

DOCKET No.: SA-521
EXHIBIT No. 17II

NATIONAL TRANSPORTATION SAFETY BOARD
WASHINGTON, D.C.

Emery Plan of Action and Milestones

(3 pages)

EWA 1

Emergy Worldwide Airline Technical Services Plan of Action and Milestones (Updated 4/16/01)							
ID #	Action Item	Duration	Start	Finish	Resource	% Done	Comments
TS1	Aircraft Maintenance Manuals						
	Consolidate and digitize all aircraft maintenance manuals and related documents, including IPC, Maintenance Material Manual, Wiring Diagrams, SRM, etc.	12 months	5/15/01	5/2/02		10%	Vendor selected. Estimated Cost @ \$2.7 million. Awaiting funding approval.
TS2	Maintenance Policies and Procedures Manual						
	Maintenance Policies and Procedures Manual Review and update MPPM	120 days	2/15/01	5/30/01		20%	A team has been formed. The plan is to submit a section a week to the FAA starting 16 April.
TS3	Material Handling Procedures						
	Complete Material Handling Procedures review.	90 days	2/15/01	5/15/01		80%	On target. Plan to incorporate into MPPM.
TS4	Facilities						
	Evaluate HDY facility needs for proper material storage and need for maintenance hangar.	On Going				70%	Plan implemented to perform specific maintenance at fair weather stations. Expansion is largely dependent on business growth.
	Evaluate outstation facility needs for proper material storage, B-check, fuel tank work, and other scheduled maintenance.	On Going				70%	See TS4 comments.
TS5	Maintenance Staffing						
	Fill 64 positions	150 Days	1/15/01	6/15/01		59%	Filed 38 of the 64 positions. Funding approved. The elimination of MPC operations may require staffing adjustments.
	Three Maintenance Trainers	120 Days	2/15/01	6/15/01		0%	Filed 0 of the 3 positions. No qualified internal candidates. Newspaper ads are being published.
	Five Maintenance Controllers	90 Days	2/15/01	5/15/01		80%	Filed 4 of the 5 positions. Internal and external candidates are being considered.
	19 Mechanics					32%	Filed 6 of the 19 positions.
	Two Stores/Distribution Clerks					0%	Filed 0 of the 2 positions. Positions will be filled when single heavy maintenance provider is selected.
	One Stores/Distribution Supervisor					100%	Filed the 1 position.
	Eight Quality Control Inspectors					50%	Filed 4 of the 8 positions.
	One Heavy Check Project Manager					0%	Filed 0 of the 1 position.
	One Engine Check Project Manager					0%	Filed 0 of the 1 position.
	Four Heavy Check Representatives					75%	Filed 3 of the 4 positions.
	Three Engine Check Representatives					100%	Filed the 3 positions.
	Two Maintenance Representatives					100%	Filed the 2 positions.
	One Manager Engineering					100%	Filed the 1 position.
	Five Engineers					100%	Filed 5 positions.
	One CAD Technician					100%	Filed the 1 position.
	Two Reliability Analysts					100%	Filed the 2 positions.
	One Supervisor Aircraft Records					100%	Filed the 1 position.
	One Records Clerk					100%	Filed the 1 position.
	Two Inventory Planners					100%	Filed the 2 positions.
	Two Inventory Controllers					100%	Filed the 2 positions.
TS6	Training						
	Boeing DC-10	102 Days	3/19/01	6/30/01	Funding Authorized		First class began 3/19/01
	Stores MERIT	60 Days	1/1/01	2/28/01		100%	Refresher training has been completed.
	Heavy Maintenance MERIT	60 Days	1/1/01	2/28/01		100%	Refresher training has been completed.
	Maintenance Control MERIT	60 Days	1/1/01	2/28/01		100%	Refresher training has been completed.
TS7	CPCP						
	Receive FAA approval for MSG-3 implementation	30 Days	3/31/01	4/30/01		90%	Plan to present to FAA on 4/18/01.
TS8	Stores/Distribution Organization						
	Organize Hangar A and field stations	120 Days	3/5/01	7/5/01	Funding Authorized	50%	Engaged consultant to analyze and implement operational improvements. Consultant on board 3/5/01.
TS9	Telephone Recording System						
	Telephone Recording System	90 Days	4/1/01	7/31/01		10%	Estimated cost @ \$200K. Funding request is in approval process.
TS10	Repeat Discrepancies						
	Repeat Discrepancies	5 Days	2/15/01	2/20/01		100%	3/10 alert notices have been changed to 3/30.

Emergy Worldwide Airline Flight Operations Plan of Action and Milestones (Updated 4/16/01)							
ID #	Action Item	Duration	Start	Finish	Resource	% Done	Comments
F1	DC-10 Simulator Installation	18 months	4/1/01	10/1/02		0%	Pending building modifications and contract proposal.
F2	Bomeman Crew Qual	6 months	1/1/01	6/30/01		90%	Data entry complete. Parallel operation underway.
F3	Flight Standards/Check Airman Manual	12 months	7/1/00	6/30/01		80%	Complete, awaiting publication.

