



REPLACEMENT AIRPORT PROGRAM | *SUN VALLEY*

**Program Management Services for
Friedman Memorial Replacement Airport**

Communications Plan

October 2011

SCANNED



REPLACEMENT AIRPORT PROGRAM | **SUN VALLEY**

EXECUTIVE SUMMARY

Mead & Hunt, in association with Jviation, Inc. (Jviation), POWER Engineers (POWER), Ruscitto/Latham/Blanton Architectura (R/L/B), and additional subconsultants, has been tasked by the Friedman Memorial Airport Authority (FMAA) with providing program management services for the Replacement Airport Program. The Replacement Airport Program will consist of an on-going, evolving group of specific projects managed in a coordinated way that allows FMAA to obtain benefits not available from managing the projects individually. The program management team is the entity tasked with managing the program.

The primary mission of the program management team is to assist FMAA with implementing necessary actions to provide a safe, efficient, and reliable airport for the Wood River Valley. Work will be accomplished in an ethical and straightforward manner. In alignment with this, FMAA has developed a list of primary goals for the program management team, which include:

- **Avoid duplication of work efforts**
- **Establish a consistent process for handling routine decisions/tasks across projects**
- **Ensure items are not missed**
- **Keep all projects progressing on schedule, in support of the Airport's larger program**
- **Manage project budgets in an efficient and conscientious manner**

The role of the program management team is to coordinate communication; create administrative or process efficiencies; track overall project schedules; answer questions; provide data; and handle scope issues. Included in tracking of the project schedules are regular updates for all individuals, both consultants and public officials, regarding status of various efforts as appropriate. Because managing the process of planning, designing, and building a replacement airport is a complex and multifaceted job, using a program management team will allow the FMAA to focus on projects at a macro level and dedicate more attention to large and/or complex issues that may arise. To a large degree, the program management team is expected to operate as an extension of the Friedman Memorial Airport staff in working towards the stated goal of a replacement airport.



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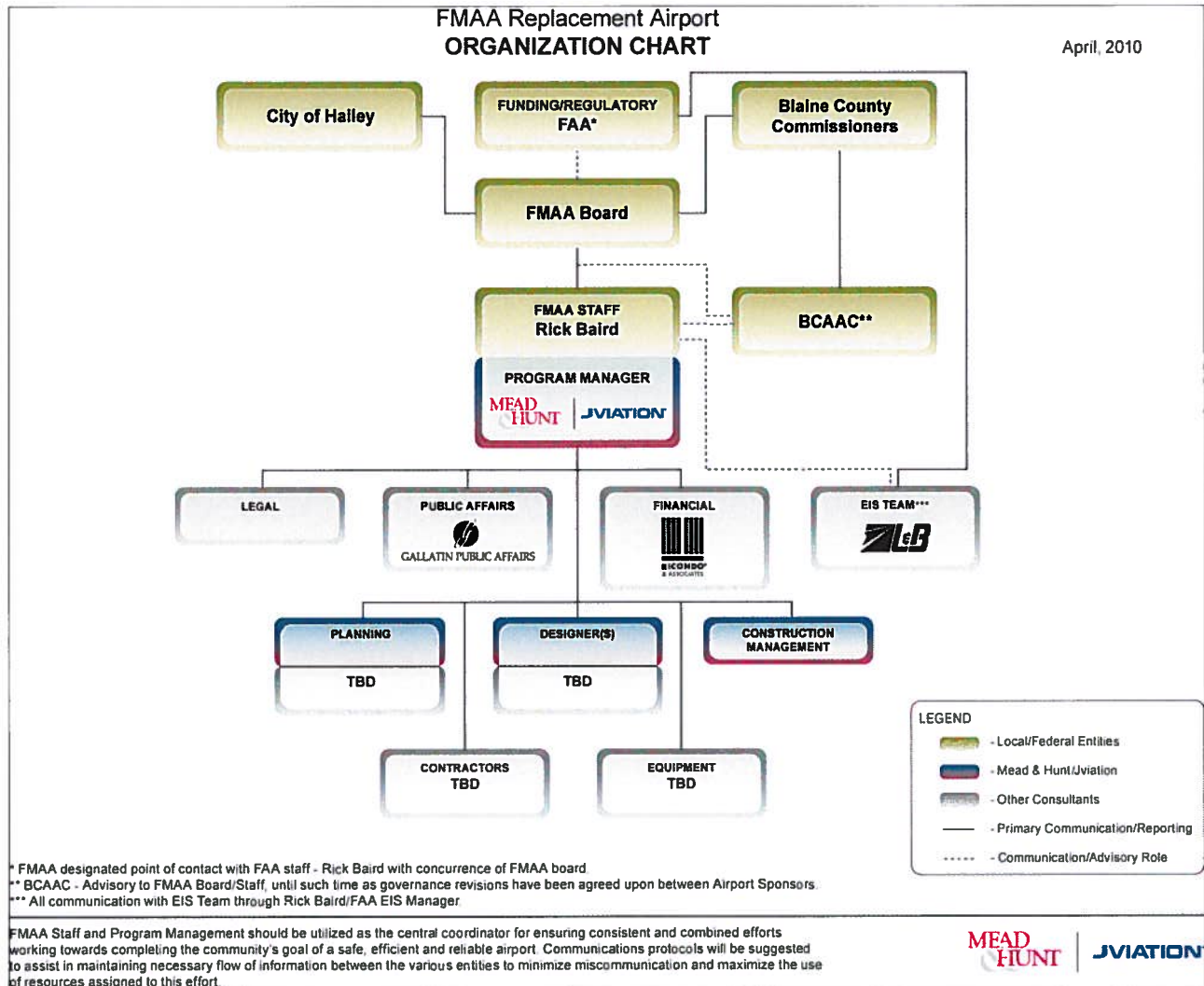
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- **Team Organization**
- **Key Team Member & Participant Role Summary**
- **Team Contact Information**
- **Team Roles & Responsibilities by Task Area**
- **Communications Approach**
- **Communications Tools & Protocols**
 - **Electronic Communications**
 - **Public Meetings**
 - **Consolidated Program Calendar**
 - **Media Inquiries Protocol**

Phases of the Replacement Airport Program will be developed as necessary via separate scope, and corresponding amendments to this document will be made in this location.



