of the contact details of their designated CLUB Representative. If the nature of the agenda items requires more than one Member Representative to attend a CLUB meeting, this should be limited to no more than two persons per Member unless otherwise authorized by the Chairperson.

5. HEAD OFFICE REPRESENTATIVES

Head Office Representatives are those designated by the airline to be the point of contact for decisions to participate in Common Use service(s), contracts, equipment selection, financial commitment or modification, other technical issues and business concerns. The Head Office Representative, in co-ordination with their CLUB Representative, may submit items to the agenda, or respond to items on the agenda, including voting. Head Office Representative shall notify the Contractor / Administrator of changes in the Head Office Representative contact details.

6. VOTING RULES

- 6.1 Each Active Member may cast one vote in matters concerning Common Use Service(s) in which they have entered into a contract. CLUB Members may also cast vote(s) on behalf of its affiliates provide that the affiliates have signed a contract for the use of the respective Common Use Service(s) and affiliates have not voted via their own local or head office representative.
- 6.2 Associate Members have no vote.

- 6.3 In all votes, Active Members may act as proxies for other Active Members if the CLUB Chair is informed accordingly in writing by the CLUB Member granting the proxy. Proxies are only valid for a specific voting item at a time.
- 6.4 A vote can be taken by the designated CLUB or Head Office Representative. The vote can be taken either in person or audio/video conference call during the meeting, or via e-mail prior to or after the meeting.
- 6.5 At least 50% of the Active Members are required to constitute a quorum. Active CLUB Members may be present in person, via audio/video conference call, by proxy, or via email, to form a Quorum.
- 6.6 A simple majority, i.e. more than 50% of the Active Members present including proxies, is required in order to pass a motion.
- 6.7 A majority vote should be considered binding on all Members, except for those Members whose airline policy would be disallowed by the vote.

CLUB Chair will record the vote or abstention of each Active CLUB Member on all recommendations, modifications or matters.

The CLUB may elect to make decisions on selected matters via e-mail voting only. The rules to Quorum and Simple Majority will apply.

CLUB should determine the standard period for email voting and within what amount of days after the voting period has been closed the CLUB Chair to email the results of the vote to all CLUB Members.

(6.8 – 6.12) may not necessarily belong to the chapter of voting rights.

- 6.8 In the event of a tie by vote, CLUB determines who casts the tie breaking vote. (i.e. Chair, airport entity, etc.).
- 6.9 CLUB should determine term limits on Chair and Vice-chair (i.e. minimum 1 year, maximum 3 years, etc.).
- 6.10 CLUB determines process in which Chair and Vice-chair are selected.
- 6.11 CLUB introduces an inactive member rule for voting (define active vs inactive membership).
- 6.12 CLUB determines options for voting (i.e. in person, email, skype, conference call, etc.).

7. URGENT MATTERS

Urgent matters requiring immediate action by Active or Associate Members are subject to the rules outlined above. All requests shall be communicated to the CLUB Chair who should inform all CLUB Members. The CLUB Chair will determine the degree of urgency and either decide to hold the item for the next scheduled meeting, call upon an emergency meeting or conduct a vote for an immediate decision.

Significant change in the participation in the Common Use system (e.g. hub carrier, major airline cease to operate) requires an extraordinary CLUB meeting. Head Office Representatives shall be invited and may be present in person or via audio/video conference to the extraordinary CLUB meeting where as a special agenda item the potential financial impact to the remaining CLUB members be presented and discussed.

8. MEMBERS' INDIVIDUAL MATTERS

Due to the nature of Common Use service(s), changes may be initiated either by the CLUB members or the Contractor/Administrator. Each CLUB member should have the right to approach the Contractor/Administrator individually for changes it may require and will bear the associated costs, provided the changes required do not adversely affect the other CLUB members.

9. PARTICIPATION CHANGES

Changes in participation in Common Use service(s) should be advised to the CLUB and Contractor/Administrator as soon as the information is available.

The CLUB defines who, when and to whom the CLUB TOR should be distributed to.

The CLUB defines how modification requests should be placed that effect all CLUB Members at the specific site.