

# Federal Aviation Administration Eastern Region Airports Division 5 -Year Regional Plan FY 2001-2005

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*Picture provided by the Port Authority of New York and New Jersey*

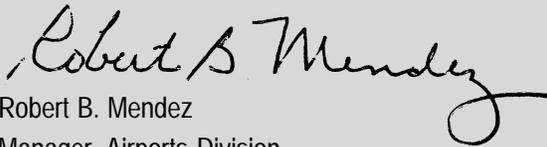
# INTRODUCTION

On behalf of the Eastern Region Airports Division, I am pleased to present the Eastern Region Airports Division Regional Plan for 2001-2005. As we enter the new millennium, aviation is an increasingly critical mode of transportation and our funding programs are more complex. At the same time, the efficiency of our system of airports is continually tested and our environment is more of a concern. In these times, we must define a clear path to guide federal investment in our airport system to ensure that our goals are met. This Plan defines that path and as such provides a framework for the development of the Airports Capital Improvement Plan (ACIP) for the Eastern Region.

The FAA's overall objective is to provide a safe, secure and efficient system of airports that is compatible with the surrounding environment. The Airports Division plays a critical role in reaching this objective as the administrator of the Airport Improvement Program (AIP) and the Passenger Facility Charge (PFC) Program. To achieve this objective our funding and work programs must follow a structured plan aimed at maximizing the benefit of the federal investment. This Plan takes into account national strategic goals and performance measures, as well as our specific regional needs.

In addition to setting priorities for our funding programs, our work program and how we manage ourselves are also addressed by the Plan. We cannot achieve our funding goals without first defining our business.

My staff and I are committed to achieving the goals set forth in this Plan through the mechanisms identified. Your cooperation as airport sponsors, state officials, aviation interest groups, consultants and the flying public is needed to ensure that our goals are met and that a safe, secure, and efficient system of airports is maintained and enhanced in the Eastern Region.



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Eastern Region



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# A. BACKGROUND

Over the next decade the demand for aviation will continue to grow. Forecasts suggest that passenger activity will increase by 67 percent, nationally. Current issues associated with this growth are increasing congestion and delays, environmental impacts, and a need for infrastructure improvements to accommodate anticipated growth. Can the aviation community meet the demand?

To address this challenge, the industry as a whole will need to invest in infrastructure and technological improvements geared at increasing capacity. The "Wendell H. Ford Aviation Investment and Reform Act for the 21<sup>st</sup> Century" (Air-21) is an illustration of that commitment. The bill provides for stable funding while increasing local ability to raise Passenger Facility Charges (PFC) to pursue long-term capital developments needs. Capacity enhancement projects will be a large part of these needs.

Creating new resources, rather than reallocating existing, is part of a long-range plan. AIR-21, again, is a step in that direction. Changing the Air Traffic Control (ATC) structure in terms of equipment, procedures and operations is one example. A number of initiatives such as the Free Flight Program, providing for more direct routing of aircraft from point to point, will have a positive result in reducing fuel consumption and emissions. Other initiatives include air space redesign, improved weather forecasting, satellite navigation, and ATC system automation enhancements.

Safety is the number one concern of the FAA. The increase in aviation traffic may cause congestion which in turn has a tendency to increase the chance of error. In light of this, increased safety initiatives need to be taken to compensate and to maintain a high level of safety. The FAA, therefore, is undertaking various steps to increase safety, through airport layout modifications, technological improvements including ground radar devices such as ASDE, and increased training for pilots and employees at the airport. The focus on safety will be reflected in our planning and AIP funding.

As we focus on increasing capacity to reduce congestion and delays, environmental compatibility will become a growing concern. Much progress has been made in reducing noise impacts by mandating a quieter fleet of aircraft. However, as technology develops, there is still room for improvement. In addition, in the mid-Atlantic States, with the high presence of home rule and continued development pressures, residential and non-compatible land use encroachment accentuates the noise issue. Other environmental concerns are deicing/anti-icing operations and their effect on water. Air quality airport issues caused by the increasing demand for air and ground travel is another environmental concern. These environmental issues will have a definite presence in the evolution of each airport and the system as a whole. Balancing aviation development while minimizing the environmental effects will be the goal.

These three major elements, efficiency, safety and the environment are identified in the mission of the FAA and will be highlighted throughout this Plan. With this mission in mind, the Airports Division will continue to work with the aviation industry to plan for the future airport system. Other issues and advancements will have the potential to modify our evaluation, judgement, and outlook for planning resources, processes, and policies; but the mission will remain the foundation for all of our actions.

The five-year plan identifies current issues/factors and initiatives to address some of these issues to further our mission. The issues will continue to change and initiatives will require some modification over time. Therefore, each year the plan will be evaluated and a list of work priorities for the next year will be identified. In addition, the plan will serve as a measuring stick. Each year our performance will be measured against these initiatives and list of work priorities to ensure that we are accomplishing our goals and the FAA mission. With this, the five-year plan will be a living document designed to provide focus while still allowing for flexibility and consideration of future issues and advancements.

The plan has three major sections:

→ *Issues/Factors*

→ *Eastern Region*

→ *Goals & Initiative*

The *Issues/Factors* include recent trends and current events that will impact our airport system, funding program, and planning. The *Eastern Region* section provides a description of our Region and the airport system. Finally the *Goals & Initiatives* provide the trail map to guide our development decision over the next five years. It has been said that if you don't know where you want to go, any road will take you there. The Regional Plan lays out our destination and will take us on the course of increased efficiency, safety and environmental compatibility for the Eastern Region system of airports.



## B. ISSUES/FACTORS

To develop the Five-Year Plan, the current issues and factors affecting aviation and funding decisions in the Region must be considered. Ten issues or factors are identified below that are likely to have an impact on aviation, funding, and the way the Eastern Region Airports Division conducts business.

1. Airside Operational Safety
2. Satellite Navigation (SATNAV)/Runway Instrumentation
3. Regional Capacity
4. Congressional Interest
5. Reliever Airports
6. Noise Mitigation
7. Clear Approaches
8. Planning
9. Environmental Review/Mitigation
10. Customer Service

Understanding these issues/factors is critical to the development of the goals and initiatives discussed in Section D of this Plan. The *Goals and Initiatives* section addresses everyday concerns and therefore goes beyond the issues/factors described here.

### 1

## Airside Operational Safety

Providing pilots with a safe environment to operate their aircraft in is a prime function of the Airports Division. The national focus on runway safety has resulted in a Runway Safety Program, which is designed to enhance runway safety at airports.

As part of this program our Division is currently involved in implementing the **Runway Safety Area (RSA) Program**. All Part 139 airports in the Region have been surveyed to identify the actual RSA available for each runway end. RSA determinations have been prepared that identify strategies to achieve standard safety areas or an increased level of safety. The Region will interpret the policy and set standards for these determinations to ensure that the program is implemented universally and consistently.

Many of the RSA determinations recommend projects to improve RSAs. Nationally, at Part 139 Airports, RSA projects receive high priority for discretionary funding and are intended to be completely funded within the next seven years. This policy will have a large impact on our funding program.

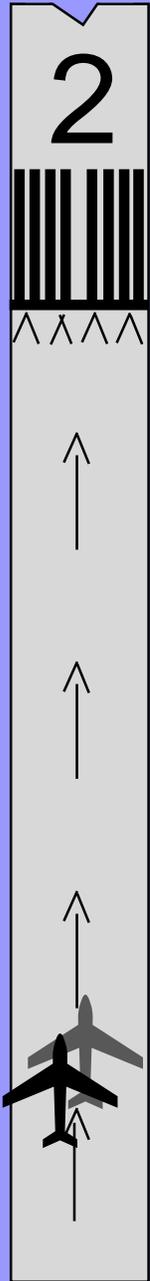
Reducing runway incursions at airports is a focus of the Airports Division and the FAA as a whole. Runway Incursion Action Teams (RIAT) have been established and are working to address issues of runway safety at individual airports. A national summit was organized that established 10 initiatives to help promote runway safety as follows:

1. Enhanced operational tower controller training
2. Foreign air carrier pilot training, education and awareness
3. Advisory Circular for airport surface operations
4. Airport markings
5. Education, training, and awareness for pilots, controllers, and vehicle operators
6. Memory enhancement techniques training for tower controllers
7. Pilot/Controller communications phraseology review
8. Improved pilot evaluation and testing
9. Air traffic teamwork enhancement training for tower controllers
10. Technology Assessments.

