

**ORDER**

U.S. DEPARTMENT OF TRANSPORTATION  
FEDERAL AVIATION ADMINISTRATION

GL 2500.10D

GREAT LAKES REGION

1/14/94

SUBJ: Regional Facilities & Equipment (F&E) Management Review, Budget and Work Plan Processes.

SECTION 1. GENERAL

1. PURPOSE.

a. This order provides policy, procedural direction and defines the roles and responsibilities for:

(1) The F&E Regional Budget, Call for Estimates (BC), Process (see Section 2, page 5).

(2) The F&E Work Plan (WP) Process (see Section 3, page 7).

(3) The regional Management Review Process for the BC and WP via the F&E Work Program Meeting (WPM), the Interdivisional Working Committee (IDWC), and the Facility Review Committee (FRC). (See Section 4, page 13.)

b. This order provides further guidance for the IDWC and FRC as established by FAA Order 1110.117, Regional Facilities Review Committees and Interdivisional Working Committees.

2. DISTRIBUTION. This order is distributed to section level and above in Flight Standards, Airway Facilities, Air Traffic, and Airports Divisions, to division level in the Aviation Information, Budget, Civil Aviation Security, and Logistics Divisions, and to all field offices and facilities in the Great Lakes Region.

3. CANCELLATION. Order GL 2500.10C, Regional Facilities & Equipment (F&E) Budget Process, dated September 25, 1991, is cancelled.

4. BACKGROUND. The previous order did not fully address the regional roles and responsibilities of, and the relationships among, the WPM, the IDWC, and the FRC. Nor did it sufficiently address the IDWC functions and authority required to successfully manage the F&E Program.

5. EXPLANATION OF CHANGES. This order is a substantial revision to GL 2500.10C dated September 25, 1991. The primary changes in this revision are the following:

a. To expand the role and establish accountability of the IDWC in the management of the F&E Program.

b. To incorporate new management systems such as the Annual F&E Work Plan and the automated Regional Project Management System (RPMS).

Distribution: A-X(FS/AF/AT/AS)-4;  
A-X(AI/BU/CS/LG)-2; A-FOF-Ø(STD)

Initiated By: AGL-420

c. To further define the inter-relationships between the many organizational entities involved in the F&E program.

d. To reflect organizational changes.

e. To provide regional and field personnel greater visibility and understanding of the F&E Budget and F&E Work Plan processes.

6. ACRONYMS/ABBREVIATIONS/SYMBOLS/DEFINITIONS.

a. Acronyms/Abbreviations/Routing Symbols.

(1)	ABU	Office of Budget; Headquarters FAA
(2)	AF	Airway Facilities
(3)	AGL-50	Logistics Division
(4)	AGL-420	AF Resource & Planning Branch
(5)	AGL-421	AF F&E NAS Program Section
(6)	AGL-422	AF F&E NAS Planning Section
(7)	AGL-450	AF Establishment Engineering Branch
(8)	AGL-451	AF Terminal Environmental Engineering Section
(9)	AGL-454	AF Construction Section
(10)	AGL-458	AF Engineering Support Section
(11)	AGL-460	AF Systems Maintenance Engineering Branch
(12)	AGL-480	AF Telecommunications & Spectrum Engineering Branch
(13)	AGL-510	Air Traffic System Requirements Branch
(14)	AGL-610	Airports Planning/Programming Branch
(15)	BC	F&E Regional Budget, Call for Estimates
(16)	BRSR	Budget Review Summary Report
(17)	ER	Exception Report
(18)	FRC	Facility Review Committee
(19)	FSR	Fiscal Summary Review
(20)	HQ	Headquarters, FAA, Washington, D.C.
(21)	IDWC	Interdivisional Working Committee
(22)	LPR	Local Project Request
(23)	LPP	List of Possible Projects; for WP
(24)	MBE	Minority Business Enterprise
(25)	OPS	Operational/existing equipment or facility
(26)	RESCUE	Regional Engineering Steering Committee for

Unassigned (AGL-460) Engineering

(27)	RAPM	Regional Associate Program Manager; AGL-421.
(28)	RO	Regional Office
(29)	RPMS	Regional Project Management System
(30)	RR	Reprogramming Request
(31)	WP	Annual F&E Work Plan
(32)	WPM	Work Program Meeting

b. Definitions.

(1) Regional Project Management System (RPMS). The RPMS is a computerized planning and scheduling system for F&E projects. RPMS has integrated the regional and headquarters systems that performed the F&E budget preparation, resource planning, finance, project status and material tracking into a project

management information system. The approved projects in this system (funded projects) are formatted into the Non-Nav aids (IBC-NNV2) and Nav aids (IBC-NAV2) reports used in the F&E WPM. The database also contains all known future, out-year projects from the budget module and equipment delivery module. These projects have a "B" in the status field.

(a) Approved projects which are part of the current F&E Work Plan are identified with a "WP--" in the WPM reports. If the WP project is also a Regional Accomplishment Goal, this field will contain the current fiscal year (FY), followed by the scheduled quarter of accomplishment: for example, "942" = FY94, second quarter accomplishment.

(b) Dummy-JON. A non approved, non-funded, artificial RPMS Job Order Number (JON) used for planning purposes to enter projected projects, their dates and requirements. A funded JON replaces the dummy when it becomes available.

