

CHAPTER 3. PROGRAM MANAGEMENT

300. INTRODUCTION.

a. The project implementation phase of an F&E project is initiated immediately upon project approval and the availability of funds. This approval is indicated by receipt of a Project Authorization (PA) from Washington. The initial phase of project implementation requires the full support of all principal elements.

b. It is during this initial project implementation phase when all parties involved in the project are requested to revalidate their requirements. These parties may include any or all of the following:

- (1) Logistics Division, AAL-50.
- (2) Flight Standards Division, AAL-200.
- (3) Airway Facilities Division branches/sectors.
- (4) Air Traffic Division, AAL-500.
- (5) Airports Division, AAL-600.
- (6) Other Federal Agencies.
- (7) Alaska Department of Transportation & Public Facilities.

c. All aspects and areas associated with the establishment of the facility are addressed and considered. All known problem areas are considered and resolved prior to proceeding with project implementation.

d. It is very important during this initial phase to maintain the project implementation within the PA's scope and funding. This may well require planning the project according to actual needs, and not including additional desirable but noncritical features.

e. Anticipated changes on standards shall be considered during the initial implementation phase. Projects which do not comply with current standards cannot be accepted for operation on the NAS.

f. A total planning effort at this stage by all concerned offices will provide the foundation for successful project design and implementation stages.

301. RESPONSIBILITIES. The basic responsibilities of the various branches and sections in the Airway Facilities Division are delineated throughout this chapter.

302. PROJECT AUTHORIZATION (PA).

a. After the signing of the yearly F&E budget appropriation by the President, PA's are forwarded to AAL-30 by the Office of Budget. Copies of the PA's are then forwarded to AAL-420 and AAL-450 through the Manager, Airway Facilities Division, AAL-400.

b. Upon receipt of the PA's, the Program Support Branch, AAL-420, initiates fiscal administrative processing which includes job order number assignments, project cost estimate verification, verification of allotment advice allocations, etc. It should be noted that expenditures cannot be incurred against a PA prior to the receipt of the Allotment Advice, FAA Form 2510-17, for the PA appropriation.

c. Once the Establishment Branch, AAL-450, is in receipt of the PA's, the Planning and Program Management Section, AAL-454, will convert them into individual work orders. The section will make funding allocation assignments by cost classification; i.e., Electronic and/or Environmental Engineering, Installation, etc. Work orders will be issued after the project scope has been reviewed and approved by the Program Management Coordination Team. Before issuing work orders, the Planning and Program Management Section, AAL-454, will review with the Environmental Section, AAL-451, and the Electronics Section, AAL-452, PA funding allocations to determine if assigned funds are adequate to cover the implementation of the project scope. Where funds are insufficient reprogramming of the funds will be initiated and approved prior to the start of any project activity unless prior approval for deficit spending has been approved.

d. Once the Environmental Section, AAL-451, and the Electronics Section, AAL-452, receives the individual work orders with cost class breakdowns, each section will be fiscally responsible for their portion of the project.

303. REVALIDATION OF PROJECT.

a. Prior to the formation of the Program Management Coordination Team, personnel of the Planning and Program Management Section, AAL-454, will complete a process of revalidating individual project submissions. The revalidation process shall review the initial intent, need, scope, and funding of the project and compare those factors with any changes or revisions that may have arisen since the project submission. (A period of time in excess of 2 years will normally elapse between budget submission and receipt of the PA.)

b. Project need is revalidated by the Planning and Program Management Section, AAL-454, in the following manner:

(1) For projects initiated by Air Traffic and Flight Standards, AAL-454 shall request in writing that the Air Traffic Plans/Programs & Resource Branch, AAL-510, or the Flight Standards Flight Inspection and Procedures Staff, AAL-223, provide written revalidation of the need for the projects initially submitted by these respective offices. All information required for the preparation of the "Statement of Essential Need" for project procurement activities shall be included in the written revalidation message.

(2) For projects initiated by Airway Facilities, AAL-454, shall request revalidation of the need for the project by the Maintenance Branch, AAL-460.