The Airports Division's role in the initiatives includes airport markings and signage. There are other actions we can take to promote runway operational safety, however. For example, many times airport service roads used by vehicles will cross over runways, taxiways, and RSAs. Efforts to reduce accidents due to vehicle crossings of these operational areas can be taken through the master planning and the ALP approval process as well as through the Part 139 Certification. In addition, the Airports Division has been assisting the Port Authority of New York and New Jersey in conducting driver-training seminars for airport personnel to reduce runway incursions and increase safety. The establishment and implementation of Surface Movement Guidance System (SMGS) plans is another way in which our Division can strive to reduce runway incursions at airports with low visibility capability.

# 2

## SATNAV/Runway Instrumentation



Satellite Navigation (SATNAV) provides airports and aviation users with greater flexibility and safety. In the past decade, non-precision approaches using Global Positioning System (GPS) were developed at most of the airports within our Region.

GPS non-precision approaches, now called RNAV approaches, were initially prepared as overlay approaches, over existing VOR and NDB procedures. With this new capability, straight-in, stand-alone, non-precision RNAV approaches were developed into airports that never had an instrument approach procedure. These approaches were developed at a tremendous pace, and often the planning necessary to support such an approach was not completed prior to implementation. This caused situations where a non-precision RNAV approach was available, but the airport had to be brought up to the new Airport Design Standards. To ensure the appropriate planning efforts are taken, effective communication and coordination is required between the New York Flight Procedures Office (NYFPO) and the Airports Division.

The Wide Area Augmentation System (WAAS) will ultimately allow for precision approaches (use of the WAAS system to its fullest capability). The system is currently up and running, but is not ready to be implemented. The National Flight Procedures Office developed numerous test procedures but none have been approved at this time. In addition, in certain locations WAAS coverage is inadequate. Additional ground stations will be required to augment the system to provide adequate coverage in these areas. At this time it is not known when WAAS will be able to be used for precision approaches or when these additional facilities will be put into place. Our Region then, is given the opportunity to plan ahead for the implementation of WAAS knowing many of the variables since the Airport Design Guide and AIP handbook are being updated to address WAAS. When the infrastructure and technology have been put into place, the Region will be prepared to implement WAAS.

The Local Area Augmentation System (LAAS) allows for precision RNAV approaches as well. LAAS, however, requires ground-based equipment to be located on or near the airport. The LAAS system is estimated to cost between \$800,000 and \$1 million to install at an airport. This system will likely have the capability of providing precision approaches to all of the runway ends at that airport. When the LAAS equipment has been certified by the FAA, it will be an eligible item under AIP. Some airports in our Region will likely receive LAAS under a separate procurement plan, however. The Region will initiate a plan to guide implementation of LAAS using AIP funding.

An obstruction survey manual, that will allow outside contractors to conduct obstruction surveys for instrument approach development is forthcoming. FAA Headquarters is conducting a national pilot program to hire several contractors to use the manual and to conduct surveys at 5 airports. In 2002 and 2003 more surveys will be conducted. The surveys will be eligible for AIP funding. Regionally we will take this into consideration as we prepare our ACIP.

Many airports have not conducted the planning to look at necessary capital improvements such as obstruction removal, land acquisition, lighting, etc., which will be required to support an RNAV approach whether precision, approach with vertical guidance (APV) or non-precision. Many ALP updates will be necessary to ensure that all the planning has been completed. This in turn will affect the ACIP for the Region.

# 3

## Regional Capacity

The Eastern Region has 15 primary hub airports that have operations over 60% of their Annual Service Volume (ASV - a common measure of airfield capacity). In addition, 6 of these airports are over 100% of their ASV. The 1999 ACE Plan indicated that the Newark and LaGuardia Airports were the top two airports in the country in terms of highest average delay. In general, when average delay reaches 4 minutes per operation the airport is considered to have reached its practical capacity. Any further increase in operations will increase the delay exponentially. In the Eastern Region, four airports have already reached this threshold (see Table 3 in *Eastern Region* Section), **which** indicates that airfield capacity is a critical issue in the Eastern Region.



The number one way to increase the runway capacity of the airport is by constructing more runways. Unfortunately, with the constrained environment within the Eastern Region, the option to build additional runways is not always feasible. In our Region, Baltimore, Washington Dulles, Norfolk and Pittsburgh Airports are planning new runways to increase airport capacity within the next decade.

Many other initiatives are being considered to increase the capacity of the system. The installation and use of Precision Runway Monitoring (PRM) at JFK & Philadelphia will allow for dual simultaneous instrument operations without staggering, as is the case under the current configurations. In the past, the separation distance between the parallel runways was insufficient to support such operations. This will decrease delay by increasing the rate of operations that can occur at the airport.

Capacity Enhancement Task Forces (CETF) have been established to address capacity issues at the 8 large hub airports in the Region. The CETF is designed to bring Air Traffic, Flight Procedures, Airway Facilities, Airports, the airlines and the airport sponsor together to discuss ways to increase the capacity at these airports. Recommendations include operational changes, navigational aids, and capital improvements to increase capacity or reduce delay.

Although improvements in operational efficiency and infrastructure are being undertaken, the capacity issue is continuing to become more complicated. The trend of replacing existing turboprop aircraft with Regional Jets (RJs) will have a large impact on our airport delay. The RJs fly the same high altitude routes that larger jets do and at the airport they require longer runway lengths than turboprop aircraft. This results in increasing operations on the primary runways which may increase delay.

The potential use of our large hub airports by New Large Aircraft (NLA) may also impact these airports. While the NLA will be able to carry a larger number of passengers, operational constraints or airport expansion may be required since our current airport infrastructure is not designed to accommodate these aircraft. In addition the separation distance between leading and trailing aircraft will be greater. These factors may ultimately increase delay.

The removal of slot control at JFK and LaGuardia (LGA) for aircraft with less than 30 seats serving underserved areas, as well as the loosening of the slot control at Ronald Reagan Washington National Airport, will have a large impact on delay because the operations at these airports will likely increase significantly. Since its initiation in April of 2000, RJ operations at LGA have increased from 1,232 operations in July of 1999 to 4,014 RJ operations in July 2000. Efforts to correct this at LGA were undertaken and a lottery for slots was implemented. However, this is only a temporary solution, which will carry us through September 2001.

In addition, the Region's airspace is currently being studied for redesign by the FAA Air Traffic Division. Alternative airspace scenarios will be available to the public in 2001, although implementation will not be likely until 2004 or 2005. The redesign will have a large effect on regional capacity. The capacity of the runway system is only as good as that for the airspace. Under the current airspace configuration, several of our large hubs are likely to run out of airspace within the next 20 years as operations continue to increase. The overall goal of the airspace redesign is to provide greater flexibility and utility of the New York airspace and thereby enhancing regional capacity. Although the impact of the redesign is not clear at this time, it remains an issue to be considered as the Airports Division addresses regional capacity.

New airport facilities can also increase the overall capacity of the system. In the Eastern Region, one new airport is being studied for West Virginia and a new reliever airport, Stafford, is under construction in Virginia. In addition, in Plattsburg and Rome, NY, two military bases are in the process of being converted to civilian use. These bases provide large facilities with a significant amount of capacity. All these factors will impact the system capacity and need to be included in the equation.

