

Pillar 3: Maintaining ORF's Facility Resiliency

A. Long-Term Improvement Investment in Facilities and Airfield

Not only will the Authority purchase the best value materials that factor in a cost benefit approach, but also it will implement maintenance management systems that systematically and efficiently maintain the investments to achieve their useful life. We will adjust Requests for Proposals (RFP) criteria to prioritize highest value in place of the “low bid” approach, where possible, aiming to achieve the highest lifecycle return on investment and maximize the useful life of purchased assets.

Tasks:

- Develop procurement criteria evaluation and standard RFP terms that support the “best value” approach.
- Evaluate lifecycle cost savings for all required systems and improvements.
- Assess cost-benefit analyses as part of the evaluation process.

Measurement Criteria:

- Cost benefit analysis as part of the RFP development and evaluation process.
- RFP specifications that limit products that have been pre-determined to meet the cost/benefit threshold desired by the Authority.
- Projected long-term maintenance costs included in the evaluation.
- Impacts on staffing support with an emphasis on systems that maximize resource utilization.

Target Timeline:

- FY27 with annual reviews thereafter.

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B. Preventative Maintenance Program

The Authority will define performance criteria, assess non-customized software alternatives for a computerized maintenance management software (CMMS) system, and adopt/implement a preventative maintenance (PM) policy and a software program to support the successful management for each facility and asset. This will allow the development of a database that will allow the Authority to responsibly budget for inspections, as recommended by the manufacturer, to ensure ongoing compliance and to minimize facility and asset downtime and repair costs.

Tasks:

- Research and specify a computer maintenance management software system for procurement that meets the pre-defined needs of the Authority.
- Procure and adopt an implementation plan and resources.
- Implement and assess labor utilization and output.
- Adjust staffing and inventory levels commensurate with experience.

Measurement Criteria:

- Labor utilization and output.
- Tracking cost of repairs by project and cost center.
- Reliability of critical infrastructure systems and response time during down times.
- Parts inventory value.

Target Timeline:

- RFP and selection in FY27 with full implementation in FY28 with quarterly updates thereafter.

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C. Information Technology (IT) Master Plan

The Authority will investigate opportunities to update and implement specialized software and related systems to support operational performance and to streamline workflow for the operation of the facilities and organization. ORF has evolved in a more individually structured environment where when there was a problem, a software solution was developed to fix that problem only without addressing other similar needs or ancillary related issues in other airport disciplines. This has resulted in software programs that are operated separately by different departments within the Authority with no identifiable integration or information sharing to meet cross-functional needs. The ability to communicate, transfer, and cross utilize information seamlessly is generally lacking, resulting in additional personnel managing the individual systems, workload, or duplicative systems to operate the facility and organization.

Tasks:

- Identify potential systems and uses to be included in an IT Master Plan.
- Identify systems that could be replaced/supplemented and the direct and indirect benefits.
- Develop an RFP for professional services to develop a third-party assessment.
- Review findings to further determine implementation aspects of the master plan.

Measurement Criteria:

- Inventory of existing systems.
- Quantification of labor resources under existing plan.
- Identification of areas of cross utilization once the assessment is completed.
- Cost benefit analysis of developing a centralized 24x7 operations center.

Target Timeline:

- RFP and assessment completed in FY27 with implementation plan by FY28.