(3) In order to revalidate the need for an individual project, the regional office validating element shall coordinate with the sector offices involved with the project.

c. Project feasibility is also revalidated by the Planning and Program Management Section, AAL-454. Current factors are reviewed to ensure that environmental changes that may have occurred since the budget submission will not preclude successful implementation and completion of the project.

(1) In the case of facilities to be located or relocated on an airport, the latest version of the Airport Master Plan or FAA-approved Airport Layout Plan shall be reviewed by the Planning and Program Management Section AAL-454, in coordination with the Airports Division, to ensure that the plan does not preclude establishment of the planned facility.

(2) The Planning and Program Management Section, AAL-454, shall ensure that coordination is accomplished with all regional elements and the Airway Facilities sector offices involved in the project.

#### 304. STAFFING AND TRAINING REQUIREMENTS.

a. Principal responsibility for identifying the need for additional personnel and for training new and existing personnel is assigned to the Airway Facilities sector offices. Specifically, these are functions of the Assistant Manager for Program Support (AMPS), in coordination and consultation with the sector manager, the managers and supervisors of field offices and units, and the Assistant Manager for Technical Support (AMTS).

b. Utilizing sector copies of Establishment Branch, AAL-450, work order, the Facilities and Equipment Reporting System (FERS), and project schedule dates, the AMPS, in coordination with all affected sector elements, shall evaluate the need for additional personnel and/or training and apprise the sector manager with the results of the evaluation.

c. The sector. The AMPS, through coordination with the Staff Support Section, AAL-422, will develop training requirements for inclusion in the Operations budget submission to assure the capability to accept the new and/or improved facilities for maintenance when commissioned.

d. The Program Support Branch, AAL-420, shall manage, for the Airway Facilities Division, the regional Airway Facilities manpower and training program for F&E and maintenance activities. The branch also initiates necessary supplemental directives and provides guidance on sector activities, such as technical training, personnel certification, manpower utilization, etc.

305. COORDINATION TEAM.

a. General. Once a project has undergone the revalidation process, a Project Coordination Team (PCT) will be formed and function for the duration of the project.

b. The Supervisor, Planning and Program Management Section, AAL-454, is the initial project coordinator and coordination team chairperson. AAL-454 will request the managers of all organizational elements involved, or affected by the project, to designate coordination team members. A list of designated team members will be provided to all organizational elements.

c. The managers of the Airway Facilities Division branches involved in or affected by a project are responsible for designating coordination team members and chairpersons and for ensuring that the coordination process is effectively administered.

d. The chairperson duties of the coordination team will rotate to the involved organizational elements according to project phase emphasis as depicted in Figure 3-1. Team members will, however, remain the same throughout the project.

e. The number of members designated for the project coordination team will vary depending on the type of project.

(1) A major facility establishment or relocation, such as a VORTAC, ASR, ATCT, ILS, etc., requires interdivision representation, as well as all involved Airway Facilities Division branches and the sector office. (Refer to Major Projects Coordination Team Chart, Figure 3-2.)

(2) For small projects, such as equipment replacement or additions, the coordination team may consist only of the project engineer and a sector and/or sector field office representative. The coordination team functions for small projects are as important as those for major projects, and team members will be designated in the same manner.

f. It is the overall objective of the coordination process to provide all affected offices representation on the coordination team and involvement in project functions to ensure efficient and effective planning, engineering, and implementation of F&E projects. It also provides for follow-on reviews and critiques as inputs to quality assurance programs which consistently refines and improves the F&E process.

g. Those individuals appointed to the Project Coordination Team for a specific project shall be authorized to represent their respective organizational element In the decision-making process necessary for the team to achieve its purposes during the various stages of the project. Each team member shall have the authority necessary to continue from one critical milestone to the next. Team members shall be responsible for elevating any problems which cannot be resolved through the "team action" to the level within their own organizations required for resolution through established lines of authority.

h. The manager of each organizational element is responsible for notifying the coordination team chairperson whenever a change is made in the organization's representatives to the coordination team. The coordination team chairperson will advise all team members of changes in team membership.