Land and Hold Short Operations (LAHSO) can increase the capacity of intersecting runways by allowing for operations at both runways consecutively. A new LAHSO Order has been produced which identifies specific facility requirements for LAHSO for commercial service operations. In the Eastern Region, 34 airports had LAHSO capability under the old Order. With the new Order, additional lighting will be required to conduct commercial activity LAHSO operations and any LAHSO operations at night. In many cases these additional facilities will be eligible for AIP and PFC funding.

Reliever airports are designed to divert General Aviation (GA) traffic from congested primary airports. The need for commercial service reliever airports aimed at diverting passenger traffic away from congested large hub airports may also be necessary as delays increase. The Region will evaluate this alternative in addressing regional capacity.

Given all these variables, capacity issues will require a significant amount of attention within our planning timeframe. Ideally, capacity should be examined on a regional basis as well as an individual airport basis, because of our constrained infrastructure at the large hub airports.



# 4

## Congressional Interest

Congressional interests identified in Title 49 of the United States Code Section 47101 (f) (AIP Authorization) has indicated the need to provide standard facilities at all commercial service airports, i.e. those facilities providing scheduled airline service. The intent is to provide a sense of uniformity for pilots and to provide a specific margin of safety. The Facilities include:

1. Electronic or visual vertical guidance on each runway
2. Grooving or friction treatment of each primary and secondary runway
3. Distance to go signs for each primary and secondary runway
4. A precision approach, vertical visual guidance and a full approach lighting system
5. A non-precision approach for each secondary runway
6. Runway end identification lights on each runway end that does not have a ALS
7. A surface movement radar system at each category III airport
8. A taxiway lighting and sign system
9. Runway edge and marking system
10. Radar approach coverage for each airport terminal area

A special code has been established to categorize these mandated facilities in the NPIAS/ACIP program. The special code marks these facilities as a congressional interest and as such they receive a high rating in the national priority system.

# 5

## Reliever Airports

The NPIAS Order 5090.3C has made several changes to the reliever program, such as new requirements for relievers in terms of activity. Current privately-owned relievers that do not meet the requirements, but that are federally-obligated due to a previous development grant, will remain eligible for federal funding for the duration of the obligation. Several privately-owned relievers in our Region have become ineligible subsequent to this Order. In addition, the AIR-21 Legislation identifies funds to be allocated for the development of the relievers that meet the basic requirements. A Regional policy or philosophy on the implementation of the reliever program will be developed to ensure the program enhances our system capacity and serves its intended role.

In order for these airports to serve their function, they need to have certain basic facilities that would attract aircraft to their facility and away from a congested airport. Therefore, the Region will define minimum facility requirements for our reliever airports. If the facility has been successful in accomplishing these requirements, attention should then turn to maintenance and rehabilitation.

# 6

## Noise Mitigation

The Northeast is a densely populated area, and as our airports continue to experience an increase in air traffic, residential development continues to expand and encroach on the airports. Many operational efforts have been undertaken to reduce aircraft noise nationally, including the phasing out of noisier aircraft, use of noise monitoring, and use of special operational procedures designed to channel aircraft noise over defined nonsensitive land use areas.

Locally, many airports in our Region have undertaken noise studies and in turn have taken on aggressive noise mitigation programs. So far, thirteen airports have conducted noise compatibility studies under the Federal Aviation Regulation (FAR) Part 150 program: Part 150 contains the procedures and requirements for the development of noise exposure maps (NEM) and noise compatibility plans (NCP). These studies have resulted in approved plans to mitigate airport-related noise, with some form of noise mitigation provided for many noise-impacted residents. Additionally, we have an active school soundproofing program.

However, noise remains a critical issue and more work can be done to increase airport compatibility with the neighboring community. For example, the Part 150 program is voluntary and the Region should take steps to encourage the undertaking of such studies by our airports. In addition, the PFC program allows for PFC money to be allocated to noise mitigation without an approved NCP. This allows the airport owner to fund noise insulation without going through the entire Part 150 process, and may be a good option to consider in some cases. It is important to note that the Part 150 regulations are currently being revised, and its changes may affect our procedures for dealing with noise/land use compatibility in the future.

# 7

## Clear Approaches

Clear approaches and obstruction removal is a critical safety issue. As SATNAV provides greater potential for non-precision and precision approach procedures for all airports the issue becomes heightened. Many of our airports are located in congested areas where development may impact the approaches. Other airports in rural areas contend with foliage and terrain, which may have impacts.

Change 6 of the Airport Design Guide, AC 150/5300-13, provides additional guidance on threshold siting criteria and obstruction removal/mitigation. Differences in the TERPs surfaces and airport design criteria have caused situations where the policy has been unclear. Change 6 tries to rectify such inconsistencies. Efforts to establish a standard regional policy based on Change 6 for obstruction removal, obstruction removal certification, and application of the threshold siting criteria will be pursued.

A large portion of the AIP funding is spent on obtaining easements, clearing obstructions, and obstruction marking and lighting. Efforts to ensure the maximum benefit from such projects will be pursued. Methods such as standard easement language, standard tree clearing policy, and a tree replacement program may help maximize the federal investment in obstruction removal and should be considered.

# 8

## Planning

Planning is playing a larger role in determining what projects receive funding and when. A Benefit Cost Analysis (BCA) is now required to justify discretionary projects (other than safety related) over \$5 million dollars. In our Region, 5 BCAs have been prepared since the implementation of the requirement and we anticipate that over 30 BCAs will be required over the next five years. A strategy to deal with the timing and procedure to handle the BCAs will be established to ensure that projects are not held up.

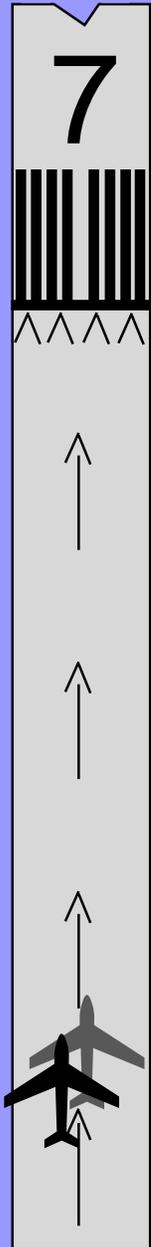
As stated in Issue 2, airfield capacity will be a critical issue within the planning timeframe. Capacity issues cross divisional lines and require a significant amount of planning and coordination. Regional and individual airport capacity study efforts will be required to address these issues.

Many of our primary airports are undertaking large development projects that include terminal buildings, runway extensions, apron development, and access improvements. These projects are all dependent on one another and good planning is required to ensure that efficiency and utility are maximized while minimizing cost and duplication of work. In addition, these large development projects often cross divisional lines, which requires greater coordination and planning.

With the increasing development pressures at airports and the continued growth of the communities surrounding airports, land use compatibility planning is critical. It is the sponsor's responsibility to promote land use compatibility with the airport operation, however, the Region will need to be more proactive in addressing this concern.

System planning has been evolving from its traditional role of preparing Regional and State System Plans. Now special emphasis projects such as statewide economic impact analysis, pavement management system, photoslope obstruction analysis, and runway safety area studies are mainstream. These studies concentrate on one subject area, but are designed to identify and prioritize projects. However, because these studies are completed through system planning by individual states the product is not always the same. System planning products require more standardization to be effective for prioritizing projects on a regional or Airport District Office (ADO) level.

Currently greater attention is given to the 3-year ACIP. Our Region will improve our ACIP development process by using tools such as Pavement Condition Index (PCI), photoslope, and joint planning conferences to ensure that projects are justified, ready for grant, and properly coordinated.