TEAM ORGANIZATION



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KEY TEAM MEMBER & PARTICIPANT ROLES SUMMARY

Firm	Role
Friedman Memorial Airport Authority (FMAA)	Sponsor-appointed board, responsible for all aspects of existing and future airport decisions
Blaine County Commissioners	Co-Sponsor of FMAA
City of Hailey	Co-Sponsor of FMAA
Blaine County Airport Advisory Committee	Committee appointed by Blaine County to assist with development of a replacement airport.
FMA Staff	Owner's designated representative for all consultants
Mead & Hunt	Prime Consultant – Planning, design, environmental, facilities, airspace, construction management, and overall program management services responsibility
Jviation, Inc.	Program management, design, and construction management services – Subconsultant to Mead & Hunt
Ruscitto/Latham/Blanton Architectura	Local architectural and public process support – Subconsultant to Mead & Hunt
Power Engineers	Electrical distribution/production and NEPA support – Subconsultant to Mead & Hunt
Hart Howerton	Sustainable site master planning and redevelopment planning – Subconsultant to Mead Hunt
RMJ & Associates, LLC	Aviation management and finance resource – Subconsultant to Mead & Hunt
Sala Associates, Inc.	Scheduling/cost control resource – Subconsultant to Mead & Hunt
Kleinfelder	Geotechnical engineering resource – Subconsultant to Mead & Hunt
Freidheim Consulting	Project delivery method support – Subconsultant to Mead & Hunt



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Firm	Role
WH Pacific, Inc.	Aviation survey resource – Subconsultant to Mead & Hunt
ASRC Research and Technology Solutions	Airspace and navigational aid design and support – Subconsultant to Mead & Hunt
Ricondo & Associates	Financial Consultant – Direct contract with FMAA
Gallatin Group/Gallatin Public Affairs	Public Relations Consultant – Direct contract with FMAA
Luboviski Wygle Fallowfield & Williamson	Existing Airport Legal Counsel – Direct contract with FMAA
Kaplan, Kirsch & Rockwell, LLP	Replacement Airport Legal Counsel – Direct contract with FMAA



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TEAM CONTACT INFORMATION

Name	Role	Organization	Email	Phone	Fax
Tom Bowman	Chair	Friedman Memorial Airport Authority	bowman@co.blaine.id.us	O: 208.788.5500	
Martha Burke	Vice Chair	Friedman Memorial Airport Authority	martha@flyfma.com	O: 208.788.5500	
Ron Fairfax	Board Member	Friedman Memorial Airport Authority	fairfax@aol.com	O: 208.788.5500	
Susan McBryant	Board Member	Friedman Memorial Airport Authority	susanmcbryant@coxinternet.com	O: 208.788.5500	
Larry Schoen	Board Member	Friedman Memorial Airport Authority	lschoen@co.blaine.id.us	O: 208.788.5500	
Rick Baird	Airport Manager	Friedman Memorial Airport Authority	rick@flyfma.com	O: 208.788.4956 C: 208.720.1830	208.788.9852
Pete Kramer	Airfield Operation Chief	Friedman Memorial Airport	pete@flyfma.com	O: 208.788.4956	208.788.9852
Lisa Emerick	Finance Director	Friedman Memorial Airport	lisa@flyfma.com	O: 208.788.4956	208.788.9852
Steve Guthrie	Airport Security Coordinator	Friedman Memorial Airport	steve@flyfma.com	O: 208.788.4956	208.788.9852
Barry Luboviski	Existing Airport Legal Counsel	Luboviski Wygle Fallowfield & Williamson		O: 208.726.8219	
Peter Kirsch	Replacement Airport Legal Counsel	Kaplan Kirsch & Rockwell	pkirsch@kaplankirsch.com	O: 303.825.7000 C: 303.898.1665.	303.825.7005
Derek Voss	County Administrator	Blaine County	dvoss@co.blaine.id.us	O: 208.788.5500	208.788.5569



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Name	Role	Organization	Email	Phone	Fax
Adrienne Robideaux	Chair	Blaine County Airport Advisory Committee	arobideaux@co.blaine.id.us		
Leonard Harlig	Committee Member	Blaine County Airport Advisory Committee	lharlig@co.blaine.id.us		
Vanessa Fry	Committee Member	Blaine County Airport Advisory Committee	vfry@co.blaine.id.us		
Carl Harris	Committee Member	Blaine County Airport Advisory Committee	charris@co.blaine.id.us		
Tom Schnetzer	Principal In Charge	Mead & Hunt	tom.schnetzer@meadhunt.com	O: 952.941.5619 C: 612.865.2530	952.941.5622
Scott Cary	Planning Technical Lead Program Manager	Jviation	scott.cary@jviation.com	O: 303.524.3044 C: 970.379.8617	303.524.3031
Nick Latham	Local architectural/public process support – Subconsultant to Mead & Hunt	Ruscitto/Latham/Blanton Architectura	rlb@rlb-sv.com or studio@rlb-sv.com	O: 208.726.5608	208.726.1033
Linda Erdmann	Electrical distribution/production and NEPA support – Subconsultant to Mead & Hunt	Power Engineers	linda.erdmann@powereng.com	O: 208.788.3456 C: 208.841.1518	208.788.2082
Roland Aberg	Site master planning and redevelopment planning – Subconsultant to Mead & Hunt	Hart Howerton	raberg@harthowerton.com	O: 952.476.1574	952.476.1573
Geoff Wheeler	Financial Consultant (Project Manager)	Ricondo & Associates	g_wheeler@ricondo.com	O: 513.651.4700 C: 513.608.9343	
Kevin McPeek	Financial Consultant (Lead Analyst)	Ricondo & Associates	k_mcpeek@ricondo.com	O: 513.651.4700	
Marc Johnson	Public Affairs Consultant	Gallatin Group/Gallatin Public Affairs	mjohnson@gallatinpublicaffairs.com	O: 208.336.1986	208.336.2007



TEAM ROLES & RESPONSIBILITIES BY TASK AREA

The roles and responsibilities of the various team members and participants in the replacement airport process will vary depending on the specific project or task at hand. The four tables on the following pages code the responsibilities of the team members and participants according to five separate roles: Lead, Final Approval, Oversight, Support, and Comment. In some cases, entities may be charged with more than one role on particular projects. Loose definitions for these five roles are as follows:

Lead

The entity or entities charged with the Lead role will manage project activities and coordinate communication among all relevant parties as the project progresses. Where there are multiple entities charged with the Lead role, the entities will coordinate with one another and share responsibility in a manner befitting the project goals and objectives. The Lead will:

- Seek direction from parties with Final Approval authority;
- Marshal appropriate resources from parties in the Support role;
- Inform parties in the Oversight role and solicit input; and
- Gather feedback from parties in the Comment role.