(2) Reprogramming Request (RR) and Local Project Request (LPR). The RR and LPR are the methods used to process changes to the current F&E Work Plan. FAA Form 2500-70, FY Cost Estimate (Appendix 4, Figure 2), along with its cover letter, is used to process these requests. All requests must include a schedule for applicable key milestones; e.g., engineering, construction and installation. The desired service availability date(s) must also be listed, and the criticality of this date, or date range. The AGL-421 RAPM compiles the Cost Estimate and letter, which is submitted to AGL-422 for IDWC review and approval, and incorporated as a change/add to the Work Plan. These requests are usually financed from currently funded projects or by the use of local project funds. These requests must provide significant justification for their urgency, reasons why the annual budget cycle will not suffice, and what impact if any the project will have on the current F&E Work Plan. All reprogramming requests (RR) are required to be entered into the AGL-422/HQ ABU FSR quarterly review/approval cycle before they can be entered as changes to the Work Plan. This is normally a three to six month cycle period. (Also see paragraph 26.)

(3) Air Traffic Facility Requirements Request (FRR). The FRR is the process used by Air Traffic to obtain and process field facility requirements which are beyond the authority (dollars, resources, etc.) of the local organizations. The FRR is intended to handle small, urgent "pop-up" requirements which require additional F&E resources. It is not to be substituted for the normal budget process. The completed FRR is then submitted as a change to the Work Plan via the RR or LPR process (also see current issuance of GL 6030.28; Air Traffic Facility Requirements).

(4) Exception Report (ER). The ER will document WPM changes that need to be communicated to the IDWC. This report will identify such items of interest to the IDWC as project priority conflicts, all commission or service date changes, major scope changes, technical problems, impacts from WP change requests, or other significant changes. The ER should also be used to alert the IDWC of any anticipated problems or concerns; such as overly optimistic project projections, etc. The quality of the Exception Report is key to the effective IDWC management

of the F&E program. The ER should be available one week after each WPM. The ER will look like the standard RPMS report, but with a list of exception items attached to each project. The AGL-421 RAPM's will generate the ER by populating the RPMS ER Checklist field attached to the project network activity 83.

7. OBJECTIVES.

a. The primary objectives of the F&E Budget and the F&E Work Plan, Sections 2 & 3, are to:

(1) Establish and document systematic and disciplined processes for the formulation of both the F&E Budget and the F&E Work Plan.

(2) Define the roles and responsibilities in the formulation of these processes.

(3) Provide general guidance and identify special considerations for both these processes.

(4) Develop change procedures for the approved projects baselined in the F&E Work Plan.

b. The primary objectives of the Management Review Processes, Section 4, are to empower the IDWC as an effective management focal point to:

(1) Provide fully coordinated divisional feedback on all items brought before the IDWC.

(2) Provide single-point accountability and a regional consensus for resolving project prioritizations and authorizing changes to the Work Plan. The IDWC is responsible for the management of the region's F&E program.

(3) Monitor and manage the F&E project baseline to ensure progress and/or early identification of problems, and to ensure compliance with agreed to courses of action.

(4) Utilize the IDWC's collective management experience to apply a "regional view" to finalize the F&E Budget, to approve the F&E Work Plan, resolve Work Plan conflicts, authorize changes, institute corrective actions, or to elevate issues to the FRC, as required.

SECTION 2. F&E REGIONAL BUDGET, CALL FOR ESTIMATES (BC) PROCESS.

8. INTRODUCTION. This order formalizes a process for the development and preparation of the F&E Budget. These budget requests are requirements that can be satisfied through the normal three-year budget cycle. This section will establish a formal process for each division and their field offices to submit projects that will: correct operational deficiencies by improving, relocating, or establishing new facilities; modernize current facilities; replace obsolete or unreliable equipment with modern equipment; and provide additional services and facilities where justified. It is essential that all regional requirements are known and considered in developing the F&E Budget. Appendix 4, figure 1 is a flow chart of the regional budget process.

9. ROLES, RESPONSIBILITIES AND DATES.

a. See Appendix 1 for the sequential listing of the roles, responsibilities and due dates. The dates shown are based on an assumption that the regional budget is due in the FAA Program Office and the Office of Budget in late January. As necessary, the schedule may be adjusted in the regional call, as required by national or regional schedule changes.

b. Field budget requests can be submitted monthly as needs are identified. This will permit maximum time for review, coordination, and any revisions that may be required for submission acceptability. However, for the F&E Budget that is submitted to the FAA Program Office and Office of Budget, all field requests must be submitted by July 15 of the previous year.

10. PROJECT BUDGET REQUESTS. Each project request shall be submitted on FY Cost Estimates FAA Form 2500-70 (See Appendix 4, figure 2). This form is available on a diskette, using the automated narrative program developed by AGL-420. Copies of the diskette are to be provided to the field by their appropriate divisions. The diskette and two copies of the request shall be forwarded to the respective regional division as listed below:

- a. Airway Facilities Sector and Branch Offices to the Resource and Planning Branch, AGL-420.
- b. Air Traffic Field and Branch Offices to the System Requirements Branch, AGL-510.
- c. Flight Standards Field Offices to the Flight Procedures Branch, AGL-220.
- d. Airports District Offices to the Planning/Programming Branch, AGL-610.

NOTE: Long lead time or complex projects such as tower modernization or relocation, fiber optic cable loop, etc., should especially be identified early so that joint field/RO teams may work together to fully develop the project scope, alternates, etc.

11. PROCESSING. All budget requests shall be reviewed by the appropriate division office for completeness and adequate justification. If requests are complete, they will be validated by their division office and forwarded to AGL-422 for processing the required cost estimate and project material list (PML) provided by AGL-450. If the project is non-validated, the division office should indicate clearly the reasons for non-validation, and return the request to the originating field office within 30 days of submission.

