

FY2018 ARP Business Plan

The Office of Airports (ARP) provides leadership in planning and developing a safe and efficient national airport system to satisfy the needs of the aviation interests of the United States, with consideration for economics, environmental issues, local proprietary rights, and safeguarding the public investment.

As part of its central mission, ARP supports a broad range of goals focused on maintaining and optimizing airport and runway safety, capacity, efficiency, financial responsibility and environmental sustainability.

ARP is responsible for all airport program matters pertaining to standards for airport design, construction, maintenance, operations, safety, and data, including ensuring adequacy of the substantive aspects of FAA rulemaking actions relating to the certification of airports. We also support airport planning and environmental review and permitting processes, Airport Improvement Program (AIP) grants, property transfers, and the Passenger Facility Charge (PFC) program administration.

ARP is responsible for the regulatory oversight and inspection of certificated commercial service airports. We will continue to emphasize efforts to reduce runway incursions. Another significant initiative is implementation of SMS at airports to harmonize with International Civil Aviation Organization (ICAO) standards. ARP's planning, environmental, engineering and financial assistance programs will continue to support safety-related development for airports that benefit both commercial service and general aviation operations.

ARP will continue to support capacity and efficiency enhancements throughout the system, including the full range of commercial service (primary) airports and smaller, nonprimary airports nationwide. We will accomplish this by providing financial and technical support to regional and metropolitan system plans, airport master plans and environmental reviews, and by directing AIP funding toward the construction and preservation of eligible and justified runways, runway extensions, and airfield reconfigurations. We will continue to administer the PFC program in support of critical safety, capacity and environmental projects as well.

ARP ensures compliance with federal airport grant and surplus property obligations, economic regulatory oversight, and executive direction and oversight of regional activities. ARP also conducts financial reviews of commercial service airports and approves the transfer of federally obligated airports to other eligible airport sponsors or to private sponsors through the Privatization Program. ARP adjudicates complaints filed against airports

under 14 CFR Part 16.

ARP's Business Plan does not seek to describe the full range of initiatives, activities or targets that are involved in administering these various programs. Instead, ARP has elected to focus its Business Plan on the specific initiatives that pursue significant changes in policies, programs, resources or airport facilities and operations.

Make Aviation Safer and Smarter

ARP establishes regulations for safe operation of airports and regularly inspects certificated airports for compliance. In FY 2018, we are focusing on making aviation safer and smarter through design, oversight, innovation and culture change. To achieve zero accidental fatalities on airports, we are conducting research and using data analysis to identify and mitigate risks wherever possible.

Strategic Objective: Risk-Based Decision Making

Build on safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to make smarter, system-level, risk-based decisions.

Strategic Initiative: Redefine Oversight Model for Industry

Redefine Oversight Model for Industry

Strategic Activity: FAA Oversight Philosophy Model

Create an implementation plan for the FAA Integrated Oversight Philosophy order; designed to allow organizations with oversight responsibility to incorporate the integrated oversight philosophy tenants into their respective functions and processes.

Activity Target 1:

Release draft agency-level FAA Integrated Oversight Philosophy implementation plan for internal comment. Due September 30, 2018

Strategic Initiative: Strategic Safety Management

Strategic Activity: Safety Policy

Revise the U.S. State Safety Program to align with International Civil Aviation Organization (ICAO) requirements outlined in Annex 19.

Activity Target 1:

Release revised draft of the State Safety Program (SSP) to the FAA SMS Committee. Due September 30, 2018

Strategic Activity: Safety Risk Management

Lead the agency effort to update cross-organizational safety risk management guidance for performing FAA safety risk assessments.

Activity Target 1:

Revise FAA safety risk management guidance material to align with current version of FAA Order 8040.4, Safety Risk Management Policy. Due August 31, 2018

Activity Target 2:

Conduct at least two FAA safety risk assessments and document the progress of the assessment in the Hazard Identification, Risk Management, and Tracking (HIRMT) tool. Due September 30, 2018

Strategic Activity: Safety Assurance

Establish NAS-wide methodology to measure and monitor safety performance.

Activity Target 1:

Deliver a draft document to the FAA SMS Committee defining a NAS-wide methodology to measure and monitor safety performance. Due June 30, 2018

Strategic Activity: Safety Promotion

Promote an understanding of how to apply the requirements outlined in FAA Order 8040.4B, Safety Risk Management Policy.