Final Approval

The entity or entities with Final Approval over a particular project will provide direction to the Lead at critical decision points during the project. This entity will approve or reject proposed courses of action, review draft work products, and approve final products. Where there are multiple entities charged with the Final Approval role, the entities will coordinate with one another and share responsibility in a manner befitting the project goals and objectives.

Support

The entity or entities in the Support role will provide expertise, equipment, and personnel critical to achieving project goals and objectives, as deemed appropriate by parties in the Lead and Final Approval roles.

Oversight

The entity or entities in the Oversight role will be briefed on project progress on a regular basis and their input will be welcomed where appropriate. The primary purpose of the Oversight role is to provide independent, professional review of project activities, with the goal being to improve overall Replacement Airport Program quality and efficiency.

Comment

The entity or entities in the Comment role will be given opportunities throughout the project to be involved and provide feedback on project activities.



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Team Roles & Responsibilities: Environmental Impact Statement, Airport Governance, and Legislative/Stakeholder Coordination

RESPONSIBILITY MATRIX	T A S K S A S S I G N E D															
	State	FAA	BLM	City of Halley	Blaine County	FMAA Board	BCAAC	Airport Staff	Program Management Team	Legal Team	Financial Team	EIS Team	Contractors	Other Consultants	Community	Joint Decision Mather
NEPA - Environmental Impact Statement	L	F	L	F	S	S	S	S	O	S	S	S	S	C	C	
Airport Governance Transition	L	F	L	F	S	S	S	S	O	S	S	S	S	C	C	
Legislative Coordination	L	F	L	F	S	S	S	S	O	S	S	S	S	C	C	
National																
State																
County																
City of Halley																
Stakeholder Coordination																
FAA Coordination																
BLM Coordination																
Friedman Family Interests																
Congressional Delegations																
State Officials																
Airlines																
Airport Tenants/Users																
Other Governmental Entities																

KEY
F Final Approval
L Lead
S Support
O Oversight
C Comment



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Team Roles & Responsibilities: Schedule Management, Strategy Coordination, and Financial Planning

RESPONSIBILITY MATRIX	State	FAA	BLM	City of Halley	Blaine County	FMA Board	BCAAC	Airport Staff	Program Management Team	Legal Team	Financial Team	EIS Team	Contractors	Other Consultants	Community	Joint Decision Matter
Relocation of Airport - Schedule Management																
Integrated Strategy Coordination between Entities																
Financial Planning	S	S	S	F	F	F	F	O	L	S	S	S	S	S		
Financial Planning - New Airport	S			C	S	F	F	O	S	S	L					
Financial Planning - Operations - Friedman, Unfill Closure								L	S		S			S		
Financial Planning - Friedman redevelopment				F	O	S	O	S	O	O	C					

KEY
F Final Approval
L Lead
S Support
O Oversight
C Comment



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Team Roles & Responsibilities: Existing Site Redevelopment Process

RESPONSIBILITY MATRIX

- Existing Site Redevelopment Process**
- Public Outreach - Redevelopment of Existing Airport
- Site Master Planning
- Negotiating with the Friedman Family Interests
- Redevelopment Permits and Authorizations
- Land Ownership - Sales
- Site Remediation
- Implementation of Redevelopment after Airport Closure
- Contract Authority - Redevelopment
- Funding Authority - Redevelopment

	State	FAA	BLM	City of Halley	Blaine County	FMAA Board	BCAAC	Airport Staff	Program Management Team	Legal Team	Financial Team	EIS Team	Contractors	Other Consultants	Community	Joint Decision Maker
Public Outreach - Redevelopment of Existing Airport	L	F	C	S	C			O	S							N
Site Master Planning	L	F	C	S	C	S		O	S							N
Negotiating with the Friedman Family Interests	L	F	C	C	C			C		L						N
Redevelopment Permits and Authorizations	L	F	C	C	C			C								N
Land Ownership - Sales	C	S	C	S	L	F		O	L			S				Y
Site Remediation	C	S	C	S	L	F		O	L			S				N
Implementation of Redevelopment after Airport Closure	L	F	O	O	F			L	S	S	S	S				N
Contract Authority - Redevelopment	L	F	O	O	F			L	S	S	S	S				N
Funding Authority - Redevelopment	L	F	O	O	F			L	S	S	S	S				N

TASKS AS ASSIGNED

KEY

- F** Final Approval
- L** Lead
- S** Support
- O** Oversight
- C** Comment



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Team Roles & Responsibilities: Replacement Airport Implementation Process

TASKS AS ASSIGNED	State	FAA	BLM	City of Hailey	Blaine County	FMAA Board	BCAAC	Airport Staff	Program Management Team	Legal Team	Financial Team	EIS Team	Contractors	Other Consultants	Community	Joint Decision Matter
Replacement Airport Implementation Process																
Public Outreach - Replacement Airport					C	S	F									
Replacement Airport Site Planning					C	S	F									
Land Acquisition					C	S	L	F								
Regional Transportation Planning					L	F	G									
FAA OR Site Facility Coordination					O	O	F									
Utility Coordination					O	O	F									
Preliminary Design					O	O	F									
Final Design					O	O	F									
Contract Authority - Replacement Airport					O	F	O									
Funding Authority - Replacement Airport					S	O	F									
Existing/Future Tenant Negotiations					S	O	F									
Commissioning					S	O	F									
Transition Plan - Replacement Airport					S	O	F									

RESPONSIBILITY MATRIX

KEY

- F** Final Approval
- L** Lead
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REPLACEMENT AIRPORT PROGRAM SUN VALLEY

COMMUNICATIONS APPROACH

The program management team approach is to simplify communications and maximize efficiency among team members, and to communicate with and provide appropriate information to stakeholders and the general public. This plan provides tools and protocols for conducting communications throughout the overall program management effort. These tools and protocols will be adapted and applied to individual projects to ensure success. The tools and protocols defined in this plan are based on the following best practices for communications in program management.

