

Airports – Standardizing our Field Operations

Briefing for
Stakeholders

April 2012 – FAA
Northwest Mountain
Region Airports
Conference



Federal Aviation
Administration



Purpose for Today's Briefing

- **What We're Doing & Why.**
- **Discuss:**
 - Standardizing Field Operations – Establishing SOPs
 - Standardized Field Organization Structure - Geographic Balancing
 - Stakeholder Briefings



What We're Doing & Why

- **For first time in 20 years we are re-evaluating how we do our work**
- **Our workload has increased and changed considerably**
 - Non-Primary Entitlement Program and other programmatic changes which doubled the number of grants and projects from 2000 to 2008.
 - Increased safety workload including wildlife hazard assessments on all certificated airports, complex Runway Safety Area initiative, and implementation of Safety Management System culture.
- **Impact: Loss of technical expertise & vanishing technical oversight**



What We're Doing & Why

- **Our re-engineering of the Airports field relies on both additional staff and the self-help solutions**
- **Additional Staff:**
 - Data on increased workload
 - Model to show workload impact in each office
- **59 additional positions in 2009, 2010, 2012**
- **Self-Help:**
 - Standardized Field Operations, based on “High Value Activities”
 - Standardized Field Organization Structure (needed to support SOPs)
- **We're committed and delivering follow-through**



Standardizing Field Operations (SOPs)

- **Why is lack of standardization a problem?**
 - From 9 to 29 interpretations of national policy or guidance (9 Regions and 20 ADOs)
 - 9 to 29 different approaches and procedures with little quality control
 - Internal confusion
 - Lacking Corporate Risk Management, individual offices or even Program Managers take Risk Management on themselves
 - Creates additional workload - regions are spending time developing procedures instead of executing procedures
 - Creates problems for consultants who have offices across the country and complain about getting differing responses from various offices on similar issues
 - Creates problems with external reviews and audits of programs by the Office of the Inspector General and the Government Accounting Office



Purpose of Standardization

- **Why is lack of standardization a problem.**
 - In the worst case scenario, regional guidance conflicting with Headquarters policy creates a difficult situation when a sponsor appeals to Headquarters and the direction must be reversed or clarified by Headquarters.