12. FEEDBACK. Status of project requests submitted in the current and previous fiscal year's F&E Budget will be provided to all divisions by AGL-422 as it becomes available from ABU/OMB. This feedback to AGL-422 takes approximately 10 months; Congressional feedback, approximately 15 months. Divisional offices may want to call the contact person listed on the Call for Estimate budget item number. The contact person may have preliminary feedback prior to the ABU/OMB release to AGL-422.

13. GENERAL GUIDANCE.

a. Regional Projects. These are projects originated by regions (field and regional office) on the basis of local need and information. Each field facility/office manager shall review operating conditions and identify requirements for the establishment, modernization, or decommissioning of facilities and equipment related to operations under their supervision. Care must be taken to make certain that a strong and complete narrative description of the need and impact(s), including the benefit/cost ratio (B/C) data, is included to justify allocating funds. Photographs, where appropriate, may be submitted to augment the justification. Refer to Appendix 2 for B/C determinations.

b. National Program Projects. These are projects for which input is specifically requested in the annual National Call for Estimates. Typical of a National Program item are:

(1) A program included in the Capital Investment Plan with criteria established in the Airway Planning Standards.

(2) Multi-year and/or national scope implications.

(3) High dollar levels and/or Agency policy determinations.

c. Budget Priorities. Projects will be ranked in priority order according to the guidance included in Appendix 2. This guidance must be used for all regional type projects and for major national program projects where there are multiple locations to be considered.

14. SPECIAL CONSIDERATION.

a. Coordination. Requests for improvement projects prepared by Air Traffic and Flight Standards field offices shall be coordinated with the Airway Facilities Sector Manager or Sector Field Office Manager responsible for the facility. Projects which would properly be accomplished by sector personnel should not be submitted for the F&E Budget, but should be accomplished under the OPS program.

b. Leased Communications Services. Do not submit requirements for leased communication services in response to this order. Requirements for these services are requested separately, through the telecommunications budget process, with the exception of:

(1) F&E is to fund non-recurring site preparation and facility-end connection costs associated with leased circuits that are required for the fielding of new F&E equipment. Funding is to be included in the relevant project cost estimates.

(2) F&E may fund recurring leased telecommunications costs for new F&E equipment coming into the system for up to one full fiscal year beyond the year of commissioning/operation. Funding is to be included in the relevant project cost estimates.

(3) The F&E budget item, "Critical Telecommunications Support," FY 1993 Budget Item 2A20 provides for non-recurring costs associated with change-over of existing circuits. Costs for such tasks as: capacity expansion, circuit cut-overs, terminal equipment rearrangements, and FAA procured equipment for use with leased services are included. Costs for such tasks should continue to be included in this F&E budget item.

(4) Refer to current issuance of FAA Order 2500.8, Funding Criteria for Operations, F&E, and Research, Engineering and Development Accounts, for further information.

### SECTION 3. ANNUAL F&E WORK PLAN (WP) PROCESS.

15. INTRODUCTION. This order formalizes a process for the implementation and successful management of approved fiscal year F&E Work Plan projects. The purpose of the F&E Work Plan process is to establish a vehicle for managing the approved fiscal year F&E projects and to establish a project schedule, from the start of a project until completion of the project, that meets the goals and objectives of each division. The WP process also establishes a communication and coordination vehicle between divisions for addressing changes and other related issues. The following procedures shall be used in developing the annual F&E Work Plan.

16. ROLES, RESPONSIBILITIES AND DATES. See Appendix 3 for the sequential listing of the roles, responsibilities and due dates.

17. INITIATE RPMS LIST OF POSSIBLE PROJECTS (LPP). AGL-450 will generate a preliminary list of all possible Work Plan projects using a custom Regional Project Management System (RPMS) report sort. This report will provide the following information:

a. All projects which are in progress but will not be completed within the current fiscal year,

- b. All projects with funding due to expire in the next fiscal year,
- c. All known Congressionally-mandated or priority projects,
- d. All projects under national turnkey construction and/or installation programs.
- e. All projects for which all equipment is available, and
- f. Other future Work Plan projects already added to the RPMS database and which have estimated dates scheduled for the next fiscal year. (Also see paragraph 25.)

18. LPP REVIEWS. AGL-420, 460, and 480 will review this LPP to identify any additional projects, such as Headquarters' program requirements, regional requirements or any known upcoming projects for which a Project Authorization (PA) is expected and add these to the LPP. The AGL-421 RAPM will add these projects by inserting a dummy job order number header into the RPMS database, and AGL-450 will enter schedule dates and manpower requirements. This will provide a placeholder so that work can be scheduled and tracked in RPMS. AGL-460 should coordinate their LPP review with AF sector personnel. Together they should identify possible candidate projects for accomplishment with sector resources and provide this list of candidates to AGL-450. (These sector candidate projects are prior to, and independent of, the AGL-460 RESCUE program; RESCUE is not applicable until the WP is approved.)

19. 1ST DRAFT WORK PLAN. AGL-450 will derive an initial rough draft WP from projects in the RPMS LPP. This initial draft will then be analyzed using RPMS F&E resources required against estimated resources available in order to generate the 1st Draft Work Plan. The on-going RPMS database used to generate this Draft Work Plan will have evolved over the past year from IDWC approved changes to the past Plan, from projects which have slipped, and from new projects added during the year. This RPMS download will contain all the project activities tentatively scheduled to be worked on during the next fiscal year. If RPMS has been properly maintained during the year, this 1st Draft should reflect a high percentage of the final Plan, and include the vast majority of the project types listed in paragraph 17. (Also see paragraph 25.)

