



Temporary Operational Contingency Office (TOCO)

What We Do

The Temporary Operational Contingency Office (TOCO) is a national office created in 2014 in response to 3 ATC-ZERO events in 2014:

- April 30, 2014 - ERAM failure at Los Angeles Center (ZLA)
- May 13, 2014 - Smoke in the Chicago TRACON (C90) Control Room
- September 26, 2014 - Fire at Chicago Center (ZAU) that caused divestment of air space

An investigation was conducted after each of the three significant ATC-ZERO events and a Corrective Action Plan (CAP) was written to correct issues. The solutions are presented in the form of "Mitigations." The ATO Officers Group combined the three individual CAPs into one National CAP.

The Temporary Operational Contingency Office (TOCO) is located and managed from Atlanta, Georgia. It is chartered to do the following:

- manage deliverables,
- ensure execution/implementation of mitigations,
- track and report activities.

About Us

Responsibilities

- Understand lessons learned from C90, ZLA and ZAU ATC Zero incidents
- Ensure all near term CAP mitigations are completed within a year
- Ensure all mid and long term CAP mitigations are transitioned to the responsible office
- Ensure all Safety Management System processes are followed
- Provide recommendations to ATO's Officers Group on next steps and a gap analysis of requirements to move facilities closer to efficiency targets

(The above is going on our web page that is in development.)

Temporary Operational Contingency Office (TOCO) Management Plan (Working)

Sponsorship:

Terry Biggio, Vice President, Air Traffic Services

Vaughn A. Turner, Vice President, Technical Operations Services

Nancy Kalinowski, Acting Vice President, Management Services

Elizabeth L. Ray, Vice President, Mission Support Services

Jim Eck, Acting Vice President, Program Management Organization

Dan Smiley, Acting, Vice President, System Operations

Executive Support:

Mike Artist, Acting Deputy Vice President, System Operations Services

Jeff McCoy, Deputy Vice President, Technical Operations Services

Technical Oversight:

John McCartney, Director, Air Traffic Services

Director, Technical Operations Services (TBD)

Clark Desing, Director, Service Center

Scope: (In the process of being rewritten)

Manage, ensure execution/implementation, track and report activities under the Master Corrective Action Plan (CAP) for Air Traffic Contingency Operations in ATC Zero Events (In process). Note: Master CAP is the combination of C90, ZLA CAPs and 30-Day Assessment.

Ensure all operational facilities make consistent progress toward accomplishing all required contingency activities defined in the Master CAP and the overarching Contingency Strategy.

Ensure Operational Contingency activities and policies associated with the Master CAP for Contingency Operations in ATC Zero Events are incorporated into the standard operations of the ATO.

Develop and implement activities that will measure ongoing system and facility performance as compared to contingency requirements. Such activities must define expected compliance and identify responsibilities for correcting non-compliance.

Contingency Strategy:

Service Targets (focus on Tier 1 facilities):

The ability to safely return core 30 airports to 90% operating capacity within 24 hours.

The ability to return affected ARTCC or TRACON airspace to 90% of normal operating capacity within 96 hours.

Ensure that all ATO facilities have Operational Contingency Plans that are aligned and in compliance with an overarching, consistent strategy for executing operational contingencies to ensure continuity of operations; ensure that these plans are operationally viable, periodically tested, actively managed and effectively trained.

Performance Period:

Complete within one year of Master CAP Signature (T+00)

TOCO Performance Structure:

Integration Core Team:

TOCO Manager: Myron (Tony) Jenkins

Assistant Program Managers: Deborah Brady

Assistant Program Managers: Mike Jones

Air Traffic Procedures (AJV-8) Representative: Jeff Cox, En Route Procedures

NATCA Representative: TBD

PASS Representative: TBD

Safety Management System SME: Larry Ayers

Integrated Project Teams (IPT):

Policy: Jeff Cox, En Route Procedures, AJV-83

Requirements: Ryan Almasy, PRG Manager, AJV-E2/Steve Reynolds, En Route Operational Systems, AJM-25

Review and Compliance: Robert Beck, OSG Manager, AJV-C3/Command Center Co-Lead

Training: Steve Roewer, ASG Manager, AJV-W5/Bob Whitworth, AJI-232, Technical Training Co-Lead

Responsibilities:

Executive Support: Ensure operations contingency programmatic activities and resources across all ATO organizations are consistent with the Contingency Strategy and the efficient use of resources.