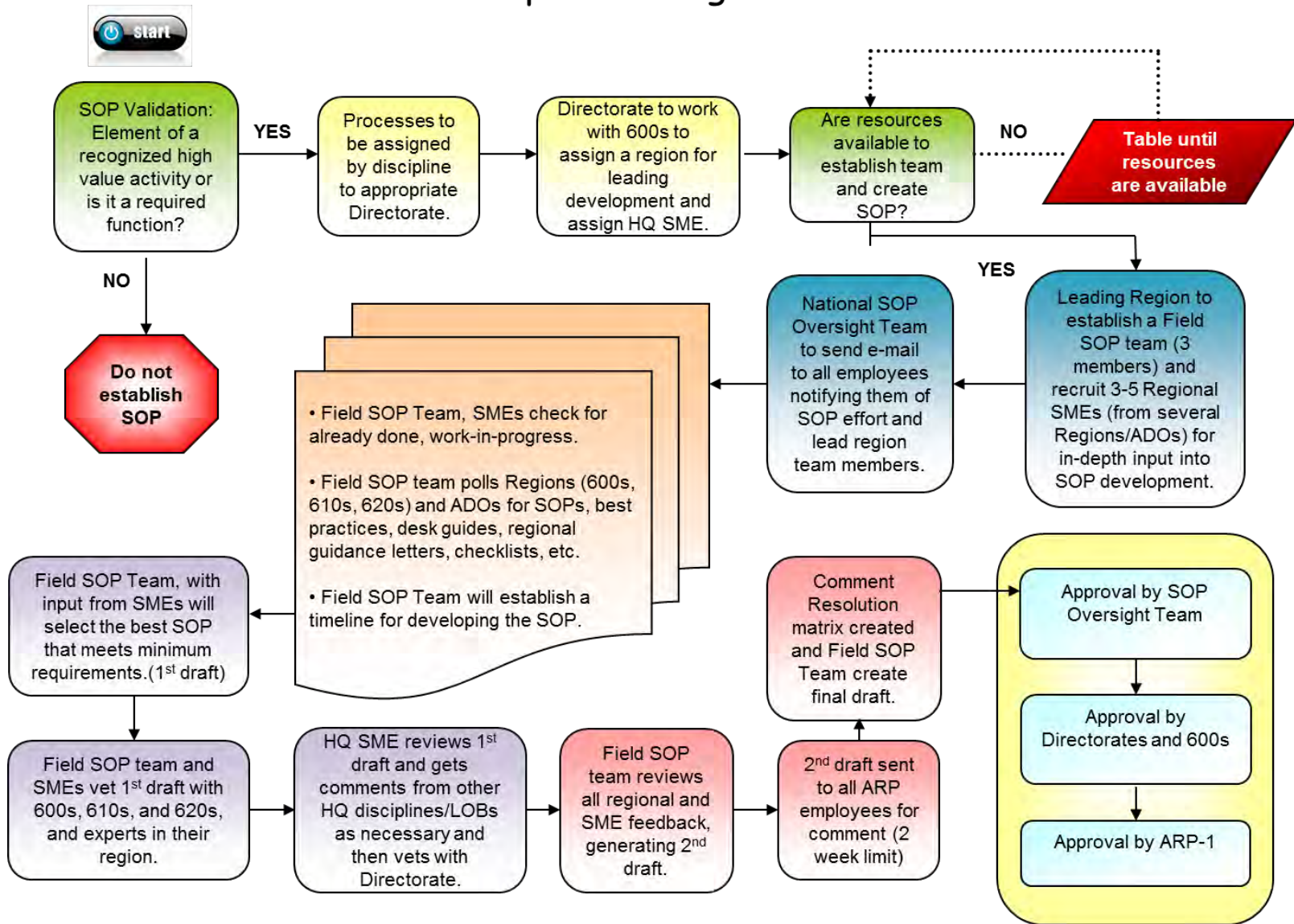


Standardizing Field Operations (SOPs)

- **How are we standardizing?**
 - Create a detailed process for developing SOPs ✓
 - Create a list of processes to standardize ✓
 - Test the process
 - Pilot Program starting soon
 - Set a timeline for standardization
 - By the end of this year, we will have a schedule
 - Get it done!
 - Our goal is to have our processes standardized by 2018



SOP Roadmap - Existing Processes



Airports Standard Operating Procedure Priority List

Rank	Standard Operating Procedure
1*	Construction Safety Phasing Plan (CSPP) review procedure
2*	ALP Review and Approval (Review Checklist, Approval Letter, etc.)
3	AIP Grant Close-Out Package
4	Safety Risk Management Process
5	AIP Project Justification Review
6	AIP Grant/Amendment Programming and Issuance Process
7	Airspace Determination Processing (NRA/OE)
8	AIP Grant Application Process
9	RSA Practicability Determinations
10	Congressional Reponse Preparation
11	Categorical Exclusion(CAT EX)checklist
12	FOIA Completion Process
13	Pre-Design Package Requirements and Review Procedure
14	Interim/Final Project Inspections
15	AIP Construction Project Change Order Approval
16	AIP Procurement Procedures
17	Construction Management Plan Review
18	Pavement Design Review and Approval
19	Admin on-boarding information
20	Wildlife Hazard Assessments
21	Consultant fee analysis for design and construction management
22	Forecasts review & aproval
23	AGIS survey requirements (Implementation Procedures)
	*Processes to be standardized during the Pilot Program
	The actual order will be driven by resources available



Standardize Field Operations (Geo-balancing)