306. PROJECT EVALUATION.

a. Once the project coordination team has been formed, a meeting will be scheduled by the team chairperson, the supervisor of the Planning and Program Management Section, AAL-454, or his designee, depending upon the type and extent of the project. The intents and purposes of the initial team meeting are to:

(1) Review and document in detail the validated scope of the project and the funding allocation.

(2) Discuss and include on the minutes of the meeting, all known factors of implementation, engineering, and accomplishment relevant to the project. This is basically an effort to bring forth all items that may impact the project when compared to the revalidated scope of the project.

(3) Review the total project and attempt to anticipate all items that will create funding shortages, impact completion dates, or both, should they arise at a later date.

(4) Obtain a commitment by the coordination team that:

(a) The project can be, and will be, completed in accordance with the revalidated scope and funding, or

(b) Any revisions to the scope of the project can be accomplished within the delegated funding allocation authority, or

(c) The scope of work and/or funding requirements have changed significantly since the budget submission for the project and reprogramming or rebudgeting action is required.

b. The progress and the quality of the project shall be further evaluated by the coordination team at each critical milestone of the project, as a minimum, or more frequently as considered necessary by the team chairperson. These coordination efforts will depend on the size and type of the project and may take the form of formal meetings or, on small projects, telephone conferences between the principal elements. Full coordination shall be sufficiently maintained for completion of the coordination and concurrence sheet at the conclusion of each project phase.

307. PROJECT SCHEDULE.

a. F&E projects are an integral part of regional goals and objectives. Most projects are committed to commissioning dates or fiscal obligations of a given year. Some projects are, however, part of a sequence of construction events planned in the development or expansion of an airport, or they may be a

portion of a larger system plan. Therefore, scheduling must be a principal concern and an early effort of the project planning.

b. The project schedule must include all critical stages which will be encountered during the establishment or modernization of a facility. All principal personnel involved with a project must realistically evaluate the project in terms of performance time for the stage with which they are concerned, be it implementation, engineering, or accomplishment. The Planning and Program Management Section, AAL-454, shall develop the project schedule, utilizing inputs provided by all affected organizational elements involved with the project.

c. Development of the project schedule shall take into consideration the following factors, as a minimum:

- (1) Region or division goals.
- (2) External requirements, such as assuring project schedule compatibility with ongoing or scheduled non-FAA construction.
- (3) Availability of manpower at each stage of the project.
- (4) Allowances for construction constraints, such as weather factors or environmental/physical obstructions.
- (5) Interaction of other requirements, such as adequate/reasonable lead-time for procurement/delivery schedules, availability of test equipment, availability of maintenance personnel, training status, and leased communication services.

d. An interim schedule shall be developed from consideration of the items listed in paragraph 307c above, and all other pertinent factors. The interim schedule shall be made available to all elements concerned with the project. Discussion of the interim schedule shall preclude unrealistic expectations on regard to project completion dates. As this stage of the coordination effort proceeds, all scheduling factors should become apparent, allowing the establishment of a final approved schedule. Once a project schedule is approved, it becomes a part of the basic planning document. However, as the project proceeds, the schedule shall be revised as necessary and kept up-to-date by the current chairperson of the coordination team to reflect actual progress of the project.

e. Depending on the size and type of the project, construction and/or installation schedules indicating critical shutdown milestones shall be developed and coordinated with all affected parties. Final approval of the shutdown schedule is also subject to the concurrence of the project coordination team.

- (1) Projects that will require the shutdown of existing airport facilities or FAA facilities during construction or installation shall be planned in accordance with AL 6020.4, Facility Shutdown, Commissioning, and Decommissioning Committee.

(2) If it becomes necessary to revise the F&E project schedule, such revision will also affect the shutdown schedule. It is the responsibility of all personnel that may be aware of the need for a project schedule revision to make that revision known to a member of the project coordination team or to the supervisor of the Planning and Program Management Section, AAL-454, so that a revision to the facility shutdown schedule may be coordinated with all concerned parties.

f. Updating the project schedule at the various critical milestones will enable the coordination team to reassess the progress of the project and make any adjustments necessary to maintain a realistic completion date for each stage of the project. The coordination team chairperson shall provide all concerned principal regional and field office elements revisions to project schedules.

