U.S. Department of Homeland Security

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601 South 12th Street
Arlington, VA 22202-4220

NOV 3 2005

Transportation Security Administration

Mr. John W. Anderson
Airport Director
Boise Airport
3201 Airport Way
Boise, ID 83705-6530

Dear Mr. Anderson:

On behalf of Assistant Secretary Kip Hawley, thank you for your letter of October 4, 2005, commending Mr. Doug Melvin, Federal Security Director at Boise Air Terminal/Gowen Field (BOI), for his excellent working relationship with all at BOI.

It is always a pleasure to receive compliments and positive feedback about our employees who provide outstanding service to the public, particularly when the recognition comes from one of our aviation colleagues. A copy of your letter and this response will be provided to Mr. Melvin.

Again, thank you for taking the time to acknowledge the outstanding performance of a Transportation Security Administration employee.

Sincerely yours,

Roy Neigh for
James D. Blair
Assistant Director, Security Operations

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Boise Airport

October 4, 2005

The Honorable Kip Hawley
Assistant Secretary of Homeland Security
Transportation Security Administration
641 S. 12th St.
Arlington, Virginia 22202-4220

Boise Airport Commission has urged me to write a letter complimenting Doug Melvin, Boise Federal Security Director, for his ability to increase customer service during a time of decreasing staffing while improving the security of our airport. Let me review a few of the improvements that Doug has implemented to bring about this superior impression from myself, the Boise Airport Commission, Boise airlines, and the traveling public.

- When Director Melvin assessed the screening process in Boise, he realized that 45 minute typical wait times in the early morning was not acceptable. He responded to this situation utilizing both personnel management techniques, and industrial time and motion analysis, to cut wait times to a maximum 4 minutes, even on the busiest of days.
- This astronomical improvement was accomplished during a time when screener staffing was being cut by over 30% at BOI.
- This has resulted in customers (Doug emphasizes customer) being less stressed when they reach the front of the line, and screeners who have much better attitudes because the customers are having a better day.
- Doug Melvin has also used his knowledge of regulatory process and procedures to be flexible and fair in security procedures, with no degradation of security. As an example, Boise Airport Completely shut down our in line EDS system on August 1 for construction. Using alternate screening methods, we were able to screen all of the outbound bags in a timely manner. Every bag made their flight. We believe that August 1 was the busiest day in our history, and included a large number of international travelers with multiple bags,
- Prior to Mr. Melvin becoming Boise Area FSD, relationships between airlines, airports, and the TSA were proper at best, and sometimes ugly. This has completely been turned around. It is very common to hear airlines compliment TSA and Doug specifically for bringing flexibility, customer service, and responsiveness to the job, while decreasing wait times and maintaining the highest security standards.
- Director Melvin quickly recognized that administrative staff overhead was large at Boise, as it likely is in many TSA offices. He has been able to cut over 40% of

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the administrative staff in the Idaho/Jackson Hole region, while implementing improvements to coordination and standardization of security.

- Doug has placed into effect a Regional Operations Center, staffed by senior level people. This gives all airports, airlines, and regulated party's one number to call at any time, which in turn gives us a more uniform answer, a more timely answer, and an answer that is in tune with getting the job done in a proactive manner.
- Doug also attends all of our Airport Commission meetings, and is reaching out to governmental leaders throughout our region.

On a personal note, I would like to comment that Doug is doing for government what I have always strived to do, making the organization run at the highest levels of excellence for a modest cost. Others talk about "doing more with less", Doug is actually doing it. I encourage you to find ways to have Doug's leadership skills and processes adopted by more FSD's in our region.

As I alluded to earlier, Boise has an in-line EDS system that is a model for many other airports our size. Additionally, Boise has dedicated the necessary resources to IT infrastructure to enable us to have one of best camera and door security systems in the U.S. As your travel allows, I encourage you to drop by Boise to see what the airport has to offer TSA, and what Doug Melvin has accomplished.

Sincerely,

John W. Anderson
Airport Director

CC: Airport Commission