Designate a clearinghouse for review and dissemination of program documentation

To ensure that program documentation is reviewed and distributed in a consistent, straight-forward, and prudent manner, a “clearinghouse” responsibility must be assigned. This responsibility will rest jointly with the FMAA Board and Airport Manager. All program documentation will be submitted to these team members for review, and final decision on distribution of program documents and information to stakeholders and the general public will be subject to their approval.

Provide opportunities for public involvement

The replacement airport will be a publicly-owned and operated facility. As such, stakeholders and the general public should have opportunities to review program documents and provide input at important milestones in the planning process.

Encourage active involvement by team members

To guarantee the success of individual projects, “buy-in” from relevant members of the team will be necessary at the earliest stages of conception and scoping. Buy-in can only be achieved through open, clear, and consistent communication.

Define program tasks in a mutually-understood way

To maximize project quality and efficiency, it is vital that team members have a shared understanding of their roles and responsibilities, as well as the requirements of the project at hand. When this understanding is communicated clearly, work duplication and mistakes can be avoided.

Establish and communicate priorities for program actions

Certain projects and tasks must take priority over others, and some projects and tasks must be completed before others can begin. Establishing priorities and program schedules will require consensus among team members that can only be achieved through regular discussion and evaluation of current program needs.

Ensure access to needed information

Many problems can occur simply because team members are not kept informed about project progress and available information. The communications tools presented in this plan will provide discussion forums, project-tracking capabilities, and information repositories that will provide needed information to the team.



COMMUNICATIONS TOOLS & PROTOCOLS

The program management team proposes using several tools to facilitate team communication, including regular electronic communication through email; use of a dedicated team website; bi-weekly project status conference calls; and quarterly in-person team meetings. As necessary, copies of program information will be maintained electronically on servers, published to a team website, and available in a hard copy binder format.

Electronic Communications

Mead & Hunt has created a SharePoint website for the Replacement Airport Program team. This website has several critical communications functions for the program management effort, including:

- Electronic Document Management
- Draft Report Distribution
- Event Scheduling
- Project Tracking
- Interactive Electronic Communication

Public Meetings

When necessary, public meetings will be held to inform and engage members of the community. The format of each meeting will be tailored to the purposes and desired outcomes of the particular meeting. Possible meeting formats include open house, formal presentation, and workshop formats.

It will be the responsibility of the program management team to ensure that early and appropriate notice for public meetings is provided to the community. Notice will be provided for public meetings through local newspapers and applicable websites as developed in the course of subsequent task orders.

Consolidated Program Calendar

The Program Manager will create, manage, and update a consolidated program calendar to track work progress and anticipated project milestones. The consolidated program calendar will be distributed to the program management team on a regular basis, and distributed publicly when deemed appropriate by the FMAA Board.

Media Inquiries Protocol

The Airport Manager, Rick Baird, will be the primary point of contact for all media inquiries (phone #208-788-4956 ext 23, email rick@flyfma.com).



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**Program Management Services for
Friedman Memorial Replacement Airport**

Communications Plan

Appendix A

October 2011



REPLACEMENT AIRPORT PROGRAM | **SUN VALLEY**

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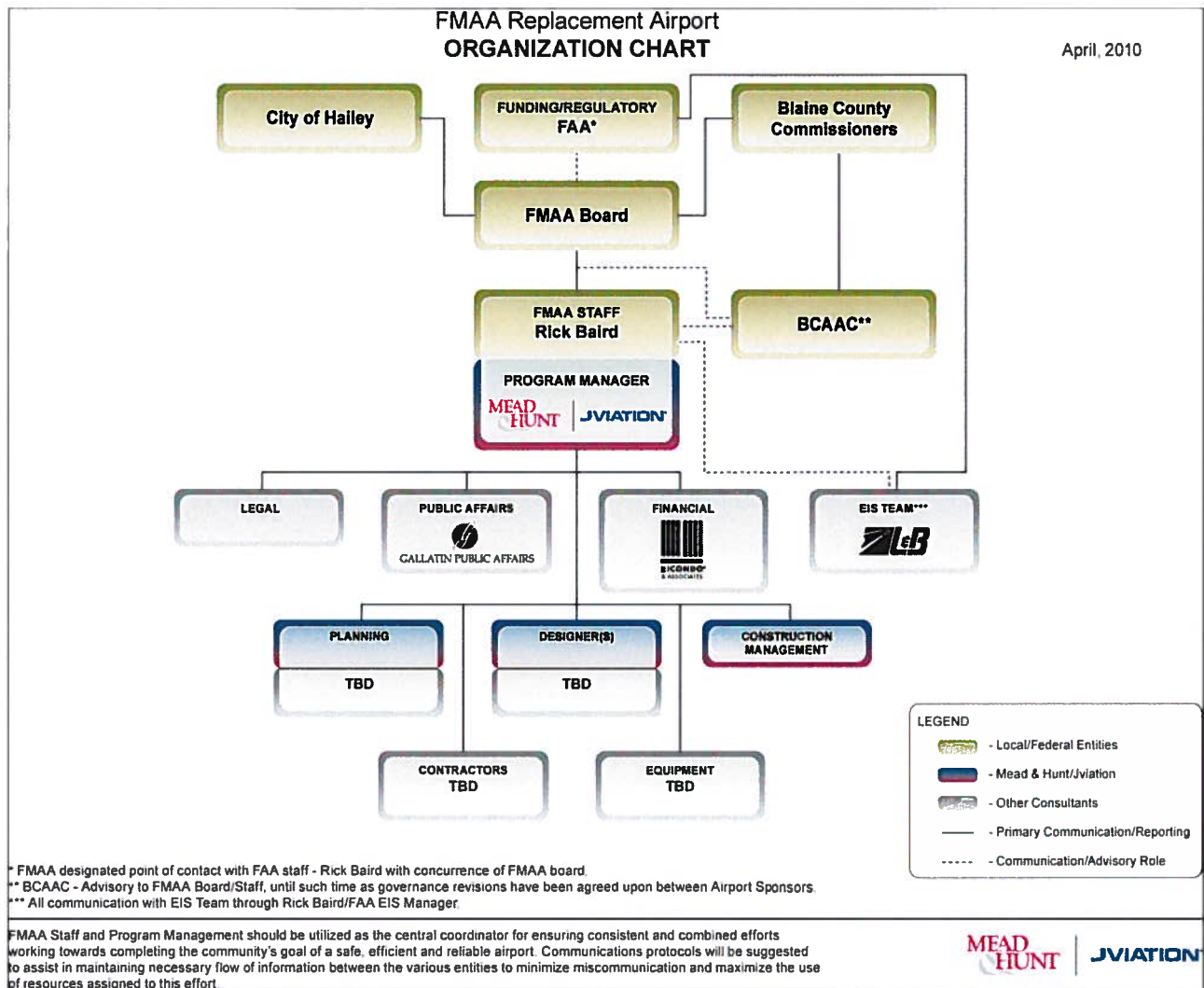
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 - **Conference Calls**
 - **Team Meetings**
 - **Public Meetings**
 - **Consolidated Program Calendar**
 - **Media Inquiries Protocol**
- **Action Items Tracking & Management**
- **Milestone Schedule(s)**