- **Geographic Balancing (geo-balancing): Reassigning ADO geography to balance workload**
 - Moving states assigned in a larger ADO to an adjacent smaller ADO (staying inside current region boundaries)
 - Establishing a new ADO (AWP)
 - Making a small field office part of an adjacent ADO
- **Standardizing field ops will be much easier to adopt when ADOs are closer in size.**
- **Today, ADOs range in size from 3 to 19 staff members.**
- **After Geo Balancing, ADOs will range in size from 10 to 20 staff members (excepting Honolulu).**



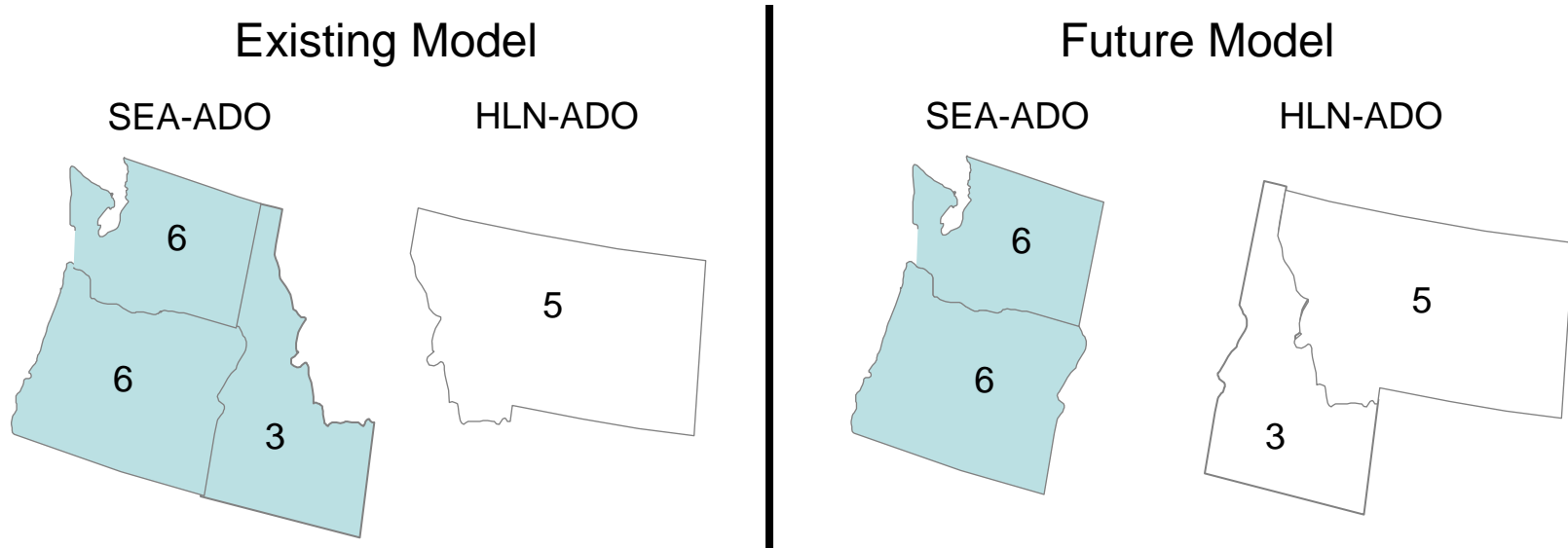
Standardize Field Operations (Geo-balancing)

- **Five states will be reassigned to more evenly distribute workload:**
 - North Carolina from the Atlanta office to Memphis office
 - Puerto Rico and Virgin Islands from Orlando office to Atlanta office
 - Idaho from the Seattle office to Helena office
 - Wisconsin from Minneapolis office to Chicago office
 - Arizona and Nevada from LAX and SFO (respectively) to a newly created office in Phoenix.