# 9

## Environment

Over the past several years, our Region has taken an aggressive stance on environmental compliance: an environmental specialist has been hired at each ADO, and the "A B C" worksheets were developed to both assist the airport sponsor in the preparation of environmental analyses for certain proposed projects and to ensure our compliance with applicable laws, including the National Environmental Policy Act (NEPA). Our emphasis on this program has also ensured that our environmental process is sound and uniform throughout the Region.

Although the worksheets have helped to streamline our environmental process, due to the sheer volume of proposed airport development projects and the corresponding number of environmental reviews necessary, the workload remains significant. Some steps that may be taken in an effort to further streamline the process include encouraging early coordination with airport sponsors, preparing planning and environmental documents concurrently, developing environmental inventories, and the preparation of comprehensive environmental documents that assess the effects of many projects over several years.

With regard to our environmental orders, FAA Order 1050.1D, Policies and Procedures for Considering Environmental Impacts, is currently being revised, and 1050.1E is expected to be released in spring 2001. A focus of the 1050.1E is to emphasize coordination among the FAA divisions. As such, it may necessitate changes to some of our current procedures. Additionally, the revised order will provide a new and extensive list of projects that, under appropriate circumstances, may be categorically excluded (CatEx) from further review. Order 5050.4A, Airport Environmental Handbook, which is Appendix 6 to 1050.1D and applies to Airports Division, will also be updated, although no date is scheduled for its release. We anticipate, however, that both environmental orders will be completed with the five-year life of this plan. In light of these revisions, the update of the "A B C" forms and workshops on the use of the new guidance will be necessary.

Another aspect of administering the environmental program under consideration is mitigation. Most of our federal determinations contain several mitigation measures that must be taken by the sponsor to both meet the terms of the determination and ensure compliance with applicable laws and regulations. Currently, such mitigation is not closely monitored by the Division and is left up to the sponsor, our designated entity overseeing the implementation of such measures. However, because it is FAA's responsibility to ensure that all mitigation measures be carried out in accordance with our federal determination, we should consider a [simple] monitoring program. This might consist of a follow-up requirement that the sponsor notify us of activities taken to carry out the mitigation measures stipulated in the federal determination.

## 10 Customer Service

In 1999 the Eastern Region Airports Division with the assistance of Headquarters conducted a Customers Survey that went to airport sponsors and consultants. The survey identified several areas we can improve in order to serve our customers better.

Maintaining an educated staff that is proficient in its work tasks is critical in order to be responsive to our customers. Training programs and workshops to educate both our employees and the airport sponsors will continue to be enhanced. In addition, our staff needs to be current on latest developments in the aviation industry. Subscriptions to industry publications and training outside the FAA will be encouraged.

Another way to be more responsive to airport sponsors is to ensure consistency in regional policy. This is of particular concern in the Eastern Region because we have two block grant states, Pennsylvania and New Jersey. Efforts to provide consistent policy, educate all the players on the policy including the block grant states, and to ensure its implementation will be pursued. An audit of the state block grant activities to ensure consistency will be conducted as well.

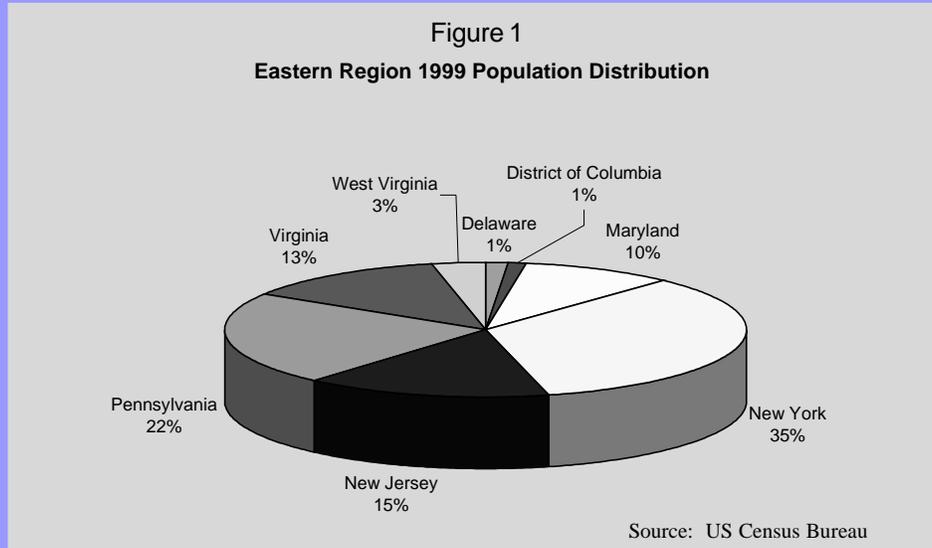
With the technology available to us today, greater efficiency can be achieved in our daily work tasks. Use of email, internet, and digital media to enhance our efficiency will be encouraged.



# C. EASTERN REGION

## Population

The Eastern Region is comprised of the 7 states of Delaware, Maryland, Pennsylvania, New Jersey, New York, Virginia, West Virginia, and the Nation's Capital, the District of Columbia. In 1999 the Region's population was estimated at 53.5 million with New York and Pennsylvania combined accounting for over half. The population distribution by state is shown in Figure 1. Between 1990 and 1999 the population of the region grew by 3.5% with the States of Delaware and Virginia noting the highest percentage growth with increases of 13.2% and 11.1%, respectively. Table 1 provides a summary of historical and projected population by state.



The Region's population is projected to grow to 57.3 million (7% increase) and 60.2 (13% increase) million by 2015 and 2025, respectively. Nationally population is forecasted to grow by 13% and 23% over the same timeframe. As demonstrated in Table 1 the Region's population is lagging behind the forecasted national growth in population.

**Table 1**  
**Eastern Region Population by State**

State	Population In Thousands						
	Actual 1990	Estimate 1999	% Change 1990-99	Projected 2005	2015	2025	% Change 1999-2025
Delaware	666	754	13.2%	800	832	861	14.2%
Maryland	4,781	5,172	8.2%	5,467	5,862	6,274	21.3%
New York	17,991	18,197	1.1%	18,250	18,916	19,830	9.0%
New Jersey	7,748	8,143	5.1%	8,392	8,924	9,558	17.4%
Pennsylvania	11,883	11,994	0.9%	12,281	12,449	12,683	5.7%
Virginia*	6,796	7,392	8.8%	7,853	8,515	9,121	23.4%
West Virginia	1,793	1,807	0.8%	1,849	1,851	1,845	2.1%
<b>Region Total</b>	<b>51,658</b>	<b>53,459</b>	<b>3.5%</b>	<b>54,892</b>	<b>57,349</b>	<b>60,172</b>	<b>12.6%</b>
<b>National</b>	<b>248,791</b>	<b>272,691</b>	<b>9.6%</b>	<b>285,980</b>	<b>310,133</b>	<b>335,048</b>	<b>22.9%</b>
<b>% of National</b>	<b>20.8%</b>	<b>19.6%</b>		<b>19.2%</b>	<b>18.5%</b>	<b>18.0%</b>	

\* Includes the District of Columbia

Source: US Census Bureau



# Airports

The Region contains 1,550 public and private use airports of which 308 of the public use airports are included in the National Plan of Integrated Airport Systems (NPIAS) as of 1999. Table 2 shows the private and public use airports distribution within the seven states and District of Columbia. The NPIAS airports consist of commercial service, general aviation, and reliever airports, all of which provide a specific role in the airport system.

Scheduled airline service is provided by the 68 Certificated Airports, under Federal Aviation Regulation (FAR) Part 139. Of these, there are 21 Primary hub airports including 8 large and 13 small hubs according to the 1999 NPIAS. Primary airports are those that have over 10,000 annual enplanements. To qualify as a large hub primary, the enplanements of the airport must be at least one percent of all national annual enplanements, whereas for a small hub airport the enplanements are from .05 percent to .25 percent. The 8 large hubs are included in the top 50 airports in the nation in terms of the number of enplanements. Non hub primary airports enplane between 10,000 and .049 percent of the total US passengers. There are 51 non hub primary airports in the Eastern Region. Non primary commercial service airports enplane fewer than 10,000 passengers annually. In the Eastern Region there are 7 non primary commercial service facilities.