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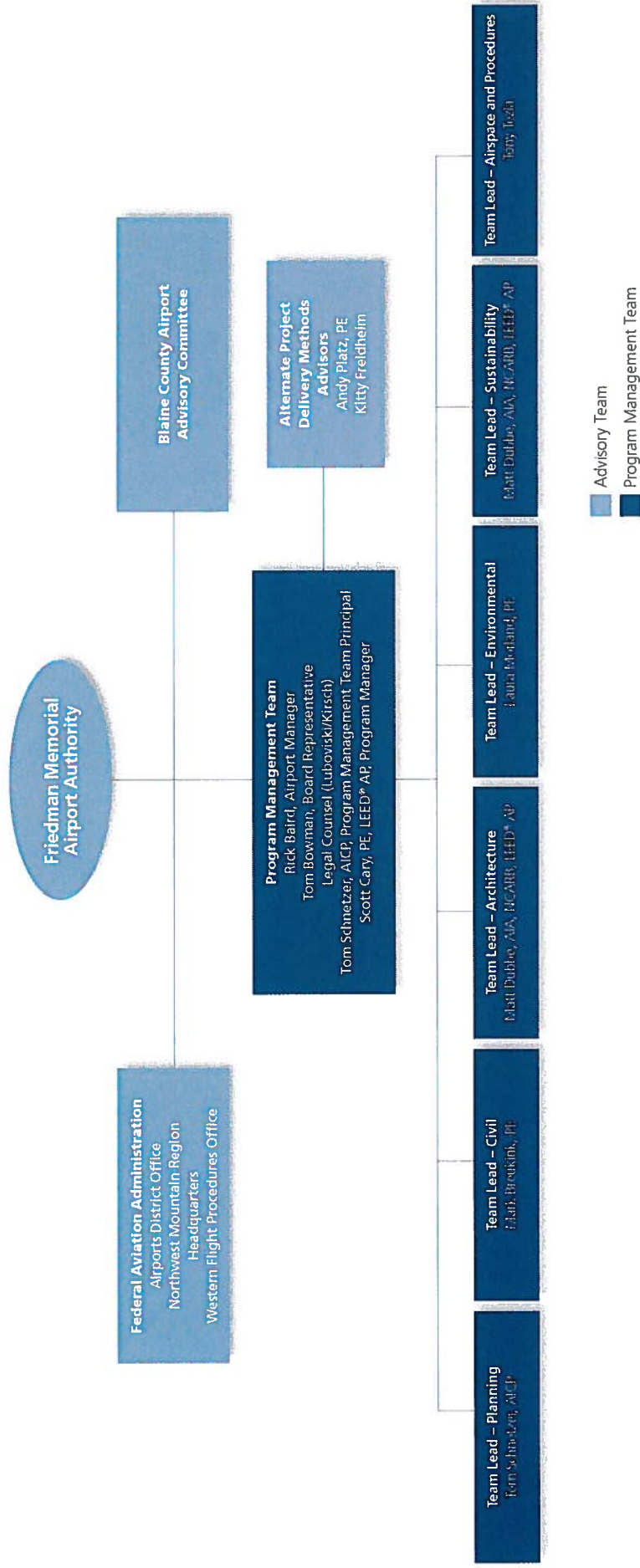


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CORE PROGRAM MANAGEMENT TEAM ORGANIZATIONAL CHART





REPLACEMENT AIRPORT PROGRAM | SUN VALLEY

TEAM CONTACT INFORMATION

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Tom Bowman	Chair	Friedman Memorial Airport Authority	b Bowman@co.blaine.id.us	O: 208.788.5500	
Martha Burke	Vice Chair	Friedman Memorial Airport Authority	martha@flyfma.com	O: 208.788.5500	
Ron Fairfax	Board Member	Friedman Memorial Airport Authority	fairfax@aol.com	O: 208.788.5500	
Susan McBryant	Board Member	Friedman Memorial Airport Authority	susanmcbryant@coxinternet.com	O: 208.788.5500	
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Lisa Emerick	Finance Director	Friedman Memorial Airport	lisa@flyfma.com	O: 208.788.4956	208.788.9852
Steve Guthrie	Airport Security Coordinator	Friedman Memorial Airport	steve@flyfma.com	O: 208.788.4956	208.788.9852
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Derek Voss	County Administrator	Blaine County	dvoss@co.blaine.id.us	O: 208.788.5500	208.788.5569



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Vanessa Fry	Committee Member	Blaine County Airport Advisory Committee	vfry@co.blaine.id.us		
Carl Harris	Committee Member	Blaine County Airport Advisory Committee	charris@co.blaine.id.us		
Tom Schnetzer	Principal In Charge	Mead & Hunt	tom.schnetzer@meadhunt.com	O: 952.941.5619 C: 612.865.2530	952.941.5622
Scott Cary	Planning Technical Lead Program Manager	Jviation	scott.cary@jviation.com	O: 303.524.3044 C: 970.379.8617	303.524.3031
Mark Breukink	Civil Lead	Mead & Hunt	mark.breukink@meadhunt.com	O: 608.273.6380	608.273.6391
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Matt Dubbe	Architecture Lead	Mead & Hunt	matt.dubbe@meadhunt.com	O: 952.941.5619 C: 952.210.6548	952.941.5622
Tony Tezla	Airspace/Procedures Lead	Mead & Hunt	anthony.tezla@meadhunt.com	O: 707.526.5010	707.526.9721
Craig Sparks	FAA PGM Advisor	Jviation	craig.sparks@meadhunt.com	O: 303.524.3030	303.524.3031



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Name	Role	Organization	Email	Phone	Fax
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This team contact information list is subject to updates as available or necessary.