20. 1ST DRAFT WORK PLAN REVIEWS. AGL-450 will provide both the 1st Draft Work Plan and the LPP RPMS reports to the IDWC division voting representatives. The divisions will review and input project additions and deletions that they want for the next fiscal year. The use of the LPP will assist the divisions in their review of the 1st Draft Work Plan by identifying all the possible WP projects contained in the RPMS database. While reviewing these reports, each division/branch may want to identify those projects which have higher priority. This will be of assistance during the remainder of the Work Plan development.

a. AGL-50 will review both of these reports to determine if the contracts and/or land acquisition support can be provided as required by the proposed Work Plan.

b. AGL-420 will provide these reports to the sectors for their overall review. The sectors need to determine if they can support the proposed WP with required sector manpower, logistics, training, etc., and provide this feedback to AGL-420.

c. AGL-610 should add all sponsor work that will require the reimbursable relocation of any FAA facilities and projects associated with new or extended airport runways, or other Airports projects that require establishing FAA facilities.

21. DEVELOP & COORDINATE FINAL DRAFT WORK PLAN. AGL-450, in coordination with AGL-420, will review all additional inputs and develop the Final Draft Work Plan.

a. AGL-450 Section Supervisors will use iterative reviews to assess schedule dates and required resources versus resources available. Project dates and resources are entered, and changes made, using the automated RPMS database. AGL-450 will use internal work program meetings, as required, to fully coordinate project impacts among their various sections.

b. AGL-458 will provide AGL-450 supervisors with the RPMS reports required for them to make their assessments and iterative changes.

c. WPM Participation. AGL-450 will chair small, intermediate reviews with WPM participants to validate, or scaledown, the work plan **before** the Final draft is distributed. These meetings should be small, working groups attended by the regional personnel responsible for F&E resources, program requirements and user requirements. As an example, the meeting for terminal projects might comprise AGL-451, AGL-454, 421 and 510.

d. AGL-421 RAPMs will coordinate/resolve with the originating office any deletions or major changes made to their inputs during this development process.

22. RESCUE Program Candidates. During the development of the Final Draft Work Plan, AGL-450 will compile a list of candidate projects for the AGL-460 RESCUE program established under Order GL AF 6030.33.

23. FINAL REVIEWS & APPROVAL. AGL-450 submits the proposed Final Draft(s) of the Work Plan to AGL-422 for distribution to the IDWC for their review(s) and approval. An advance, courtesy copy, if required, will be provided to the IDWC in order to better prepare comments and/or give final approval during the IDWC meeting.

a. Baselined WP Projects and Dates will be the end result of this iterative process and reviews. These dates will meet the goals and objectives of each division, **considering** available resources.

b. F&E Work Plan Distribution. AGL-422 will distribute the approved F&E Work Plan to all the IDWC representatives. The IDWC chairperson will brief the F&E Work Plan to the FRC at the July FRC quarterly meeting.

24. WP CHANGE PROCEDURES. The following procedures shall be used in adding or changing projects in the approved and published F&E Work Plan.

a. Initiation. The sponsoring division shall provide the project change request to AGL-421. The scope of the project change must be a clear and detailed description stating all facts pertinent to the request, along with all proposed, or required, schedule milestone dates. Each project request shall be submitted on FAA Form 2500-70, FY Cost Estimate. Appendix 4, figure 2 is a sample Form 2500-70. Also see DEFINITIONS, paragraph 7: Reprogramming Request (RR), Local Project Request (LPR) and Facility Requirement Request (FRR).

b. Coordination.

(1) AGL-421 will meet with the sponsoring divisional representative and AGL-422 to determine a **rough estimated** priority for the requested project in relation to the current IDWC priority tracking list. The IDWC may later adjust this priority, as required, but this estimated ranking is needed by AGL-450 to assess potential impacts on the approved Work Plan. AGL-422 will log the request into the system at this time.

(2) AGL-421 will attach GL Form 2500-18, Great Lakes Region F&E Program and Project Coordination form, as a cover sheet to FAA Form 2500-70. Appendix 4, figure 3 is a copy of GL Form 2500-18. The request and cover sheet are forwarded to AGL-450.

(3) AGL-450 will return the data to AGL-421 after performing the following:

(a) An assessment of impact on the current F&E Work Plan. This assessment is based on the sponsor's written inputs, requested milestone dates and priority estimate.

(b) Add proposed RPMS schedule dates for this request to GL Form 2500-18 (any reprogramming request should consider the FSR funds approval cycle, unless other allowances are available).

(c) A cost estimate on FAA Form 2500-40, F&E Cost Estimate, if required.

(d) A material estimate on FAA Form 4650-1, Project Material Lists, if required.

(e) A proposed list of the project(s) to be delayed or removed from the current WP in order to accommodate the change.

(4) AGL-421 compiles the completed request and provides the data to AGL-422 to distribute to IDWC members prior to the next IDWC meeting.

(5) AGL-422 is responsible for tracking and facilitating the processing of change requests. AGL-422 will expedite the processing of any "rush" request deemed appropriate by AGL-420 management.

c. Disposition. The proposed change request will be reviewed at the next IDWC meeting. The IDWC will issue a decision (approve/disapprove) along with recommendations.

(1) Requests that have been disapproved: the IDWC will return the request to the sponsoring division, along with an explanation of the reason(s) for disapproval.

(2) Requests that have been approved and have no impact on the Work Plan: AGL-421 & 450 will proceed to enter the scheduled work project and dates into RPMS for accomplishment.

(3) Requests that have been approved and that impact the Work Plan: AGL-421 and 450 will proceed to enter the work project and dates into RPMS. They will also reschedule those projects affected. The affected project(s) may have to be delayed and/or removed from the current Work Plan. The **AGL-421 RAPM** will enter an ER for the affected project(s) to record why this project was delayed or dropped from the current Work Plan.