Northwest Mountain Region Geo-Balancing

Move Idaho from SEA to HLN



- Reduces SEA from 15 to 12 frontline employees
- Increases HLN from 5 to 8 frontline employees
- Balances ADOs in the Region
 - HLN-8 frontline, SEA-12 frontline, DEN-12 frontline



Northwest Mountain Region Geo-Balancing

Existing Model

Three ADOs:

- SEA ADO (Washington, Oregon & Idaho)
 - 15 Frontline
 - 2 Support Staff
 - 3 Managers
- HLN ADO (Montana)
 - 5 Frontline
 - 1 Support Staff
 - 1 Manager
- DEN ADO (Colorado, Utah, & Wyoming)
 - 12 Frontline
 - 2 Support Staff
 - 2 Managers

Future Model

Three ADOs, Geo-Balanced:

- SEA ADO (Washington & Oregon)
 - 12 Frontline
 - 2 Support Staff
 - 2 Managers
- HLN ADO (Montana & Idaho)
 - 8 Frontline
 - 1 Support Staff
 - 1 Manager
- DEN ADO (Colorado, Utah, & Wyoming)
 - 12 Frontline
 - 2 Support Staff
 - 2 Managers



Briefing – Idaho Division of Aeronautics

- **February 27, 2012 - FAA briefed Idaho Division of Aeronautics in Boise**
 - Steven Hicks, Acting Airports Division Manager
 - Carol Suomi, Seattle ADO Manager
 - Dave Stelling, Helena ADO Manager
 - “JV” DeThomas, Administrator, Idaho Division of Aeronautics
 - Bill Statham, Project Manager, Idaho Division of Aeronautics
 - Melissa Kaplan, Airport Planner, Idaho Division of Aeronautics
- **Primary Issues:**
 - Increased travel time and cost of transportation
 - Lack of familiarity with Idaho airports and understanding of the new State Capital Improvement Plan Process



Idaho Briefing – Continued

- **Mitigation of Primary Issues - Ideas**

- One visit to Boise per year by Division Manager and HLN ADO Manager
- Two meetings per year in Seattle with Idaho Aeronautics, HLN ADO, and Regional Staff
- Attendance by HLN ADO at biennial IAMA conferences
- Attendance by HLN ADO project managers at critical predesign and preconstruction phases
- Conduct one compliance inspection at each obligated airport every 4 years
- Full engagement by HLN ADO planning, engineering, and environmental staff in SCIP and ACIP development
- FAA participation in periodic inspections at airports with paving projects greater than \$300K and final inspections at all Part 139 airports with paving greater than \$300K



Idaho Briefing – Continued

- **Transition:**

- HLN ADO would not assume responsibility for Idaho until the ADO has a full staff per staffing model:
 - Current Staff = 4 frontline, 1 program assistant, 1 manager
 - 100% of staffing model for HLN ADO - need 1 frontline
 - Additional Staff for Idaho - need 3 frontline
 - Total HLN ADO Staff = 8 frontline, 1 program assistant, 1 manager
- Timing - ?? Budget dependent
- SEA and HLN ADO managers will work closely with Idaho Aeronautics staff, Idaho airports, consultants, and our staff to educate and assure smooth transition
- SEA ADO will work closely with HLN ADO staff to educate on Idaho issues and SCIP
- Overall Objective: To continuing providing Idaho the same excellent service that it is accustomed to



It's time to get the word out!

- **Idaho Briefing Completed**
- **Our Message:**
 - Our self-help will focus on standardizing our field operations
 - Our re-engineering will improve customer service through frontline focus, efficiency, and standard delivery

Any Questions?

Listening Session – ADO Managers



Additional Discussion Items

- **AIP Board**
 - Who is the AIP Board?
 - How does it work?
- **AIP Timeline for the Remainder of FY 2012**
- **Sponsor CIP Development**
- **Central Contractor Registration (CCR)**
- **Airspace Process**
- **AGIS**
- **SMS (Internal)**