**Table 2**  
**EASTERN REGION — AIRPORTS 2000**

State	DE	MD	NJ	NY	PA	VA*	WV	Total
Private Use	15	122	70	226	388	211	29	1061
Public Use	10	34	50	151	136	68	40	489
Total	25	156	120	377	524	279	69	1550
Certificated	1	3	5	25	17	10	7	68
NPIAS	5	24	35	95	71	54	24	308

Source: 1999 NPIAS

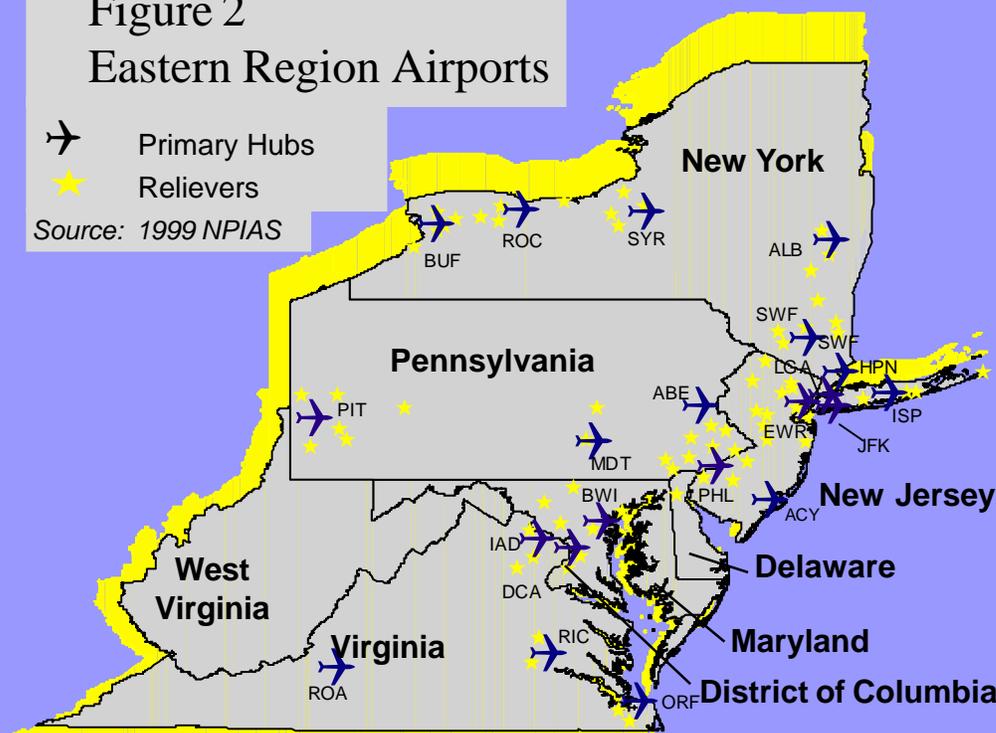
\* Includes District of Columbia

The 71 Reliever Airports and 162 General Aviation facilities included in the NPIAS accommodate the majority of general aviation activity in the Region. Neither of these types of airports provides scheduled airline service. Reliever airports play a special role in the system and are designated as such to draw general aviation activity away from the more congested Primary Airports. There are both publicly-owned and privately-owned reliever airports within the Eastern Region. Figure 2 provides an illustration of the large and small hub primary and reliever airports within the Region.

**Figure 2**  
**Eastern Region Airports**

- ✈ Primary Hubs
- ★ Relievers

Source: 1999 NPIAS



**Large Hubs**

- Baltimore Washington International (BWI)
- Dulles International (IAD)
- John F. Kennedy International (JFK)
- LaGuardia (LGA)
- Newark International (EWR)
- Philadelphia International (PHL)
- Pittsburgh International (PIT)
- Ronald Reagan Washington Natl. (DCA)

**Small Hubs**

- Allentown Bethlehem (ABE)
- Atlantic City International (ACY)
- Albany International (ALB)
- Buffalo-Niagara International (BUF)\*
- Harrisburg International Airport (MDT)
- Long Island/MacArthur (ISP)
- Norfolk International (ORF)
- Richmond International (RIC)
- Roanoke Regional (ROA)
- Greater Rochester International (ROC)
- Stewart International (SWF)\*\*
- Syracuse Hancock International (SYR)
- Westchester County (HPN)

\*As of 2001 BUF is considered a medium hub airport  
\*\*As of 2001 SWF is considered a non-hub airport

# A viation Activity

Enplanements are often considered a measure of the activity at an airport. In Calendar Year (CY) 1999 Eastern Region airports enplaned over 103 million passengers. This number is anticipated to grow to 145 million by CY 2010, an increase of over 40%. The 8 large hub airports accounted for 87% or approximately 90 million enplanements in CY 1999 and are anticipated to have a modest increase to 88% of the total enplanements in the Region for CY 2010.

Operations at an airport consist of takeoffs and landings. In CY 1999 operations at Eastern Region airports totaled over 16.4 million. This number is anticipated to increase by over 9% by the year 2010 to close to 17.8 million operations, according to the FAA Terminal Area Forecast (TAF). The majority of anticipated growth is at primary airports.

Comparing the anticipated growth in operations to the existing capacity of the Region's airports, it is demonstrated that overall, the combined capacity of the Region should be able to accommodate anticipated demand. However, when the operations and capacity are compared for the 21 hub airports individually, it is apparent that capacity is a major issue. Of the 21 hub airports, 15 have operations greater than 60% of their Annual Service Volume or ASV (a standard measure of capacity) as shown in Table 3. As a general rule, the 60% is considered the threshold when planning should be undertaken to address capacity.

In evaluating selected reliever airports for large hubs, 8 out of 9 have operations over 60% and 6 have reached over 80% of their ASV. Table 4 shows the percent of operations over capacity at the main reliever airports for the eight large hub airport in the region for the year 2000. As noted in these tables, capacity is a major issue in the Eastern Region.

Based aircraft is an indication of aviation demand at General Aviation facilities. In CY 1999 the Eastern Region had 15,290 based aircraft at GA and Reliever airports. According to the Terminal Area Forecast for CY 1999 this number will show a modest increase of 4% to 15,873 aircraft by the year 2010.

**Table 3  
CY 1999 Operations and ASV  
Hub Airports**

Airport	Enplanement	Operations	ASV	Percent
LGA	11,362,937	365,178	200,000	183%
EWR	16,573,597	462,501	350,000	132%
JFK	15,741,533	355,461	272,000	131%
ORF	1,449,385	167,473	151,000	111%
DCA	7,654,730	330,138	325,000	102%
PHL	12,147,909	479,144	480,000	100%
HPN	482,443	195,412	200,000	98%
IAD	7,908,229	438,260	480,000	91%
SWF	385,320	155,106	180,000	86%
PIT	10,409,800	458,162	580,000	79%
ISP	448,967	212,050	304,000	70%
ROC	1,321,867	189,686	280,000	68%
BWI	7,979,177	307,368	455,000	68%
ALB	1,108,900	137,043	205,000	67%
ACY	409,972	138,973	215,000	65%
ABE	496,869	144,904	250,000	58%
BUF	1,622,545	159,202	275,000	58%
SYR	1,078,747	151,898	268,000	57%
ROA	350,052	109,892	195,000	56%
RIC	1,282,870	137,472	317,000	43%
MDT	735,070	81,524	206,000	40%

**Table 4  
Operations and ASV for Selected Relievers for  
Large Hubs**

Large Hubs	Reliever airport- percent of operation / capacity					
EWR	MMU	100%	CDW	98%	T E B	85%
JFK	FRG	121%				
LGA						
BWI	FDK	74%	MT N	65%		
PHL	PNE	89%				
PIT	AGC	46%				
IAD						
DCA						

Sources: 1999 Terminal Area Forecast (TAF) and 1999 ACE Plan

# Funding

In FY 2000 \$278 million federal dollars were invested in airport infrastructure in the Eastern Region. Historical AIP funding is provided in Table 5. The AIP has several types of funding. Entitlement funding is provided to each primary airport based upon the number of enplanements and cargo that pass through their airport and state apportionment funding is based on the population and based aircraft in each state. The latter is distributed among commercial service, general aviation and reliever airports within each state.