(4) Some reprogramming requests may have to be "approved, but on hold" until reprogramming of funds is approved by HQ ABU via the quarterly FSR cycle. ABU notification takes a minimum of 3 months, and up to 6 months. If interim funding allowances are available, they need to be stated in the request.

d. Impasse Resolution. If the IDWC is unable to reach a consensus for approval or disapproval, the IDWC chairperson will table the project until the next meeting. The project will be taken back to each division for re-examination in light of issues discussed. If the following IDWC meeting is still unable to reach consensus, the chairperson will present the request to the regional FRC for further action. Also see paragraph 30.

e. Lessons Learned. The IDWC and AGL-450 will assess each year's previous Work Plan performance to implement lessons learned, to reinforce successful processes, and/or to adjust future procedures.

25. ON-GOING DEVELOPMENT OF FUTURE WORK PLANS. The Work Plan process should be a smooth, on-going process that evolves the next year's work plan from the on-going management of the RPMS database. This database development is required to successfully perform the long-term planning and preparation required by most local and national projects. The identification and inclusion of all future, out-year projects are vital to the Work Plan process.

a. AGL-450, after conferring with the appropriate customer division(s) and with AGL-421 RAPMs, will enter dates for next year's work plan; dates for those future projects already in the RPMS database **but not contained** in the current Work Plan. These dates will represent the best known estimates as to when these projects or project tasks might be accomplished, based on such information as deliveries, national or regional requirements, etc. All these entries should be completed not later than 2 months after the current WP is approved.

b. AGL-460 is responsible for adding all future operational and sector projects, **and anticipated projects**, into the RPMS database. All anticipated projects will be entered using dummy Job Order Numbers (JONs) along with estimated dates. These dates will represent the best known estimates as to when these projects might be accomplished, based on such information as deliveries, national or regional requirements, etc.

c. AGL-480 is responsible for adding all future communications projects, **and anticipated projects**, into the RPMS database. All anticipated projects will be entered using dummy JONs along with estimated dates. These dates will represent the best known estimates as to when these projects might be accomplished, based on such information as deliveries, national or regional requirements, etc.

d. AGL-421 RAPMs are responsible for adding all other new, future projects, **and anticipated projects**, into the RPMS database. All anticipated projects will be entered using dummy JONs.

(1) AGL-422 will provide AGL-421 the IDWC Strategic Planning projects, along with recommended project dates, for AGL-421 entry into RPMS. Also see paragraph 29.e.4.

(2) AGL-450 will enter estimated dates for the projects added by AGL-421 which are being proposed for next year's work plan. These dates will represent the best known estimates as to when these projects might be accomplished, based on such information as deliveries, national or regional requirements, recommendations, etc. All dates should be entered as soon as possible, but not later than the beginning of the next WP cycle.

26. SPECIAL CONSIDERATIONS - FEDERAL AIRPORT IMPROVEMENT PROJECTS.

a. Airports Division, AGL-600, is responsible for overall management of the trust funded capital development program. Individual airport improvement projects require varying degrees of involvement by other FAA divisions. Coordination with AGL-420/450 is required for those airports with existing or planned FAA or non-Federal facilities.

b. Reimbursable Agreement. Relocation of FAA facilities caused by airport construction require a reimbursable agreement with the sponsor to fund the relocation. The lead time required from the initial sponsor's notification of the FAA, through the FAA Headquarters' approvals is usually 8 months or greater. The point of contact for reimbursable agreements is the RAPM, AGL-421. Refer to current issuance of the Federal Aviation Acquisitions Manual (FAAM) for further information.

SECTION 4. MANAGEMENT REVIEW PROCESSES.

27. INTRODUCTION. This section will address the end users and interactive management review processes to achieve the objectives stated in paragraph 7.b. Sections 2 and 3 listed the processes used to establish the F&E Budget and the F&E Work Plan, along with the roles and responsibilities. This section identifies the management responsibilities of the participants of the F&E Work Program Meeting (WPM), the Interdivisional Working Committee (IDWC), and the Facility Review Committee (FRC). Appendix 4, figure 4 is a flow chart of the Management Review Process for the F&E program. Refer to paragraph 7.b. for the primary objectives of the Management Review Process.

28. F&E WORK PROGRAM MEETING (WPM) RESPONSIBILITIES.

a. Membership/Meetings. The WPM consists of representatives from Logistics, Flight Standards and Air Traffic Divisions, AGL-421 Regional Associate Program Manager (RAPM), and Airway Facilities Section Supervisors, or their representatives, from AGL-450, 460 and 480. AF Sector Managers or their representatives are invited to attend. The WPM meets monthly on the second Tuesday of each month. The WPM, also referred to as FERS, is chaired by AGL-421. All F&E funded projects, including current Work Plan projects, are reviewed using the RPMS Non-NAV and NAVAIDS reports.

b. Provide Status of All Funded F&E Projects. Establish, verify and/or change schedule dates. Identify project problems, accept and/or resolve action items, and record F&E program accomplishments.

c. Clarify project scope, if required.

d. Identify follow-up meetings required by problems which surfaced during the meeting. (The WPM is not intended to cover technical, design, etc., details.)

e. Designated participants enter WPM schedule date changes or other data field changes into the RPMS database within one week of the meeting. New, updated RPMS/F&E Work Plan reports are distributed 5 working days prior to each meeting.

f. AGL-421. The RAPMs will function as the communication conduit between the WPM and IDWC:

(1) To facilitate coordination between the WPM and the IDWC, the AGL-421 RAPMs will input and produce the **WPM Exception Report (ER)**. AGL-421 will review the ER for clarity, etc., prior to submitting it to AGL-422 within 1 week after the WPM. AGL-422 will distribute the ER to the IDWC prior to the IDWC's next meeting. This report will identify a number of items of interest to the IDWC, the most important being any WPM requests for the IDWC to resolve priority conflicts (see paragraph 29.d.). Other appropriate items for the ER are all commission or service date changes, major scope changes, technical problems, impacts from WP change requests, or other significant changes. (Also see paragraph 6.b.4.)