An up-to-date contact list will be maintained at <https://collaborate.meadhunt.com/fra>. For access to the Sharepoint site, please contact Tom Schnetzer at Mead & Hunt (952-941-5619) to request access to the website. The Sharepoint site is user specific.



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TEAM ROLES & RESPONSIBILITIES BY TASK AREA

The roles and responsibilities of the various team members and participants in the replacement airport process will vary depending on the specific project or task at hand. The four tables on the following pages code the responsibilities of the team members and participants according to five separate roles: Lead, Final Approval, Oversight, Support, and Comment. In some cases, entities may be charged with more than one role on particular projects. Loose definitions for these five roles are as follows:

Lead

The entity or entities charged with the Lead role will manage project activities and coordinate communication among all relevant parties as the project progresses. Where there are multiple entities charged with the Lead role, the entities will coordinate with one another and share responsibility in a manner befitting the project goals and objectives. The Lead will:

- Seek direction from parties with Final Approval authority;
- Marshal appropriate resources from parties in the Support role;
- Inform parties in the Oversight role and solicit input; and
- Gather feedback from parties in the Comment role.

Final Approval

The entity or entities with Final Approval over a particular project will provide direction to the Lead at critical decision points during the project. This entity will approve or reject proposed courses of action, review draft work products, and approve final products. Where there are multiple entities charged with the Final Approval role, the entities will coordinate with one another and share responsibility in a manner befitting the project goals and objectives.

Support

The entity or entities in the Support role will provide expertise, equipment, and personnel critical to achieving project goals and objectives, as deemed appropriate by parties in the Lead and Final Approval roles.

Oversight

The entity or entities in the Oversight role will be briefed on project progress on a regular basis and their input will be welcomed where appropriate. The primary purpose of the Oversight role is to provide independent, professional review of project activities, with the goal being to improve overall Replacement Airport Program quality and efficiency.

Comment

The entity or entities in the Comment role will be given opportunities throughout the project to be involved and provide feedback on project activities.



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Team Roles & Responsibilities: Environmental Impact Statement, Airport Governance, and Legislative/Stakeholder Coordination

RESPONSIBILITY MATRIX

NEPA - Environmental Impact Statement
 Airport Governance Transition
 Legislative Coordination

National
 State
 County
 City of Hailey

Stakeholder Coordination
 FAA Coordination
 BIM Coordination
 Friedman Family Interests
 Congressional Delegations
 State Officials
 Airlines
 Airport Tenants/Users
 Other Governmental Entities

	State	FAA	BLM	City of Hailey	Blaine County	FMAA Board	BCAAC	Airport Staff	Program Management Team	Legal Team	Financial Team	EIS Team	Contractors	Other Consultants	Community	Joint Decision Maker
NEPA - Environmental Impact Statement	L	F	L	F	F	S		S	O	S		S			C	
Airport Governance Transition	L	F	L	F	F	S		L	O	S					C	
Legislative Coordination																
National																
State																
County																
City of Hailey	L	F	S					S	C	S					C	
Stakeholder Coordination																
FAA Coordination																
BIM Coordination																
Friedman Family Interests																
Congressional Delegations																
State Officials																
Airlines																
Airport Tenants/Users																
Other Governmental Entities																

KEY
F Final Approval
L Lead
S Support
O Oversight
C Comment



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Team Roles & Responsibilities: Schedule Management, Strategy Coordination, and Financial Planning

RESPONSIBILITY MATRIX

Relocation of Airport - Schedule Management
 Integrated Strategy Coordination between Entities
 Financial Planning
 Financial Planning - New Airport
 Financial Planning - Operations - Friedman Unit Closure
 Financial Planning - Friedman redevelopment

	State	FAA	BLM	City of Hailey	Blaine County	FMAA Board	BCAAC	Airport Staff	Program Management Team	Legal Team	Financial Team	EIS Team	Contractors	Other Consultants	Community	Joint Decision Matter
Relocation of Airport - Schedule Management																
Integrated Strategy Coordination between Entities																
Financial Planning																
Financial Planning - New Airport																
Financial Planning - Operations - Friedman Unit Closure																
Financial Planning - Friedman redevelopment																

TASKS AS ASSIGNED

KEY

- F** Final Approval
- L** Lead
- S** Support
- O** Oversight
- C** Comment



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Team Roles & Responsibilities: Existing Site Redevelopment Process

RESPONSIBILITY MATRIX

- Existing Site Redevelopment Process**
- Public Outreach - Redevelopment of Existing Airport
- Site Master Planning
- Negotiating with the Friedman Family Interests
- Redevelopment Permits and Authorizations
- Land Ownership - Sales
- Site Remediation
- Implementation of Redevelopment after Airport Closure
- Contract Authority - Redevelopment
- Funding Authority - Redevelopment

	State	FAA	BLM	City of Hooley	Blaine County	FMAA Board	BCAAC	Airport Staff	Program Management Team	Legal Team	Financial Team	EIS Team	Contractors	Other Consultants	Community	Joint Decision Maker
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TASKS AS ASSIGNED

L	F	C	S	C	C	C	C	O	S							N
L	F	C	S	C	S	C	S	O	S							N
L	F	C	S	C	C	C	C	C		L						N
L	F	C	S	C	C	C	C	C								N
C	S	C	S	L	F	L	F	O	L			S				Y
C	S	C	S	L	F	L	F	L	S	S	S	S				N
L	F	O	O	O	O	O	O	L	S	S	S	S				N
L	F	O	O	O	O	O	O	L	S	S	S	S				N

KEY

- F** Final Approval
- L** Lead
- S** Support
- O** Oversight
- C** Comment



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Team Roles & Responsibilities: Replacement Airport Implementation Process

RESPONSIBILITY MATRIX

Replacement Airport Implementation Process

- Public Outreach - Replacement Airport
- Replacement Airport Site Planning
- Land Acquisition
- Regional Transportation Planning
- FAA Off-Site Facility Coordination
- Utility Coordination
- Preliminary Design
- Final Design
- Contract Authority - Replacement Airport
- Funding Authority - Replacement Airport
- Existing/Future Tenant Negotiations
- Commissioning
- Transition Plan - Replacement Airport