Activity Target 1:

Release revised draft of the FAA Safety Risk Management Overview briefing to the FAA SMS Committee. Due April 30, 2018

Strategic Initiative: Standardization, Access, and Integration

Strategic Activity: FAA Safety Data Access and Management

Operationalize the Safety Data and Analysis Team (SDAT) to standardize and integrate safety data at the agency level.

Activity Target 1:

Deliver plan for Safety Data and Analysis Team (SDAT) activities to the FAA SMS Committee for approval. Due September 28, 2018

Internal Work Objective: Runway Incursions (Category A and B)

Commercial Aviation Runway Incursions (Category A and B): Reduce Category A and B runway incursions to a rate of no more than 0.375 per million for commercial aviation. Non-Commercial Aviation Runway Incursions (Category A and B): Reduce Category A and B runway incursions to a rate of no more than 0.465 per million for non-commercial aviation.

Internal Work Initiative: System Risk Reduction

Reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, pedestrians, vehicle operators, tug operators, and individuals conducting aircraft taxi operations by working in collaboration with aviation stakeholders to identify and mitigate risk.

Internal Work Activity: ARP Support of Human Error Risk Reduction

Human Error Risk Reduction: Maintain the rate of serious runway incursions (Category A and B) caused by VPDs at or below 2% of total VPDs. Due September 30, 2018

Activity Target 1:

Support Runway Safety Action Teams (RSATs), to include monitoring Airports Division related action items in the Runway Safety Action Plan (RSAP). Due August 31, 2018

Activity Target 2:

Meet ARP FY18 milestones in the National Runway Safety Plan 2016-2018. Due September 30, 2018

Internal Work Initiative: Runway Safety Technology Program Management Integration

In FY18 the FAA will begin integrating Program Management of Runway Safety technologies that are in various Lines of Business from concept development, research, acquisition, and certified in service equipment. These technologies include, but are not limited to: Airport Surface Detection Equipment Model X (ASDE-X), Runway Status Lights (RWSL), Airport Surface Surveillance Capability (ASSC), Surveillance Broadcast System (SBS), Engineered Material Arresting System (EMAS), Runway Incursion Device (RIDS), Closed Runway Operation Prevention Device (CROPD), and the suite of technologies in Runway Incursion Prevention Shortfall Analysis (RIPSA).

Internal Work Activity: ARP Support of Runway Safety Technology Program

Assist AJI in integrating Program Management of Runway Safety technologies that are in various Lines of Business from concept development, research, acquisition, and certified in service equipment.

Activity Target 1:

Assist AJI in integrating Program Management of Runway Safety technologies that are in various Lines of Business from concept development, research, acquisition, and certified in service equipment. Due November 15, 2017

Internal Work Objective: Safer by Design

Establish risk-based initiatives to identify, assess, and mitigate hazards.

Internal Work Initiative: Runway Incursion Mitigation (RIM)

Implement RIM program.

Internal Work Activity: Runway Incursion Mitigation (RIM)

FY18 initiatives to continue our long-term runway incursion mitigation (RIM) program.

Activity Target 1:

Begin mitigation projects by starting the planning, design or construction (or implement mitigation procedures for non-capital project solutions) at 8 RIM locations. Due September 30, 2018

Activity Target 2:

Develop a final draft FY19 schedule and associated cost estimates for mitigation projects at RIM locations. Due September 30, 2018

Activity Target 3:

Develop FY20-30 schedule and cost estimates. Due September 30, 2018

Activity Target 4:

Update draft report of RIM projects to date. Due September 30, 2018

Activity Target 5:

Provide technical information and materials to educate on what to look for in correcting airport geometry issues, especially for new employees and those not already involved with RIM projects. AAS will consolidate the RIM materials in a central location. Each regional division manager will ensure that their employees review the materials to fully understand their role in the RIM program. Due September 30, 2018

Internal Work Objective: Safer by Oversight

Establish a risk-based initiative to identify, assess, and mitigate hazards.

Internal Work Initiative: Safer by Oversight - Improve Airport Safety Oversight.

Improve airport safety oversight.

Internal Work Activity: Part 139 Program Improvements

Improve the implementation of the Part 139 Program.