Emergy Worldwide Airline Ground Services Plan of Action and Milestones (Updated 4/16/01)							
ID #	Action Item	Duration	Start	Finish	Resource	% Done	Comments
GS1	Ground Station Management						
	Review Staffing Needs	Ongoing					Evaluating staffing alternatives to GSS's.
GS2	Review Training Needs						
	Review Training Needs	Ongoing					Implemented schedule of recurrent training for outstations.

Emergy Worldwide Airline Safety Plan of Action and Milestones (Updated 4/16/01)							
ID #	Action Item	Duration	Start	Finish	Resource	% Done	Comments
	Letter of Compliance						
S1	Finalize FAR applicability with FAA.	12 months	7/1/00	6/30/01		50%	Have additional applicability guidance from FAA.
S2	Complete letter of Compliance in conjunction with Technical Services manual reviews.	12 months				0%	Written documentation from FAA to complete in conjunction with manual revisions.

EWA FAA PQAM 0416
 Created by J Koehl on 3/01
 Modified by S Dolezal on 4/16/01

EWA 2

Emery Worldwide Airline Technical Services Plan of Action and Milestones (Updated 5/29/01)							
ID #	Action Item	Duration	Start	Finish	Resource	% Done	Comments
T31	Aircraft Maintenance Manuals Consolidate and digitize all aircraft maintenance manuals and related documents, including PC, Maintenance Material Manual, Wiring Diagrams, SRM, etc.	18 months	5/15/01	11/15/02		10%	Global Aerospace started 5/21. Estimated Cost @ \$2.7 million.
T32	Maintenance Policies and Procedures Manual Maintenance Policies and Procedures Manual Review and update MPPM	150 days	2/15/01	5/30/01		20%	Chapter 1 submitted to FAA for approval. MPPM assigned to owning departments for update.
T33	Material Handling Procedures Complete Material Handling Procedures review.	90 days	2/15/01	5/15/01		100%	Procedures completed. Plan to incorporate into
T34	Facilities Evaluate HDY facility needs for proper material storage and need for maintenance hangar Evaluate outstation facility needs for proper material storage, B-check, fuel tank work, and other scheduled maintenance.	On Going				70%	Plan implemented to perform specific maintenance at fair weather stations. Expansion is largely dependent on business growth.
T35	Maintenance Staffing Fill 64 positions Three Maintenance Trainers Five Maintenance Controllers 19 Mechanics Two Stores/Distribution Clerks One Stores/Distribution Supervisor Eight Quality Control Inspectors One Heavy Check Project Manager One Engine Check Project Manager Four Heavy Check Representatives Three Engine Check Representatives Two Maintenance Representatives One Manager Engineering Five Engineers One CAD Technician Two Reliability Analysts One Supervisor Aircraft Records One Records Clerk Two Inventory Planners Two Inventory Controllers	150 Days 120 Days 90 Days	1/15/01 2/15/01 2/15/01	6/15/01 6/15/01 6/15/01		67% 0% 80% 42%	Filed 43 of the 64 positions. Funding approved. The elimination of PMPC operations may require staffing adjustments. Filed 0 of the 3 positions. No qualified internal candidates. Newspaper ads discontinued. Conducting outside interviews at this time. Filed 4 of the 5 positions. Internal and external candidates are being considered. Filed 8 of the 19 positions. Filed 0 of the 2 positions. Positions posted on 5/29 for heavy check facility in San Antonio. Expect positions to be filled quickly. Filed the 1 position. Filed 4 of the 8 positions. Filed 1 of the 1 position. Filed 1 of the 1 position. Filed 4 of the 4 positions. Filed the 3 positions. Filed the 2 positions. Filed the 1 position. Filed 6 positions. Filed the 1 position. Filed the 2 positions. Filed the 1 position. Filed the 1 position. Filed the 2 positions.
T36	Training Boeing DC-10 Stores MERT Heavy Maintenance MERT Maintenance Control MERT	102 Days 60 Days 60 Days 60 Days	3/19/01 1/1/01 1/1/01 1/1/01	6/30/01 2/28/01 2/28/01 2/28/01	Funding Authorized	100% 100% 100%	First class began 3/19/01 - 5 DC-10 classes completed. 2 General Familiarization, 1 Landing Gear Rigging, 1 Avionics, Engine Run. Total of 44 trained as of 5/25. Refresher training has been completed. Refresher training has been completed. Refresher training has been completed.
T37	CPCN Recave FAA approval for MSG-3 implementation	120 days	3/31/01	6/30/01		90%	Plan to present to FAA on 4/18/01
T38	Stores/Distribution Organization Organize Hangar A and field stations	120 Days	3/5/01	7/5/01	Funding Authorized	100%	Engaged consultant to analyze and implement operational improvements. Consultant on board 3/5/01. Organization chart and facilities plan complete.
T39	Repeat Discrepancies Repeat Discrepancies	8 Days	2/16/01	2/20/01		100%	3/10 alert notices have been changed to 3/0.