### 308. COORDINATION AND CONCURRENCE.

a. General. The success of the establishment or modernization of a facility is directly related to the efforts put forth on the project coordination and the quality of the data, opinions, and comments provided by all individuals that have a responsibility or an interest in the project.

b. The degree of project coordination required will vary with each project. For example, a major project on an airport will require coordination with the airport sponsor, some or all operating divisions, various Airway Facilities Division branches, the involved Airway Facilities sector office, and outside agency vendors such as telephone and utility companies. On the other hand, a simple addition of equipment may require contact only between the project engineer and the affected sector representative, usually the AMTS. On most small projects, the regional Airway Facilities Division and sector coordination team members should be able to accomplish necessary coordination by telephone. The organizational element designated to accomplish the planning effort for the project shall be responsible for ensuring that proper coordination is initiated and accomplished.

c. The Planning and Program Management Section, AAL-454, will perform the initial preparation and distribution of the planning and coordination package. Once the initial planning effort is completed, each designated chairperson of the coordination team shall be responsible for continuing the coordination process with the same elements that were involved in the initial effort. To ensure coordination and concurrence in a timely manner, AL Form 6000-15, F&E Project Coordination and Concurrence Sheet, Figure 3-3, will be provided with the planning and coordination package.

d. The coordination and concurrence sheet primarily delineates the various critical stages that will occur during project planning and accomplishment. It is intended that coordination and concurrence of all work performed at each phase be accomplished prior to moving to the next phase of the project.

e. The concurrence process is an essential aspect of F&E project work. The process ensures that all of the organizations involved or concerned with a

project are provided the opportunity to participate in or comment on the work planned or accomplished during each project phase.

(1) AL Form 6000-15, FOE Project Coordination and Concurrence Sheet, shall be utilized by coordination team members during each project phase. It is the responsibility of the coordination team chairperson to forward AL Form 6000-15, to each team member.

(2) Concurrence by a team member indicates that the organization which he/she represents considers the project work planned or accomplished during the project phase to be satisfactory in all respects. Organizations shall maintain their concurrences except for extenuating factors which were unknown at the time of original concurrence or which have started since that time. A request to change an organization's concurrence status may only be submitted by that organization's manager and must be submitted to the current coordination team chairperson. That chairperson shall consider the request, attempt to resolve the issues raised, and coordinate proposed changes with all coordination team members. Issues which cannot be resolved shall be handled as described on paragraph 308e(4) below.

(3) If a team member nonconcurrs on a project phase, he/she shall attach a written justification for the nonconcurrence to AL Form 6000-15, F&E Project Coordination and Concurrence Sheet. Nonconcurrence shall be based on established engineering standards, specifications, criteria, etc., with reference to applicable orders, standards and specifications, drawings, etc.

(4) If a nonconcurrence issue cannot be resolved by obtaining the consensus of the team members, it shall be referred upward through supervisory channels for resolution.

### 309. PROJECT COORDINATION AND CONCURRENCE FILE.

a. The Planning and Program Management Section, AAL-454, is responsible for the program management phase of the project. A project file will be initiated by AAL-454 for all projects. Project files shall be filed in the Establishment Branch filing system and shall be available for review and duplication. Duplicate files shall be integrated into the master file upon completion of each project.

b. The project file will contain all clearances, concurrences, and information needed to eliminate possible problem areas associated with the establishment or modernization of a facility.

(1) The project file will include consideration of such factors as FAA future plans and, as applicable, the Airport Master Plan.

(2) The project file will become a permanent record, to be updated by the coordination team chairperson/designee at the completion of each project phase. It will serve as a record document, along with the FAA Form 6000-15, F&E Project Coordination and Concurrence Sheet, at the Joint Acceptance Inspection to reflect project progress, resolution of problem areas, and a comparison of planned completion date with the actual completion date.