(2) Submit a copy of the updated **WPM Action Items Report** to the IDWC within one week after the meeting.

g. ALL WPM participants are responsible to:

(1) be prepared for the WPM prior to the meeting; review their projects' status and/or proposed changes, and be ready to discuss impacts to the Work Plan.

(2) identify significant items for the ER and to support the action item process.

h. The above list is not necessarily all inclusive, but a general overview of the primary functions of the WPM. Refer to DEFINITIONS, paragraph 6.b., for additional information.

29. INTERDIVISIONAL WORKING COMMITTEE (IDWC) RESPONSIBILITIES.

a. Membership/Meetings. The IDWC voting representatives consist of the designated Branch Manager of Logistics, Flight Standards, Airway Facilities, Air Traffic, and Airports Divisions, and the designated representative of the Regional Administrator, and non-voting representatives from Budget, Security and the Establishment Engineering Branch. The IDWC cannot convene without a quorum; a quorum requires ALL voting members. However, the attendance of the Regional Administrator's representative is optional, and not to be considered in obtaining a quorum. The IDWC is chaired by the designated AF representative; the Resource and Planning Branch Manager, AGL-420. Voting members are empowered to sign documents for their division. The IDWC meets monthly on the second Thursday after the F&E Work Program Meeting (WPM).

b. Submit F&E Regional Budget. The IDWC provides the final reviews and comments to the Draft Budget Review Summary Report and the Budget transmittal cover letter prior to the IDWC Chairperson's presentation to the FRC for approval.

c. Empowered to Approve F&E Work Plan. The IDWC is empowered to review and approve the Annual F&E Work Plan.

(1) It will use its collective management experience to assess the overall validity of the Work Plan; e.g., can the projects listed be accomplished. Special emphasis will be given to availability of resources, i.e., equipment, manpower, and funding.

(2) The IDWC will assess each year's previous Work Plan performance and implement lessons learned.

d. Resolve F&E Work Plan prioritization conflicts.

(1) The IDWC evaluates Work Plan projects and maintains a Priority Tracking List. This list will group all WP projects as either high, medium or low priority. Each priority group will contain approximately a third of the total WP projects. The composition of the tracking list groups will have to be adjusted periodically to maintain the proportionality of the one-third groupings, or to reflect the realities of changing regional priorities. The prioritization list will be the result of an IDWC consensus that represents a "regional view."

(2) It can be assumed that additions to the WP will be defined as high priority, while the project(s) to be changed, in order to provide the required resources, will be taken from the low priority group. The higher priority project has precedence, and the lower priority project(s) is shifted to a later date or removed from the current year's work plan.

(3) Work priority conflicts elevated from the F&E WPM, via the Work Program Meeting Exception Report (ER), are resolved by application of the IDWC Priority Tracking List. When priority conflicts exist between projects in the same priority grouping, the IDWC will have to resolve the conflict. It is expected that most conflict situations will be accompanied by an alternative(s) from the applicable branch, or that the IDWC may request the advice of AGL-421 or 450, etc., in order to help in resolving these conflicts.

(4) The IDWC will review the various inputs and alternatives and make a consensus recommendation. This recommendation will be forwarded to the division/branch empowered to enact the recommendation. The actual dates, changes or other adjustments to the database are the responsibility of the applicable branch.

e. Empowered to Approve Changes to the F&E Work Plan.

(1) The IDWC reviews RR and LPR change requests. Change approval is based on IDWC assessments of funding availability, priority, proposed schedule dates, and overall impact on current Work Plan project schedules. The IDWC will normally have a minimum of 4 work days to review change requests prior to the monthly meeting unless a critical "walk-in" request occurs.

(2) If projects are to be added to the Work Plan, the impact will be assessed by the IDWC, with a recommendation from the responsible RAPM. In most cases, one or more lower priority projects will have to be delayed or removed from the current Work Plan to accommodate additions.

(3) The IDWC reviews major project changes that take place during the monthly WPM if the changes significantly impact the Work Plan. The RAPM is responsible to notify the IDWC of such changes via the Exception Report (ER). The IDWC will have 2 work days to review each new ER before the next IDWC meeting.

(4) The IDWC will maintain a near term Strategic Planning File for those projects which are disapproved for, or deleted from, the current Work Plan, and for IDWC approved project requests which fall beyond the current Work Plan. An example of such a project would be funds reprogrammed into a project which can not be scheduled/accomplished within the current Work Plan period. These projects will be entered into the RPMS database for added visibility, but the RPMS dates may have to be changed when the next FY Work Plan is finalized (see paragraph 25). This file will help to retain visibility of all "over-the-horizon" projects that fall between the three-year budget cycle and the current year plan. The near term Strategic Planning file will be periodically reviewed by the IDWC, and pertinent projects either submitted into the F&E Budget Process or re-entered into the next year's Work Plan.

f. Alternative Actions. The IDWC is empowered to recommend alternative courses of action if required to maintain the integrity of the Work Plan. The IDWC monitors WP project status via the F&E WPM Exception Report to anticipate potential problems, such as project schedule slippages, or to ensure that previous IDWC corrections/workarounds are effective. IDWC recommendations will be forwarded to the division/branch empowered to enact the recommendation. The final decision to implement is the responsibility of the division/branch. Quarterly, the IDWC will brief the FRC on all major recommendations.