	State	FAA	BLM	City of Halley	Blaine County	FMAA Board	BCAAC	Airport Staff	Program Management Team	Legal Team	Financial Team	EIS Team	Contractors	Other Consultants	Community	Joint Decision Mather
Public Outreach - Replacement Airport					C	S	F	L	S		S					N
Replacement Airport Site Planning					C	S	F	L	S		S					N
Land Acquisition					C	S	L	F	S	S						N
Regional Transportation Planning					L	F	C	O	S							N
FAA Off-Site Facility Coordination					O	O	F	L	L	S						N
Utility Coordination					O	O	F	L	S							N
Preliminary Design					O	O	F	L	S							N
Final Design					O	O	F	L	S							N
Contract Authority - Replacement Airport					S	O	F	L	S							N
Funding Authority - Replacement Airport					S	F	O	L	S		S					N
Existing/Future Tenant Negotiations					S	O	F	L	S							N
Commissioning					S	O	F	L	S				S			N
Transition Plan - Replacement Airport					S	O	F	L	S							N

T A S K S A S A S S I G N E D

KEY

- F** Final Approval
- L** Lead
- S** Support
- O** Oversight
- C** Comment



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COMMUNICATIONS APPROACH

The program management team approach is to simplify communications and maximize efficiency among team members, and to communicate with and provide appropriate information to stakeholders and the general public. This plan provides tools and protocols for conducting communications throughout the overall program management effort. These tools and protocols will be adapted and applied to individual projects to ensure success. The tools and protocols defined in this plan are based on the following best practices for communications in program management.

Designate a clearinghouse for review and dissemination of program documentation

To ensure that program documentation is reviewed and distributed in a consistent, straight-forward, and prudent manner, a “clearinghouse” responsibility must be assigned. This responsibility will rest jointly with the FMAA Board and Airport Manager. All program documentation will be submitted to these team members for review, and final decision on distribution of program documents and information to stakeholders and the general public will be subject to their approval.

Provide opportunities for public involvement

The replacement airport will be a publicly-owned and operated facility. As such, stakeholders and the general public should have opportunities to review program documents and provide input at important milestones in the planning process.

Encourage active involvement by team members

To guarantee the success of individual projects, “buy-in” from relevant members of the team will be necessary at the earliest stages of conception and scoping. Buy-in can only be achieved through open, clear, and consistent communication.

Define program tasks in a mutually-understood way

To maximize project quality and efficiency, it is vital that team members have a shared understanding of their roles and responsibilities, as well as the requirements of the project at hand. When this understanding is communicated clearly, work duplication and mistakes can be avoided.

Establish and communicate priorities for program actions

Certain projects and tasks must take priority over others, and some projects and tasks must be completed before others can begin. Establishing priorities and program schedules will require consensus among team members that can only be achieved through regular discussion and evaluation of current program needs.

Ensure access to needed information

Many problems can occur simply because team members are not kept informed about project progress and available information. The communications tools presented in this plan will provide discussion forums, project-tracking capabilities, and information repositories that will provide needed information to the team.



COMMUNICATIONS TOOLS & PROTOCOLS

The program management team proposes using several tools to facilitate team communication, including regular electronic communication through email; use of a dedicated team website; bi-weekly project status conference calls; and quarterly in-person team meetings. As necessary, copies of program information will be maintained electronically on servers, published to a team website, and available in a hard copy binder format.

Electronic Communications

Team SharePoint Website

Mead & Hunt has created a SharePoint website for the Replacement Airport Program team. This website has several critical communications functions for the program management effort, including:

- Electronic Document Management
- Draft Report Distribution
- Event Scheduling
- Project Tracking
- Interactive Electronic Communication

Electronic Document Management

When a document is updated, it is important that all relevant team members have access to the latest version. Failure to control revisions can result in team members working on obsolete documents, and can contribute to confusion and work duplication. A **Working Drafts** document library on the SharePoint website will house all of the most current project documents, which can be accessed and edited in the SharePoint environment utilizing a document check-in/check-out capability. Histories of document revisions will be tracked by the website, and previous versions will be archived by the website. Not only will this improve document accessibility and integrity, it will also reduce unnecessary e-mails.

Draft Report Distribution

Draft and final project reports will be housed in a **Technical Reports** document library on the SharePoint website.

Event Scheduling

Important upcoming events, including team meetings and public meetings, will be tracked using an interactive **Calendar** housed on the SharePoint website. Events can be added to the calendar by all team members. The calendar will incorporate important meeting, deadline, and milestone dates.



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Project Tracking

Overall progress on individual projects will be tracked using a **Task List** housed on the SharePoint website. The purpose of the task list is to keep track of active projects, and provide an overview of program progress and project completion. Project managers for individual projects will create entries on the task list for each project, and update the overall completion percentage of each project on a monthly basis.

Interactive Electronic Communication

The SharePoint website has several features that encourage frequent team communication. These include an **Announcements** feature that allows team members to make important announcements on the main site page; a **Links** feature that allows team members to post links to websites with information pertinent to the Replacement Airport Program; a **Contact List** feature that lists names and contact information for all team members; and a **Discussion Forum** feature that enables interactive discussion of specific program issues.

Access to the SharePoint website will be controlled by Mead & Hunt. Mead & Hunt will provide user names and passwords for key participants, and will be the prime contact for questions that arise regarding use of the website. The SharePoint website address is <https://collaborate.meadhunt.com/fra>. Contact Tom Schnetzer at Mead & Hunt (952-941-5619) to request access to the website.

Document Naming Standards

All document file names should include a consistent topic name, regardless of whether the document is in a Word, Excel, CAD, or other format. In addition, “work-in-progress” documents should include the word “DRAFT” in the file name. To avoid confusion, abbreviations should be used sparingly but may be necessary for electronic filing. A typical document file name should incorporate the above standards, and should appear as follows: “**Topic – DRAFT.xxx**”

E-mail

A central email account will be established for tracking significant emails. All significant emails sent to and received from the FMAA, airport staff, or the Blaine County Airport Advisory Committee should include this email address in the CC: line. Conscientiously applying this method of tracking emails will reduce repetition of routine tasks, and provide a record of all significant electronic communications by team members.

The subject line of all electronic communications should begin with the airport identifier (SUN) and should include a brief description of the topic of the email. This procedure will allow for easier management and identification of significant emails. To avoid confusion, abbreviations should be used sparingly in email subject lines, if at all. A typical email subject line should appear as follows: “**SUN – Financial Feasibility Scope of Work – for review**”.