Technical Oversight: Ensure operational contingency activities are consistent with the Contingency Strategy. Provide guidance and support to execution of activities to meet Master CAP mitigations.

TOCO Manager: Execute office in accordance with the TOCO Office Management Plan, ensure resources are appropriately and efficiently utilized and ensure appropriate status and activity reporting.

Assistant Program Manager: Provide programmatic support and assist office manager in day to day activities. Maintain master schedule of activities and provide project management support to Integrated Project Teams. Provide logistical and project support for TOCO Office and Integrated Project Teams. Track and maintain budget and ensure communication and reporting is accurate and timely.

NATCA/PASS Representatives: Provide technical expertise in all TOCO Office and Master Corrective Action Plan mitigation activities. Represent respective bargaining units.

Safety Management System SME: Ensure consistence application of Safety Management Systems principles in all activities under authority of Office Management Plan and Master Corrective Action Plan mitigations.

IPT Leadership: Lead and plan activities of Integrated Project Team. Select team members. Responsible for execution of planned mitigation activities for specific disciplines derived from Master CAP. Ensures continuity of contingency activities continue beyond TOCO performance period and are transitioned to the appropriate program office, OPRs and Service Centers, except policy. Co-leadership will morph to single leadership as contingency activities are transitioned to Service Centers.

IPT Team: Responsible for execution of planned mitigation activities for specific disciplines. Ensures continuity of contingency activities continue beyond TOCO performance period and are transitioned to the Service Centers, except policy.

Resources:

- Funding:

Initial Integration Core Team w/IPT Leads Meeting	\$28,000
TDY for NATCA and PASS Representative in ATL	\$68,000
General TOCO Travel	\$60,000
Meeting at Tech Center with ARTCC Reps [4 per facility(Tech Ops, Air traffic and labor counterparts)] and Service Center (3 total)	\$250,000
Contract Support (ad hoc facilitation)	\$80,000
All Integrated Project Team Travel	\$125,000

Total \$611,000

- Dedicated full time TOCO Manager required for first 120 days of plan execution, reassess need every 90 days. As execution proceeds and is institutionalized role will become a collateral duty for remainder of TOCO existence. Also, requires temp office space.
- Dedicated Management and Program Analyst.
- Dedicated Project Assistant for durations of project. For first 90 days will utilize a PRG Engineer/PMP, Debra Brady, who is currently in the PEL program. Has outstanding tracking, metric and reporting capabilities, also understands requirements. I have previously coordinated this with her manager since I'm her PEL mentor. Will work with Service Center PRG GM for future resources.
- Dedicated SMS SME from Service Center QCG
- Dedicated PASS and NATCA representation
- Dedicated IPT Co-leads, HQ and Command Center IPT leadership will fall away at the completion of formal planning (approx. 30 days after signature of National CAP), once execution of the plan begins. SC will assume IPT leadership (except for the Policy IPT).
- Initially needs control of \$28,000 (\$2K/person) to bring the Integration Core Team and IPT leads together for a week in ATL to complete TOCO Plan and subordinate IPT planning and cost estimates for ongoing TOCO execution activities.
- Contract facilitator on ad hoc basis.
- My ROM estimate for all TOCO activities, including bringing a management and bargaining unit representative from each ARTCC together at the Tech Center (Review and Compliance IPT) to work through their individual plans and travel for other IPT activities: \$150,000. Use of video and teleconferencing will be maximized when possible. Note: These are cost associated with managing TOCO travel and not cost associated with physical facility, tool and automation requirements of CAP mitigations nor includes contractor costs

Stakeholder Management and Communications: Deb

- Performance Reporting

Risk Management: Tony

Change Management: Deb

Deliverables: Mike

Schedule: Matizza/Mike

Monitoring and Control: Matizza

Cost Management:Matizza

Close Out:Deb

Initial Key Activities:

Critical: ATO-wide communication of Contingency Strategy and formation of TOCO.

Critical: Brief G15 on TOCO Management Plan – (completed 1/14/15, Seattle G15 Meeting)

Identify detail to replace OSG GM during the period when TOCO is a full-time assignment.

Continue development of TOCO Management Plan and subordinate management plans, i.e., Communications and Reporting, Schedule.

Prep materials to educate and level-set Core Team

Solidify Integration Core Team ASAP

Procure initial funding to bring Core Team together before National CAP is signed.

Start Integrated Schedule, mapping all activities to respective CAP and the 30 day assessment.