**Table 5  
Eastern Region Historical AIP Funding**

FY	STATE APPORTIONMENT	ENTITLEMENT	DISCRETIONARY	TOTAL
2000	\$44,171,268	\$89,018,101	\$144,400,523	\$277,589,893
1999	\$44,593,724	\$72,846,173	\$165,857,806	\$283,297,704
1998	\$39,544,035	\$74,637,593	\$ 72,959,876	\$187,141,496

Discretionary funds are allocated based upon the National Priority System. Airports must compete for this funding against other airports within the Region. In 2000 the Eastern Region received approximately 19% of the National discretionary total or \$144.4 million. It is anticipated that in 2001 the percentage will remain about the same. However, because there is an appropriation of \$3.2 billion, the total discretionary funds for 2001 for the Eastern Region are estimated at \$248 million.

Several changes have occurred in funding structure as a result of the passage of the AIR-21 bill by Congress. In 2001 –2004 all non-primary airports will be entitled to up to \$150,000 a year to fund eligible and justified projects under AIP. In the past there was no entitlement for non-primary airports. The primary entitlement will double with the minimum entitlement now being \$1 million\*. In addition, the PFC program will now allow a collection rate of \$4.50. All of these changes will affect the way we do business and our project priorities over the next 5 years. Strategies to maximize the benefits of these new funding rules and to ensure needed projects will be pursued.

The AIP funds various types of projects and the National Priority System allows us to track them. Rehabilitation makes up 40% of the federal investment in the Eastern Region. As the initiatives defined in Section D of this plan are implemented, we may see shifts in these categories as safety and capacity needs are emphasized.

*\*Conditioned upon an annual appropriation of \$3.2 Billion*

## D. GOALS & INITIATIVES

The Regional goals and initiatives will provide a guide for making funding, policy, and work priority decisions. The goals and initiatives can also serve to help define the Annual Work Program for the Division. The issues/factors are echoed throughout the *Goals and Initiatives Section*, however the initiatives also address everyday tasks which need to be enhanced or highlighted.

The goals are categorized by the purpose codes in the NPIAS database and are listed below. The purpose codes are standard and are used in prioritizing projects for AIP funding. However, two other categories, not found in the NPIAS, were added to address customer service and grant administration.

- Safety/Security\*
- Capacity
- Standards
- Rehabilitation
- Other/Ground Access
- Planning/Environmental Documentation
- Environmental Mitigation
- Customer Service
- Grant Administration

Under each category there is a goal. The initiatives and actions are more specific and are aimed at achieving that general goal.

*\* Safety and Security are combined*



# Safety & Security

Goal: To promote public health and safety by providing a safe and secure system of airports.



**Initiative: 1** Where possible, provide the standard Runway Safety Areas at all Part 139 Airports and other obligated facilities. If the standard RSA cannot be obtained an increased margin of safety will be pursued.

**Actions:**

- a. To follow up on RSA determinations, develop a strategic plan to provide guidance on making RSA determinations for RSA projects to provide greater consistency in the Region.
- b. Based on Strategic Plan (1a) Allocate approximately 15% (as necessary) of AIP Discretionary money to fund RSA projects at Part 139 Airports within the Region.
- c. As necessary, provide funding to reexamine RSA determinations and to conduct determinations for non-Part 139 airports through system planning.
- d. Provide funding to implement RSA determinations for non-Part 139 airports as part of runway projects.

**Initiative: 2** Provide greater coordination between the Region, Airports District Office (ADO)/Airports Field Office (AFO) and sponsors regarding certification violations and recommended safety improvements.

**Actions:**

- a. Require sponsors to provide AEA-620 and the ADO/AFO a schedule and a funding source to correct all certification violations identified.
- b. Establish a vehicle to highlight projects in the sponsor CIP that were recommended during a certification inspection.

**Initiative: 3** Provide greater coordination and assistance in complying with new Part 107 requirements.

**Actions:**

- a. Coordinate with the Security Division to identify Part 107 requirements and consider funding these with AIP.
- b. Request a briefing/guidance on Part 107 requirements from the Security Division.
- c. Coordinate security AIP projects with the local Security Office.

**Initiative: 4** Reduce wildlife strikes.

**Actions:**

- a. Establish a clear regional policy on funding projects such as deer fencing, and wildlife management plans/wildlife hazard assessments designed to reduce wildlife strikes.
- b. Fund wildlife management plans and assessments through system planning or individually as appropriate and necessary.

**Initiative: 5** Reduce runway incursions due to surface vehicle crossings and access to airport operational areas.

**Actions:**

- a. Continue to work with primary airports in providing driver training for airport and tenant personnel and consider the use of driver simulation automation.
- b. Using the ALP checklist evaluate methods to relocate and/or re-route service roads that cross through runways and safety areas particularly in regard to "Hot Spot" areas.
- c. Establish a liaison between Eastern Region Airports Division and the Regional Runway Safety Manager.
- d. Continue to support the Runway Incursion Action Teams established for specific airports in the Eastern Region.

**Initiative: 6** Reduce runway incursions by providing additional guidance to pilots at Part 139 Airports.

**Actions:**

- a. Based on National recommendations, modify airfield markings including doubling the width of hold lines and provide guidance on the timeframe for the modifications.
- b. Work with the Flight Standards Division on the approval of Surface Movement Guidance Control System (SMGCS) plans for airports with low visibility capability and include required development in airfield development projects.
- c. Ensure that necessary changes to the signage plan for Part 139 airports are approved prior to construction or alteration.

# Capacity

Goal: Provide adequate regional capacity to accommodate existing and forecasted demand and to maintain a reasonable level of delay.

**Initiative: 7 Support capacity initiatives at primary airports with operations at 60% of their ASV by funding key capital projects aimed at enhancing capacity.**

- Actions:**
- a. Examine system capacity in our Region through Regional Capacity Studies for major metropolitan areas and identify and prioritize capital projects to enhance capacity.
  - b. Ensure required Benefit Cost Analysis (BCA), Environmental review, and planning are completed to initiate needed capacity projects.
  - c. Support major capacity related capital projects with AIP funding.