Activity Target 1:

Implement new initial Airport Certification Safety Inspector (ACSI) Course. Due January 31, 2018

Activity Target 2:

Implement recommendations from CCMIS data analysis for addressing violations based on FY17 Part 139 discrepancy study. Due March 31, 2018

Activity Target 3:

Conduct wildlife training sessions for regional ACSI's and environmental specialists tied to publication date of Advisory Circular. Due September 30, 2018

Activity Target 4:

Initiate quarterly Part 139 training sessions. Due September 30, 2018

Activity Target 5:

Audit one region on FAA Order 5280 compliance. Due September 30, 2018

Internal Work Activity: Policy and Procedures for the Temporary Closure of Airports for Non-Aeronautical Events

Promote consistent procedures for temporary airport closures.

Activity Target 1:

Publish the draft policy and procedures for temporary airport closures for non-aeronautical activity to solicit Public review and comment. Due May 30, 2018

Activity Target 2:

Complete review and analysis of public comments on draft policy. Due September 30, 2018

Internal Work Activity: Develop Guidance on Filing Notice with the FAA for Proposed Changes On a Public-Use Airport

Develop the content for a new advisory circular on filing notice with the FAA on proposed changes on a public-use airport.

Activity Target 1:

Prepare an outline of the content, chapters and appendices for FAA review. Due March 31, 2018

Activity Target 2:

Finalize the content for incorporation into a draft advisory circular for FAA review. Due September 30, 2018

Internal Work Objective: Safer by Innovation

Leverage innovative technologies.

Internal Work Initiative: Safer by Innovation - Leverage Innovative Technologies.

Make aviation safer and smarter by institutionalizing a safety management culture across ARP.

Internal Work Activity: Airports GIS (AGIS)

Leverage innovative technologies at the nation's airports.

Activity Target 1:

Identify requirements for information sharing between IOE-AAA and AGIS. Due September 30, 2018

Activity Target 2:

Finalize requirements document for the incorporation of the 5010 Program in AGIS. Due September 30, 2018

Activity Target 3:

Update existing AGIS policy to facilitate cost effective and efficient data collection and validation efforts, and engage industry accordingly. Due September 30, 2018

Activity Target 4:

Update the AGIS Surface Analysis and Visualization (SAV) tool to comply with current policy. Due September 30, 2018

Activity Target 5:

Update AGIS training material and provide regional and industry outreach as needed. Due September 30, 2018

Internal Work Activity: Light Emitting Diode (LED) Research

Research innovative technologies to enhance aviation safety.

Activity Target 1:

Complete evaluation of new electrical infrastructure for LED lighting circuits. Due September 30, 2018

Internal Work Objective: Safer by Culture Change

Institutionalize a safety culture across ARP.

Internal Work Initiative: Institutionalize a Safety Culture Across ARP

Make aviation safer and smarter by institutionalizing a safety management culture across ARP.

Internal Work Activity: ARP SMS Rulemaking - SMS Supplemental Notice of Proposed Rulemaking (SNPRM)

Finalize external Safety Management System (SMS) guidance.

Activity Target 1:

Publish the Safety Management System (SMS) Advisory Circular and applicable order in accordance with the rulemaking schedule. Due September 30, 2018

Activity Target 2:

Provide communication and training on external SMS. Due September 30, 2018

Internal Work Activity: ARP SMS Rulemaking

Continue to improve ARP's internal SMS processes.

Activity Target 1:

Develop plan to address SMS issues identified in FY17 evaluation Due March 30, 2018

Activity Target 2:

Review internal SMS order and provide recommendations for potential update. Due July 31, 2018

Deliver Benefits Through Technology/Infrastructure

ARP will improve flight schedule reliability and access at airports or major metropolitan areas by supporting airport master plans and other planning studies, environmental studies and directing funding investments toward airport capacity development. We will protect the availability of existing airport facilities and use them as efficiently as possible, while making strategic investments in new facilities consistent with evolving aviation needs.

Internal Work Objective: Sustain National Airspace System Reliability and Availability

Sustain the Reliability and Availability of the National Airspace System.

Internal Work Initiative: Capital Program Integration

Capital Program Integration (CPI) is a business management process that delivers integrated Facilities and Equipment (F&E) programs and projects. It

improves the decision making capability of employees that results in effective and efficient National Airspace System (NAS) implementation.

Internal Work Activity: Support the Capital Program Integration (CPI) process in the Western Service Area (WSA)

Western Service Area (WSA) Service Units and Lines of Business will partner on Capital Program Integration (CPI) processes to ensure shared accountability for agency priorities.