(3) AL Form 6000-12, the Planning Checklist, Figure 3-4, shall be used to ensure as complete a package as possible.

310. SITE SELECTION REVALIDATION. The Planning and Program Management Section, AAL-454, is responsible for the site selection process in the establishment or relocation of a facility. AAL-454 shall:

a. Utilize assistance from establishment branch and field personnel to ensure, to the extent possible, an optimum operational site within available real estate and project funding.

b. Evaluate all available sites within existing airport confines or predetermined search areas and consult with the appropriate engineering section(s) and local field personnel to arrive at the best possible site for the facility establishment or relocation. Any property under consideration outside the airport boundary will be coordinated through AAL-58 for land ownership/title search.

c. Prepare a siting report which will be filed in the project file. The siting report will contain a discussion of all alternatives evaluated in search of a site and will point out all benefits and constraints of each site, including the recommended site.

d. Obtain concurrence of the siting report from the coordination team and include the coordination and concurrence sheet milestone as a part of the total implementation package submitted to the coordination team.

311. QUALITY CONTROL.

a. Responsibilities:

(1) The Establishment Branch Manager, AAL-450, shall implement quality control procedures and ensure that quality assurance feedback is considered on planning activities.

(2) The Evaluation Staff, AAL-405, shall define criteria for quality control activities and provide quality assurance feedback from a sampling of completed projects.

b. Procedures. The following quality control procedures shall be used:

(1) Each project file shall be reviewed to ensure that all appropriate planning requirements have been accomplished and documented.

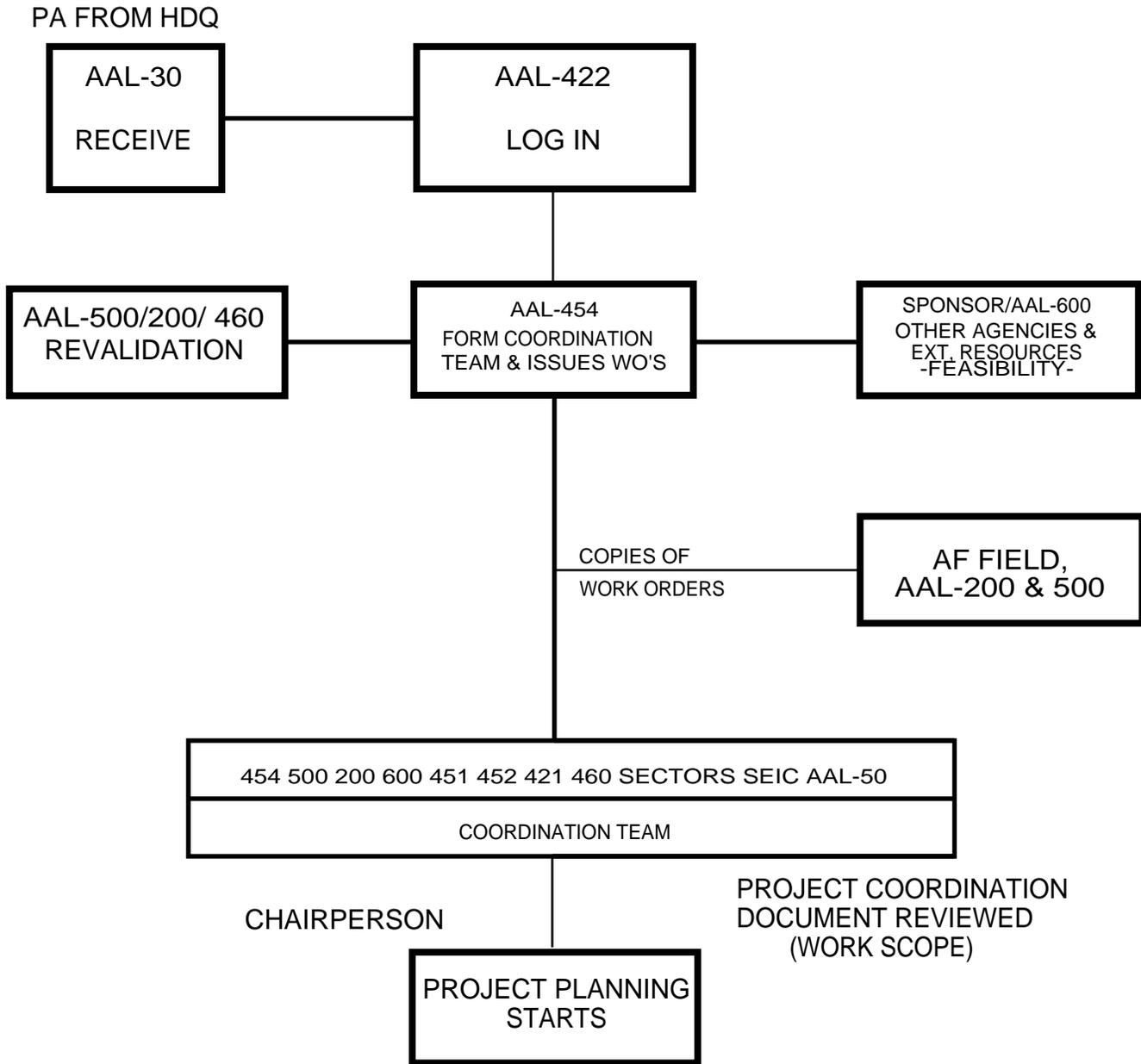
(2) Planning requirements for each type of project shall be determined by reviewing quality assurance feedback on similar types of projects.