(1) The IDWC will exclude day-to-day minor F&E adjustments which do not impact the more significant, higher visibility projects. Project priority will determine significance and the amount of flexibility allowable before IDWC corrective action assistance is provided.

(2) When applicable, the IDWC should request AGL-450 to provide workaround alternatives to resolve, or reduce, the impact of identified problems. The IDWC is empowered to select and approve workaround alternatives.

(3) The IDWC will establish subcommittees as necessary to resolve problems.

(4) The IDWC will utilize the F&E WPM Action Item system currently maintained by AGL-421 to task WPM participants, or action items can be used by the WPM participants to task the IDWC to clarify WP priorities. The prudent use of action items will help ensure that agreed to courses of action are fulfilled and that future problems are averted.

g. Consensus. The IDWC provides the interorganizational forum for reaching the consensus required for balancing the regional view and divisional resources.

(1) Consensus is defined as agreement by all IDWC voting members.

(2) Each division's representative will be responsible for their division's review and internal coordination of all items addressed by the IDWC.

(3) Divisional issues for the IDWC will be submitted to AGL-422 for circulation and presented by the division's representative to the IDWC.

(4) If the IDWC cannot obtain consensus, the item will be tabled and taken back to each division for re-examination in light of issues discussed. If the following IDWC meeting still cannot obtain a consensus, the IDWC chairperson will request the FRC to convene to resolve the impasse.

h. The IDWC Chairperson's Primary Roles are:

(1) AGL-420 chairs the monthly IDWC meetings. If required, AGL-420's Assistant Manager will serve as the alternate chairperson.

(2) Provide the FRC an overview briefing of the IDWC approved Annual F&E Work Plan for FRC concurrence.

- (3) Present the F&E Regional Budget and transmittal cover letter to the FRC for final approvals.
- (4) Provide the FRC quarterly reviews of IDWC activity. This upward coordination will include the overview presentation of the approved Annual F&E Work Plan, summary reports of IDWC accomplishments, the status of FRC high visibility projects, and review of previous action items, or any subject requested by the FRC.
- (5) Request the FRC to convene if an IDWC impasse exists, or if the IDWC requires FRC management assistance to elicit corrective actions, etc.

i. AGL-422 will serve as the management focal point for IDWC activities. The primary roles are:

- (1) Prepare and distribute meeting agendas.
- (2) Process change requests.
- (3) Ensure that the IDWC receives change requests, ERs, etc. in a timely manner.
- (4) Assist monitoring project status.
- (5) Prepare and distribute meeting minutes.
- (6) Maintain the near term strategic planning file.
- (7) Assist the IDWC chairperson as required.

j. The above list is not necessarily all inclusive but a general overview of the primary functions of the IDWC. Refer to DEFINITIONS, paragraph 6.b., for additional information.

### 30. FACILITY REVIEW COMMITTEE (FRC) RESPONSIBILITIES.

a. Membership/Meetings. The FRC consists of the Manager/Deputy Manager/Acting Manager of Budget, Logistics, Flight Standards, Airway Facilities, Air Traffic and Airports Divisions, with the regional administrator or deputy administrator serving as FRC Chairperson. The Manager of the AF Division serves as Executive Secretary. Participation shall not be redelegated below the division level. The FRC will meet "quarterly" in the following months for an executive level overview of the F&E Work Plan and to address the topics listed; October (Draft F&E Budget), January (F&E Budget Approval), April (F&E WP lessons learned), July (new F&E WP). The FRC may be requested to convene at other times if the IDWC is unable to obtain consensus, or requires the management authority or "networking" experience of the FRC.

b. The FRC shall ensure that completed staff work and fully coordinated recommendations are made relative to budgeting and program management associated with the region's F&E budget and work plan system.

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- c. The FRC shall provide final approvals of the F&E Regional Budget before it is submitted to Headquarters.
- d. The FRC provides concurrence with the IDWC approved F&E Work Plan.
- e. The FRC shall review the status of significant projects reported by the IDWC.
- f. The above list is not necessarily all inclusive, but a general overview of the primary functions of the FRC. Refer to FAA Order 1110.117 for additional information.



Edward J. Phillips  
Regional Administrator

APPENDIX 1. F&E REGIONAL BUDGET, CALL FOR ESTIMATES  
ROLES, RESPONSIBILITIES AND DATES

<u>DUE DATE</u>	<u>OPI</u>	<u>ROLE</u>
Monthly (All Year)	RO/Field	Develop, review and submit ALL projects via the FY Cost Estimate sheets (Form 2500-70) (Figure 1)
May 15	420	Distribute REGIONAL project Call for Estimate Letter to all Divisions. Divisions distribute this call letter to their respective field offices for all field project submissions.
Jul 15	Field/RO	Forward submissions to the appropriate RO divisional office for validation. (Items submitted <u>after</u> this date will be considered for the <u>next</u> year's budget.)
Aug 14	DIVs	Complete review of ALL REGIONAL projects and forward submissions to AGL-422.
Aug 10/17	HDQ	National Call conference to review/clarify requirements for the F&E budget submission, and previews the upcoming national call.
Aug 20	420	Forward all REGIONAL project submissions to AGL-450 for cost estimates and PML's. (Regional projects received monthly are forwarded for cost estimates as received.)
Aug 21	30	Distribute information on national Call for Estimate for NATIONAL projects received.
Sep 1	DIVs	Divisions (except AGL-200) to complete their review of NATIONAL projects and forward them to AGL-420 in project location priority order.
Sep 8	420	Forward all NATIONAL Project submissions to AGL-450 for cost estimates and PML's.
Sep 30	200	Forward NAVAID NATIONAL submissions to AGL-420.