Activity Target 1:

Partner with Technical Operations (AJW-W), Air Traffic Services (AJT-W), and the Western Service Center (AJV-W) on a Capital Program Integration (CPI) effort in Seattle, Washington, as an opportunity to promote integration of projects between the Lines of Business to minimize the impact on National Airspace System (NAS) operations. Due September 30, 2018

Internal Work Objective: Optimizing the Use of Agency Resources

As public stewards, AFN will optimize the use and management of FAA resources to improve accountability and enhance operational efficiency through improved management of FAA acquisitions and real property assets, effective management of financial resources, and support of non-AFN workforce planning. Successful accomplishment of this objective is measured through effective management of Agency acquisition policies and practices, reducing space requirements and pursuing alternative workplace strategies to increase space utilization, achieving cost reduction and avoidance targets, favorable financial system audit results, continuous efforts to promote the development of small businesses as well as good corporate citizenship, and establishing an AIT UAS PMO office to provide an one-stop-shop portal for all UAS applications.

Internal Work Initiative: Contracting Opportunities for Small Businesses

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women owned small businesses.

Internal Work Activity: Awarding of Procurement Dollars (ARP)

Award procurement dollars to small businesses, with special emphasis on procurement opportunities for small disadvantaged businesses, service-disabled veteran-owned small businesses, and women owned small businesses.

Activity Target 1:

Award at least 25 percent of the total ARP direct procurement dollars to small businesses. Due September 30, 2018

Integrated Airport Systems. Due September 30, 2018

Internal Work Initiative: Runway Usage

Establish a team to identify existing data to categorize available runways and their roles in the NPIAS for AIP eligibility purposes.

Internal Work Activity: Runway Usage

Establish a team to identify existing data to categorize available runways and their roles in the NPIAS for AIP eligibility purposes.

Internal Work Objective: Runway Pavement

Maintain runway pavement in excellent, good, or fair condition for 93% of the paved runways in the National Plan of Integrated Airport Systems.

Activity Target 1:

Establish a team to define a scope of work to examine runway data available. Due November 30, 2017

Activity Target 2:

Develop a draft methodology for categorizing runways for AIP funding justification and priority purposes. Assess validity of the methodology by applying it to an initial set of airports. Prepare recommendation on whether or not categorizing runways for funding purposes is beneficial. Identify additional data that may be useful in defining AIP funding justification and prioritization, this may include recommended changes in the draft Airport Development Planning Order (the newly combined draft NPIAS-ACIP Order). Due June 30, 2018

Activity Target 3:

Identify existing data sources that could be used to establish categories of available runways and their roles in the NPIAS (AIP priority) and identify where these categories could be stored (i.e. national databases such as SOAR or NASR). Future analysis (during FY-2019 and beyond) will include identifying availability and roles of runways, as well as utilization based on operational data. Due September 30, 2018

Internal Work Initiative: Runway Pavement

Maintain runway pavement in Excellent, Good, or Fair condition for 93% of the paved runways in the National Plan of Integrated Airport Systems.

Internal Work Activity: Runway Pavement

Maintain runway pavement in Excellent, Good, or Fair condition (based on visual inspections) for 93% of the paved runways in the National Plan of Integrated Airport Systems.

Activity Target 1:

Establish a team (including Headquarters and field personnel) to explore the possibility of redefining the pavement condition goal (for FY19 and beyond) to be based on Pavement Condition Index (PCI) or other methodology rather than continuing to rely upon visual inspection. Team will also evaluate whether 93% remains the optimal goal in light of the transition to focusing on eligible runways. Due January 31, 2018

Activity Target 2:

Pavement Condition Goal Team to submit recommendations to AAS-1 and APP-1 on redefining the pavement condition goal (for FY19 and beyond) based the parameters in Target 1. Due June 30, 2018

Activity Target 3:

Maintain runway pavement in Excellent, Good, or Fair condition (based on visual inspections) for 93% of the paved runways in the National Plan of

Internal Work Objective: Northeast Corridor

FAA Administrator's 2017 Priority Area #4

Internal Work Initiative: Airports Support for Northeast Corridor

Support implementation of Northeast Corridor (NEC) through implementation of infrastructure improvements, planning and analysis, and coordination within the Office of Airports.

Internal Work Activity: Airports Support for Northeast Corridor (NEC)

Conduct planning, analysis, and review of infrastructure projects in support of Northeast Corridor (NEC).