312.-399. RESERVED.

FIGURE 3-1. AF COORDINATION TEAM CONCEPT FOR MAJOR FOE PROJECT

AAL-454	Program Manager issues Alaska Region work orders.
AAL-454	Revalidation of Project (need, feasibility)
AAL-454	Formulates Coordination Team composed of branch/sector/other designers and issues project files. (Initial Coordination Team Chairperson.)
AAL-454	Leased Communications. Member of initial Coordination Team and as required through the project.
AAL-452	Project Design Effort. (Chairperson of Coordination Team based on project emphasis.)
AAL-451	Project Design Effort. (Chairperson of Coordination Team based on project emphasis.)
AAL-464	Frequency Management. Member of team during project design and as required throughout the project.
AAL-451	Plant Construction and Preacceptance Review. (Coordination Team Chairperson.)
AAL-452	Electronic Installation and Preacceptance Review (Coordination Team Chairperson.)
JAI	Sector Office chairs Joint Acceptance Board.
AAL-460	Project Critique and Report. (Coordination Team Chairperson)
AAL-454	Team Closeout.

FIGURE 3-2, MAJOR PROJECT COORDINATION TEAM



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FIGURE 3-4. SAMPLE AL FORM 6000-12.

PLANNING CHECKLIST

DESCRIPTION OF ITEMS TO BE REVIEWED	DATE
1. <u>Project Revalidation</u>	
2. <u>Review project scope and funding requirements.</u>	
3. <u>Facility Siting</u>	
4. <u>Radar coverage and interference studies.</u>	
5. <u>Communication interference studies</u>	
6. <u>Cost comparison studies.</u>	
7. <u>ATCT shadow studies.</u>	
8. <u>Type, size, height, and lighting/HVAC requirements of buildings and structures</u>	
9. <u>Building space layouts</u>	
10. <u>Equipment and console layouts</u>	
11. <u>Environmental assessments.</u>	
12. <u>Airspace approvals.</u>	
13. <u>Waivers.</u>	
14. <u>Airport layout plan approval</u>	
15. <u>Location and approval of utility connections, including well or septic tank usage, where required or cost effective</u>	
16. <u>DOTPF permits or easements.</u>	
17. <u>Electric cable easements.</u>	
18. <u>Local building code requirements</u>	
19. <u>Construction/building permits</u>	
20. <u>Lease availability validation</u>	

AL Form 6000-12 (7/88)