Emery Worldwide Airline Flight Operations Plan of Action and Milestones (Updated 5/29/01)							
ID #	Action Item	Duration	Start	Finish	Resource	% Done	Comments
F1	DC-10 Simulator Installation	18 months	4/1/01	10/1/02		0%	Simulator vendor - Aerosecure - continues to explore facility options.
F2	Someman Crew Qual	6 months	1/1/01	6/30/01		90%	Data entry complete. Parallel operation underway.
F3	Flight Standards/Check Airman Manual	12 months	7/1/00	6/30/01		100%	Software lease cost being reviewed. Completed and published.

Emery Worldwide Airline Ground Services Plan of Action and Milestones (Updated 5/29/01)							
ID #	Action Item	Duration	Start	Finish	Resource	% Done	Comments
G31	Ground Station Management Review Staffing Needs	Ongoing				100%	Evaluation 100% complete Implemented schedule of recurrent training for outstations. EWA GSS is scheduled 5/30-31 and contract G33 8/1.
G32	Review Training Needs	Ongoing				100%	

Emery Worldwide Airline Safety Plan of Action and Milestones (Updated 5/29/01)							
ID #	Action Item	Duration	Start	Finish	Resource	% Done	Comments
S1	Letter of Compliance Finalize FAR applicability with FAA	12 months	7/1/00	6/30/01		50%	Have additional applicability guidance from FAA.
S2	Complete letter of Compliance in conjunction with Technical Services manual reviews.	12 months				0%	Written documentation from FAA to complete in conjunction with manual revisions.

Emery Worldwide Airline Technical Services Plan of Action and Milestones (Updated 7/20/01)						
ID #	Action Item	Duration	Start	Finish	Resources	% Done
	Consolidate and digitize all aircraft maintenance manuals and related documents, including IPC, Maintenance Material Manual, Wiring Diagrams, SRM, etc.	18 months	5/15/01	11/15/02		13%
TS2	Maintenance Policies and Procedures Manual					
	Maintenance Policies and Procedures Manual Review and update MPPM	150 days	2/15/01	8/30/01		100%
TS3	Material Handling Procedures					
	Complete Material Handling Procedures review.	90 days	2/15/01	5/15/01		100%
TS4	Facilities					
	Evaluate HOY facility needs for proper material storage and need for maintenance hangar.	On-Going				85%
	Evaluate extension facility needs for proper material storage, B-check, fuel tank work, and other scheduled maintenance.	On-Going				100%
TS4	Maintenance Staffing					
	Fill 64 positions	150 days	1/15/01	6/15/01		77%
	Three Maintenance Trainers	120 days	2/15/01	6/15/01		0%
	Five Maintenance Controllers	120 days	2/15/01	6/15/01		100%
	19 Mechanics					42%
	Two Stores/Distribution Clerks					100%
	One Stores/Distribution Supervisor					100%
	Eight Quality Control Inspectors					86%
	One Heavy Check Project Manager					100%
	One Engine Check Project Manager					100%
	Four Heavy Check Representatives					100%
	Three Engine Check Representatives					100%
	Two Maintenance Representatives					100%
	One Manager Engineering					100%
	Five Engineers					100%
	One CAD Technician					100%
	Two Reliability Analysts					100%
	One Supervisor Aircraft Records					100%
	One Records Clerk					100%
	Two Inventory Planners					100%
	Two Inventory Controllers					100%
TS4	Training					
	Boeing DC-10	102 Days	3/15/01	6/30/01	Funding Authorized	100%
	Stores MERT	60 Days	1/1/01	2/28/01		100%
	Heavy Maintenance MERT	60 Days	1/1/01	2/28/01		100%
	Maintenance Control MERT	60 Days	1/1/01	2/28/01		100%
TS4	CPCC					
	Receive FAA approval for MSG-3 implementation	150 days	3/15/01	8/15/01		90%
TS4	Stores/Distribution/Organizational					
	Organize Hangar A and field stations	120 Days	3/6/01	7/15/01	Funding Authorized	100%
TS4	Repeat Discrepancies	44 Days	8/15/01	9/28/01		100%
Emery Worldwide Airline Flight Operations Plan of Action and Milestones (Updated 8/21/01)						
ID #	Action Item	Duration	Start	Finish	Resources	% Done
F1	DC-10 Simulator Installation	18 months	4/1/01	10/1/02		0%
F2	Borneman Crew Qual	6 months	1/1/01	6/30/01		90%
F3	Flight Standards/Check Airman Manual	12 months	7/1/00	6/30/01		100%
Emery Worldwide Airline Ground Services Plan of Action and Milestones (Updated 7/20/01)						
ID #	Action Item	Duration	Start	Finish	Resources	% Done
GS1	Ground Station Management					100%
	Review Staffing Needs	On-Going				100%
	Review Training Needs	On-Going				100%
Emery Worldwide Airline Safety Plan of Action and Milestones (Updated 7/20/01)						
ID #	Action Item	Duration	Start	Finish	Resources	% Done
S1	Finalize FAR applicability with FAA.	12 months	7/1/00	6/30/01		100%
S2	Complete later of Compliance in conjunction with Technical Services manual reviews.	12 months		12/1/01		0%