Oct 6	420	Forward AGL-200 NATIONAL submissions to AGL-450 for cost estimates and PMLs.
Oct 11	450	Forward ALL NATIONAL Project and REGIONAL Project cost estimates and PMLs to AGL-420.
Oct 15	420	Complete the Draft Budget Review Summary Report of all NATIONAL and REGIONAL projects, and distributes to all divisions. (Contains cost estimates and locations in priority order per program.)
Oct 22	DIVs	Provide comments to Draft Budget Review Summary Report, and submit prioritized listing of REGIONAL projects. Provide input for the cover letter.
Nov 5	420	Complete recommended Budget Review Summary Report and transmittal cover letter for IDWC review and approval.
Nov 18	IDWC	Review/make changes to the budget and recommendations to the cover letter. (IDWC adjusts priorities for regional and national projects locations, if required.)
Dec 8	IDWC	Present proposed final Budget Review Summary Report and transmittal cover letter to FRC for final approval.
Jan 7	IDWC	Incorporate FRC comments and return package to 420.
Jan 14	420/50	AGL-420 assembles final budget package. Logistics sends budget package out for printing.
Jan 21	50	Budget package returns from printing, Logistics distributes copies to all divisions and others as spelled out in AGL-420 distribution schedule.
Jan 24	30	Budget sent to ABU.
Feb 28	DIVs	All divisions return the status of their field submissions to field offices.

(NOTE: Dates that fall on weekends should be considered due the Friday before the date listed.)

APPENDIX 2. F&E REGIONAL BUDGET, CALL FOR ESTIMATES  
GENERAL GUIDANCE FOR DETERMINING F&E BUDGET ITEM  
PRIORITIES & BENEFIT/COST RATIOS

1. GUIDANCE. The following is provided as guidance to each division in preparing the lists of F&E budget item priorities for each fiscal year budget submission.

a. Establish Regional/National Priorities.

(1) Each division will prioritize their list of REGIONAL projects for which it is the designated OPI, considering the benefit/cost ratio, its priority category and other pertinent information about the project.

(2) Each division will prioritize their list of NATIONAL projects for which it is the designated OPI, using the programs and program guidelines as stated in the Fiscal Year F&E, Call for Estimate.

(3) The divisions will submit their list of REGIONAL projects in priority order to AGL-422, along with their required narrative write-up. AGL-422 will chair a meeting with divisional representatives to develop a combined regional priority listing/strawman which is submitted to the IDWC, using the Budget Review Summary Report.

(4) The divisions will submit their list of NATIONAL programs, in project priority order, to AGL-422. AGL-422 compiles each division's listing and submits it to the IDWC, using the Budget Review Summary Report.

(5) The IDWC will review the divisional submissions consolidated by AGL-422. It will approve, change or delete submissions as required based on the IDWC regional overview, and in light of anticipated resources.

(6) The FRC will be briefed by the IDWC chairperson. The Budget Review Summary Report will be used for this briefing. The FRC will provide final approvals and/or make modifications as required.

b. Benefit/Cost Ratio (B/C). Compute the life cycle benefit and cost of each project. The methodology for this calculation is left to the division; for example, one may use the Airway Planning Standards, FAA Order 7031.2C, for guidance.

(1) Projects with no B/C ratio or projects with a B/C ratio less than 1.0 will not be submitted unless special justification is provided. Compelling special conditions must be noted in budget presentations to the IDWC.

(2) If the B/C ratio cannot be computed for a project, the submitting division will assign an estimated "B/C" to the project based on the following judgmental scale:

<u>Estimated "B/C"</u>	<u>Definition</u>
less than 1.0	Benefits are not expected to equal the cost of the project.
1.0	Benefits are expected to equal or marginally exceed the cost of the project.
2.0	Benefits are expected to significantly exceed the cost of the project.
3.0	Benefits are expected to greatly exceed the costs of the project.

c. Prioritize Projects by Category. Projects with high B/C ratios are not always the ones where limited F&E funds should be spent. For this reason projects will be grouped under headings that indicate their importance to the safe and efficient flow of flight operations. The following categories are used in prioritizing projects for the F&E Budget submission:

<u>Priority</u>	<u>Category</u>
1.	Projects that are expected to directly reduce the potential of operational errors, near midair collisions, and/or accidents. Project justification must contain a statement on historical experiences and/or rationale sufficient to justify.
2.	Increased Capacity and Reduced Delay. Project justification for an airport NAVAID or lighting project must contain a statement on the amount of capacity increase expected and the percent of the year this increased capacity would affect. Other projects must contain a statement identifying the existing problem that this project will improve and increase airspace capacity.
3.	Support of National Programs and Contracts (not related to the above categories). Project justification must contain the basis/requirement (reference, letter telephone conversation, etc.) to include the project in this F&E budget year, and also address the impact of not including the project in this year's F&E budget.
4.	Improved System Performance. Project effect must be noticeable to the users of the National Airspace System and contain a statement of how the project will benefit aviation users. This could be in the form of improved reliability, increased coverage, reduced minimums, etc.

5. Improved Security. Project justification must contain a statement explaining how the project will improve security and why it is being initiated at this time.
6. National Airspace System Support. This category includes projects such as HVAC, administrative space, energy efficiency, roads, parking lots, roofs, etc., and all other such F&E projects with a B/C greater than 1.0. Projects in this category should be labeled as routine or urgent. To receive an urgent label, a statement must be prepared to show how deferral of the project would seriously compromise the National Airspace System. An urgent label can also be assigned based on the appropriate documentation of direction from higher authority.