**Initiative: 8 Evaluate the effect of RJs and NLA on our system of airports and provide ways to accommodate these aircraft.**

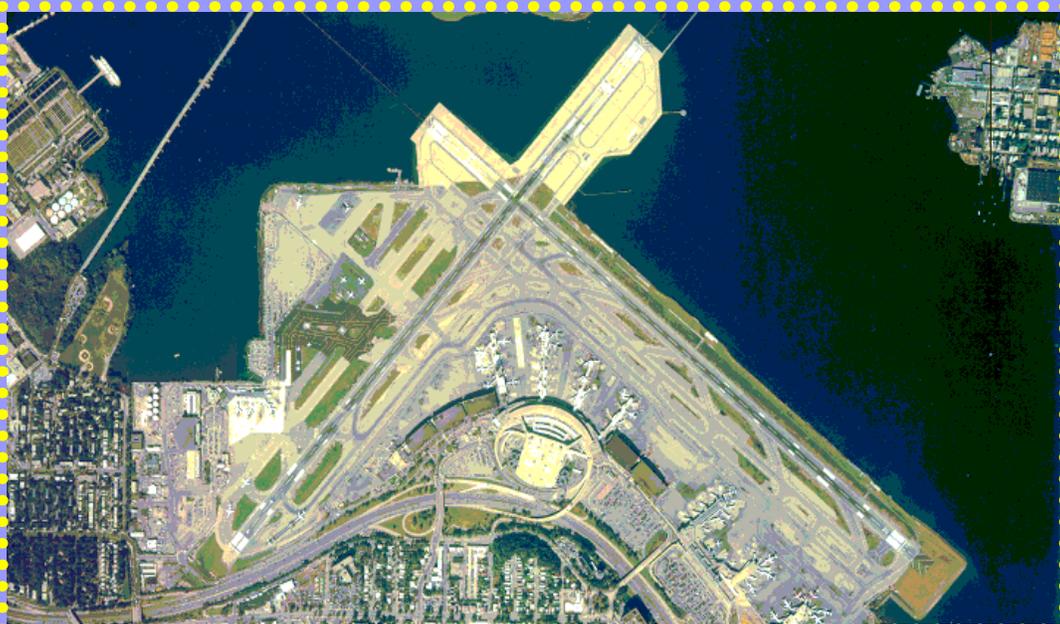
- Actions:**
- a. Work with the Tech Center to evaluate the effects of the NLA overall and specifically at JFK and Dulles.
  - b. Conduct a regional capacity study to evaluate the impact of Regional Jets on our airport system in specific areas of the region, as necessary.

**Initiative: 9 Establish a regional policy/guidance for use of LAHSO for airports with capacity constraints.**

- Actions:**
- a. Participate in the LAHSO development teams (as required by the Order) established by Air Traffic for constrained airports as necessary.
  - b. Inventory the remaining primary airports regarding existing LAHSO procedures, evaluate the need for such procedures at these airports, and identify necessary improvements to bring these procedures into compliance with the Order or limit their use by non-commercial aircraft and daytime only.

**Initiative: 10 Provide vehicles for greater coordination and planning for constrained airports.**

- Actions:**
- a. Continue to support Capacity Enhancement Task Force meetings.
  - b. Reinstitute the joint planning conferences as necessary to ensure CIP addresses capacity issues at constrained airports.
  - c. Conduct capacity enhancement plans at constrained primary airports.



## LaGuardia Airport Flushing, New York

LaGuardia Airport with its two 7,000 foot long intersecting runways is ranked the 20th busiest airport in the nation in terms of operations.



# S standards

Goal: Bring all federally-obligated airports up to FAA standards or to an equivalent level of safety.



**Initiative: 11 Correct grandfathered non-standards conditions when possible.**

- Actions:**
- a. Define specific design standards for special emphasis, (i.e. RSAs, Line of sight, RPZ, etc.) which will receive priority.
  - b. During ALP updates evaluate ways to correct grandfathered nonstandard conditions and allow for such development on the ALP and as appropriate recommend for stand-alone projects.
  - c. Require rehabilitation projects to correct any non-standard conditions including line of sight, RSA, runway/taxiway width, and construction standards.
  - d. Work with ANI to remove equipment that violates the Runway Safety Area and other airport standards.

**Initiative: 12 Support the development of minimum facilities at Commercial Service Airport as described in the AIP Authorization bill.**

- Actions:**
- a. Inventory Commercial Service Airports to identify needed projects as outlined in the legislation.
  - b. Coordinate with Commercial Service airports to include necessary development projects within their CIP and provide funding for these items.

**Initiative: 13 Establish a Regional Policy regarding Reliever Airports including defining basic airfield facilities for all reliever airports.**

- Actions:**
- a. Prepare a regional policy regarding the reliever program which evaluates the effect of the NPIAS Order and defines the minimum airfield facility requirements that we should encourage at reliever airports.
  - b. As part of the Master Plan/ALP ensure that the minimum reliever airport facilities as described in the regional policy are included in the proposed development plan for the airport.
  - c. Encourage the funding of the minimum development at reliever airports.

**Initiative: 14 Ensure that design standards associated with non-precision and precision approaches are met prior to the implementation of approach procedures.**

- Actions:**
- a. Work with the NYFPO to establish a policy to ensure good communication and to coordinate the implementation of approach procedures.
  - b. Prepare a checklist for use by State Aviation officials and sponsors to ensure that airports on the priority list to receive an approach procedure will meet FAA design standards.
  - c. Consider funding State Instrument Approach Plans through system planning which would prioritize airports, set criteria to receive approaches, and identify all necessary requirements and/or improvements.
  - d. Encourage sponsors to identify supporting projects in their CIP such as approach lights, touch down zone and centerline lighting, as well as instrument approach design standards.

**Initiative: 15 Focus on the establishment of standard clear approaches at all federally-obligated airports.**

- Actions:**
- a. Establish a regional policy for the use of threshold siting criteria and obstruction removal/mitigation.
  - b. Fund photoslope and detailed obstruction surveys for all airports to identify obstructions.
  - c. After obstruction removal projects require certification from the consultant that the approach surface is clear. Provide this information to the NYFPO.
  - d. For new RNAV approaches, fund obstruction surveys through AIP to support RNAV approaches using the new survey manual.
  - e. Give a high priority to projects to clear the approach surface required to support the instrument approach.

# R ehabilitation

**Goal: Establish and maintain airport pavement through the use of timely maintenance and informed funding decisions.**



**Initiative: 16 Provide greater oversight and assistance to sponsors regarding maintenance of pavement projects funded under AIP.**

- Actions:**
- a. Establish a Regional policy on allocation of AIP funds for pavement maintenance projects.
  - b. Track rehabilitation projects to identify sponsors that may need more assistance in pavement maintenance activities.
  - c. Fund Airport Pavement Management System (APMS) studies for sponsors that have been identified and provide funding assistance for pavement maintenance as necessary.
  - d. As necessary put sponsor on notice and disallow discretionary funding for sponsors that do not comply with the pavement maintenance assurance.

**Initiative: 17 Make informed and timely pavement rehabilitation project decisions.**

- Actions:**
- a. Following the Regional Policy provide funding for pavement maintenance in accordance with APMS recommendations to extend the life of the pavements.
  - b. Include the PCI rating in the CIP for rehabilitation projects to assist in justifying then need for the project.

# O ther/Ground Access

**Goal: Ensure adequate ground access including rail, highway, and ferry to primary airports.**

**Initiative: 18 Work with the Metropolitan Planning Organizations (MPOs) to ensure that necessary airport access improvements are included in the Transportation Improvement Plan (TIP).**

- Actions:**
- a. Encourage Primary Airports to provide a copy of their CIP to the MPO to ensure that any access improvements are included in the TIP.
  - b. Request a copy of the draft TIPs for review by FAA planning staff to ensure compatibility with any access improvements planned at the primary airports in the Region.
  - c. Ensure that surface access improvements are planned to complement improvements in runway and terminal capacity.



**Monorail at Newark International Airport  
Newark, New Jersey**

Currently, four of the eight large hub airports in the Eastern Region have passenger rail access and construction is underway to provide rail access to JFK.