Bi-Weekly Summary Report (via email)

When appropriate, a bi-weekly summary report will be generated (see **Exhibit 1**) and sent to FMAA staff and consultant team members. The summary format will be a text-only email with full, formatted report document



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attached. Updates to information will be made on the day of the bi-weekly team conference call, submitted to the Program Manager (Scott Cary) using the Detailed Project Summary Form in **Exhibit 2**, and then distributed to the team. This will be implemented if workload requires.

Public Website

A separate website will be developed by Gallatin Public Affairs to allow stakeholders and the general public to access documents requiring public input and coordination. As additional information is available on this site, this section will be updated.

Conference Calls

Conference calls will take place every other Wednesday at 10 A.M Mountain Time. Mead & Hunt will host the conference calls on a party line. Each conference call will consist of the following elements:

- 1. Program Manager will act as facilitator**
- 2. Roll call**
- 3. Status report from each team member**
- 4. Coordination/upcoming meetings & events**
- 5. Action items**

As needed, bi-weekly conference calls will be followed up with an email summary report of discussion topics and action items.

Web Conferencing

As needed, bi-weekly conference calls and special purpose teleconferences will be augmented using an audiovisual component facilitated by use of GoToMeeting software. GoToMeeting is a web conferencing software utility that allows conference leaders to host an online meeting with up to 15 remote users. The online meeting format allows sharing of audiovisual content, thereby facilitating more efficient communication and more effective collaboration among team members.

Web conferencing sessions will be led and coordinated by the Program Manager. Use of GoToMeeting by individual participants will require a computer, an internet connection, and a free software download.

Conference Call/Meeting Notes & Action Items

Conference call meeting notes and action items will be compiled by the Program Manager and staff using standard forms, and disseminated as appropriate to the relevant participants and/or team via email or via the action item summary report. Copies of meeting notes may be available via the team website.



Exhibit 1 – Weekly Summary Report Format

WEEKLY SUMMARY REPORT		WEEK OF: 10/25/2011	
STATUS	PROJECT/TASK	ACTION REQUIRED	
G	SCHEDULE G List Milestones R List milestones		
	COST % COMPLETE		
G	PROBLEMS/ISSUES Y List Issue R List Issue		
	STATUS		PROJECT/TASK
R	SCHEDULE R List Milestones R List milestones		
	COST % COMPLETE		
Y	PROBLEMS/ISSUES R List Issue R List Issue		
	STATUS	PROJECT/TASK	
R	SCHEDULE G List Milestones Y List milestones Y List milestones		
	COST % COMPLETE		
G	PROBLEMS/ISSUES G None		
	STATUS		PROJECT/TASK
G	SCHEDULE G List Milestones R List milestones Y List milestones		
	COST % COMPLETE		
G	PROBLEMS/ISSUES R None		



Exhibit 2– Detailed Project/Task Summary Form

Project/Task

UPDATED: <u>DD/MM/YY</u>	
SCHEDULE	RESPONSIBLE
FUTURE	
CURRENT	
PREVIOUS (AS OF LAST REPORT)	
COST % COMPLETE	
FUTURE	
CURRENT	
PREVIOUS (AS OF LAST REPORT)	
PROBLEMS/ISSUES	RESPONSIBLE
FUTURE	
CURRENT	
PREVIOUS (AS OF LAST REPORT)	
REQUIRED ACTIONS	RESPONSIBLE
FUTURE	
CURRENT	
PREVIOUS (AS OF LAST REPORT)	



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Team Meetings

In-person team meetings will occur as needed, and as opportunities arise based on project work. The team meetings will generally take place in Hailey or other economical location. The standard agenda below will be customized based on projects in progress at the time of the meeting.

ATTENDEES:

TBD for individual team meetings

LOCATION:

TBD for individual team meetings

STANDARD AGENDA:

- 1. Welcome & Introductions**
- 2. Updates for Each Ongoing Project (led by individual project managers)**
 - a. Issues/problems**
 - b. Accomplishments**
 - c. Action items**
- 3. Action Items Recap**
- 4. Feedback**

Meeting Notes & Action Items

Meeting notes and action items will be compiled by the Program Manager as appropriate, using standard forms, and disseminated to the relevant participants and/or team via email or via the action item summary report. Copies of meeting notes will also be available via the team website.

Public Meetings

When necessary, public meetings will be held to inform and engage members of the community. The format of each meeting will be tailored to the purposes and desired outcomes of the particular meeting. Possible meeting formats include open house, formal presentation, and workshop formats.

It will be the responsibility of the program management team to ensure that early and appropriate notice for public meetings is provided to the community. Notice will be provided for public meetings through local newspapers and applicable websites as developed in the course of subsequent task orders.

Consolidated Program Calendar

The Program Manager will create, manage, and update a consolidated program calendar to track work progress and anticipated project milestones. The consolidated program calendar will be distributed to the program management team on a regular basis, and distributed publicly when deemed appropriate by the FMAA Board.



Media Inquiries Protocol

The Airport Manager, Rick Baird, will be the primary point of contact for all media inquiries (phone #208-788-4956 ext 23, email rick@flyfma.com).

ACTION ITEM TRACKING & MANAGEMENT

Action items will be compiled and tracked by the Program Manager using the standard action item form (See Exhibit 3), which may be available via the team website.

Exhibit 3 – Action Item Form

Project/Task	Action Item/Deliverable	Lead	Assist	Assigned	Due	Complete	Status/Notes
(Which project does it relate to or needed for?)	What is the action item or desired deliverable?	Individual or firm	Individual or firm	Date assigned	Date due	Check if complete	Any notes regarding the action or its status
Select Project	Insert Item					<input type="checkbox"/>	
Select Project						<input type="checkbox"/>	
Select Project						<input type="checkbox"/>	
Select Project						<input type="checkbox"/>	
Select Project						<input type="checkbox"/>	
Select Project						<input type="checkbox"/>	
Select Project						<input type="checkbox"/>	
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Select Project						<input type="checkbox"/>	
Select Project						<input type="checkbox"/>	
Select Project						<input type="checkbox"/>	
Select Project						<input type="checkbox"/>	

MILESTONE SCHEDULE(S)

Upon establishing significant milestones with FMAA, milestones will be noted and tracked to completion. Milestones will be development for separate phases of the Replacement Airport Program via separate scope, and corresponding amendments to this document will be made in this location.