# P

## lanning and Environmental Documentation

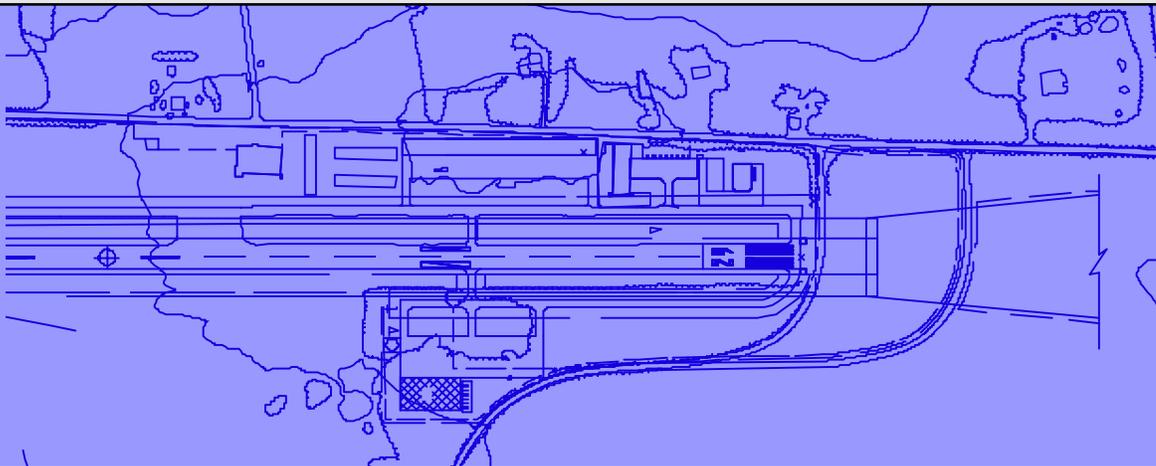
**Goal: Provide an efficient and effective planning and environmental review process to support necessary projects.**

**Initiative: 19 Maintain current and accurate Airport Layout Plans for all federally-obligated airports.**

- Actions:**
- a. Develop a process/procedure for maintaining electronic Airport Layout Plans which allows for easy updates and viewing.
  - b. Provide a vehicle to record projects on the ALP that have been completed in the interim between updates.
  - c. Update the ALP Checklist and provide standard data tables for all drawings in the ALP set to ensure standardization.
  - d. Update Primary and Reliever ALPs every five years and GA every 10 years or as required by changes in activity, development or environment.

**Initiative: 20 Integrate the planning process and environmental review to provide greater efficiency.**

- Actions:**
- a. Encourage the development of an Environmental Inventory as part of the scope of work for a Master Plan Update.
  - b. Using the Environmental Inventory establish procedures to allow an issuance of a CatEx for some projects at the time of the Airport Layout Plan approval.
  - c. Encourage the Environmental Inventory tasks to be completed prior to the development of airport planning alternatives tasks associated with a master plan.
  - d. For airports proposing significant development, encourage master plan scope of works to include a comprehensive EA for short term development to allow a finding at the time of the ALP approval.



**Initiative: 21 Evaluate methods to integrate the planning process with programming.**

- Actions:**
- a. Encourage benefit cost analysis tasks for short-term development be included in master planning work scopes as necessary.
  - b. Ensure that necessary benefit cost analyses are included in individual CIPs as necessary.

**Initiative: 22 Establish standards for system planning special studies to ensure compatibility and to allow for the products to be used as a region-wide tool to assist in making funding decisions while still remaining flexible to allow for local customization.**

- Actions:**
- a. Provide standard work scopes for and encourage the development of Airport Pavement Management, Obstruction Analysis/Photoslope, Runway Safety Area, GPS, and GIS Screening tool statewide studies for each state in the Region under the system planning program.
  - b. Require all such system-planning products be provided to the ADOs and the Region in a standard digital format as described in the standard work scopes.

# E nvironmental Mitigation

**Goal: Develop and maintain an airport system which is compatible with the local community and environment.**



**Initiative: 23 Encourage noise mitigation efforts**

- Actions:**
- a. Encourage primary airports to undertake Part 150 noise studies and to develop a Noise Compatibility Plan (NCP).
  - b. Support the implementation of approved NCPs with 34% of AIP discretionary funding or as necessary.
  - c. Continue to work with large urban airports to provide sound insulation to schools and hospitals.
  - d. Provide greater education and training to our sponsors on noise compatibility and conflict resolution.

**Initiative: 24 Monitor environmental mitigation defined in FONSI and RODs.**

- Actions:**
- a. Enhance the environmental database to record mitigation requirements.
  - b. Establish a procedure to follow up on required mitigation actions.

# C ustomer Service

**Goal: Provide greater office efficiency, consistency in policy, and forge a working partnership with our sponsors and the airport community.**

**Initiative: 25 Provide greater office efficiency through automation.**

- Actions:**
- a. Work to develop electronic transfers for airspace review procedures.
  - b. Maintain ALPs in Digital format.
  - c. Use the Eastern Region Airports Division website to provide information to our sponsors.
  - d. Overall promote the development of automated procedures in reporting and information storage in all our lines of business.

**Initiative: 26 Increase staff capacity through education and training.**

- Actions:**
- a. Provide cross training opportunities to allow airports' personnel to have a base of knowledge in all elements of divisional work.
  - b. Provide staff with latest professional journals and industry publications to ensure adequate reference is available on recent industry trends and technological development.
  - c. Encourage additional training and outside educational opportunities.

**Initiative: 27 Provide greater consistency in policy particularly in regard to the State Block Grant program.**

- Actions:**
- a. Ensure that State Block Grant administration receives all guidance provided to the ADO.
  - b. Review the proposed projects through the state block grant program to ensure compatibility with Regional goals.
  - c. Provide workshops and cross training for block grant states to ensure consistency with the ADO.
  - d. Include State Block Grant personnel on topic specific telecons.

**Initiative: 28 Follow up on concerns raised in 1999 customer survey.**

- Actions:**
- a. Make changes to the airspace review process to provide greater responsiveness to sponsors requests.
  - b. Improve efficiency of environmental review processes to decrease response time and increase efficiency.
  - c. Conduct customer surveys on a regular basis to evaluate our performance.

**Initiative: 29 Meet and greet our airports.**

- Actions:**
- a. Support the attendance of ADO personnel at pre design and scoping meetings for AIP projects.
  - b. Support training and workshops to encourage sponsors to interact with ADO and Region personnel.
  - c. Reinstitute the joint planning conferences (JPC) as a tool to develop the ACIP.
  - d. Continue to support the Annual Airports Conference and State Airport Conferences in the Eastern Region.

# G

## rant Administration

**Goal: Streamline and enhance the efficiency of the grant process through consistent and timely administrative actions.**

**Initiative: 30 Ensure the timely processing of grant close out to recover funds for future projects.**

- Actions:**
- a. Close out 100% of grants that have not had any activity in 18 months or more.
  - b. Recover all funding from close outs by September 1 each year to permit adequate time to program these funds.
  - c. Close out 90% of all grants that are four years old or more.

**Initiative: 31 Ensure timely programming of AIP projects to allow for the grant process to follow a systematic and predictable pattern.**

- Actions:**
- a. Complete programming actions to initiate the grant process for all projects by May 1st of each year.
  - b. Complete all grant offers by September 3rd of each year.

**Initiative: 32 Enhance the efficiency of the PFC application and amendment processes.**

- Actions:**
- a. Promote interaction between the public agencies and FAA Airports Division personnel through advance coordination of PFC applications and program actions.
  - b. Identify and promote PFC streamlining procedures for both internal and external PFC program users.
  - c. Establish an organizational structure to provide timely response, more expertise, and effective results, promoting better customer service.

**Initiative: 33 Establish a PFC program management approach to collaboratively share data and to view and optimize all phases of the PFC approval process.**

- Actions:**
- a. Establish an automated system of PFC program management controls to monitor the critical program elements, measure standards, and develop course of action.

## E. Conclusion

The Regional Plan has identified 10 major issues/factors which will have an impact on our funding program, policy and work program. In addition, nine goals and 33 initiatives were defined which will serve to guide our annual work program and help to provide greater focus to our work. Each year a quick list of work items will be developed from the Regional Plan and provided to all the staff and the aviation public. The list will specify the office/manager responsible for each work task and the specific items to be accomplished. In addition, each year our performance as an organization will be measured against these initiatives to ensure that we are accomplishing our goals.

As an addendum to this study, an internal staffing study will be conducted to ensure that there is sufficient staff to handle the recommended actions and to maintain adequate experience within our Region.