Activity Target 1:

Complete implementation of Taxiways F and H on Runway 4R-22L at John F Kennedy International Airport (JFK), to reduce runway occupancy time and improve operational efficiency. Due December 31, 2017

Activity Target 2:

Begin the initial identification and analysis of possible airfield and operational improvements at BOS that could improve efficiency and reliability, through use of advanced simulation modeling. Due January 31, 2018

Internal Work Activity: Align Airport Infrastructure Modernization within the Northeast Corridor

Establish an inter-regional working group with the Eastern and New England Region Airports Divisions to regularly coordinate and share information of all things related to the Northeast Corridor.

Activity Target 1:

Eastern and New England Region Airports Division senior leadership meet with APP-400 to develop a strategy regarding major airport infrastructure modernization initiatives in the Northeast Corridor. Due December 15, 2017

Activity Target 2:

Key project managers representing the airports in the Northeast Corridor (BOS, JFK, LGA, EWR, PHL, DCA, IAD) meet to discuss and review the proposed extent and timing of major airport infrastructure modernization initiatives and to frame potential coordination with ATO. Due February 28, 2018

Activity Target 3:

In coordination with APP and ARP senior leadership, deliver a coordinated list of potential airport infrastructure modernization initiatives and mitigations to the larger Northeast Corridor team. Due September 15, 2018

Internal Work Objective: Internal Work Objective: Ensure cost effective investment in

infrastructure for each category of the Nation's airports.

Ensure the nation's system of airports has the right technology and infrastructure to support evolving needs.

Internal Work Initiative: Ensure Cost Effective Investment in Infrastructure for Each Category of the Nation's Airports

Ensure Cost Effective Investment in the Nation's Airports.

Internal Work Activity: Determine if technological solutions to address capacity, efficiency or other constraints could be considered for potential AIP-PFC eligibility -

Work with partner organizations to establish clear parameters for when technological solutions (rather than physical infrastructure) can be considered eligible and justified for AIP or PFC funding. Engage with partner organizations and external stakeholders to develop implementation thresholds.

Activity Target 1:

Develop draft parameters for possible AIP support for future non-Federal certified installations, as remote tower technologies mature. Due August 31, 2018

Activity Target 2:

Update draft parameters for possible AIP support for systems that support Collaborative Decision-Making (CDM), in coordination with the Air Traffic Organization, particularly with respect to technologies to enable surveillance in the non-movement. Due August 31, 2018

Internal Work Initiative: Align Airport Infrastructure with Demand

Support improvements in airport infrastructure to enhance airport safety and capacity while also protecting airport accessibility.

Internal Work Activity: Align airport infrastructure

Prepare the nation's airports to maximize the benefits of NextGen improvements. Provide ARP guidance to support ATO initiatives to transition to NextGen procedures and technologies.

Activity Target 1:

APP-400 staff to develop standard presentation materials and conduct at least two outreach training via webinars (one internal and one external) providing an update on Performance-Based Navigation (PBN) implementation and its implications for airport planning and associated issues. Due May 30, 2018

inventory of federally obligated public use airports for the remaining eight regions. Due March 30, 2018

Activity Target 4:

Initiate the review and updating of one large region. Due June 30, 2018

Internal Work Activity: Establish a policy and process for evaluating requests from airports that request to be removed from the NPIAS

Establish a policy on allowing airports meeting certain criteria to be removed from the NPIAS and released from federal obligations.

Internal Work Activity: Adjudicate Formal Complaints under Title 14 CFR Part 16

Improve responses to Part 13 complaints and ensure Part 16 complaints are adjudicated in a responsible and timely manner.

Activity Target 1:

Conduct listening sessions with internal stakeholders (both within ARP as well as AGC, AEE and AGI) to solicit input on the draft policy developed in FY 2017. Due January 31, 2018

Activity Target 1:

Conduct a listening session/workshop with internal stakeholders to solicit comments on ways of improving the effectiveness of Part 13 informal investigations. Due January 30, 2018

Activity Target 2:

Conduct listening sessions with external stakeholders to solicit input on the draft policy. Due June 30, 2018

Activity Target 2:

Adjudicate an average of 15 Part 16 cases including dismissals. Due September 30, 2018

Activity Target 3:

Prepare final draft policy for publication seeking comments on the policy and process for evaluating requests from airports to be removed from the NPIAS. Due September 30, 2018

Activity Target 3:

In coordination with Office of Chief Counsel (AGC), update the internal Part 16 manual, including document management protocols, streamlined document formats and style guidance. Due September 30, 2018

Internal Work Activity: Updated Inventory of Federally Obligated Airports

Establish a database of all federally obligated public use airports and prepare draft public notice on order content and location.

Internal Work Initiative: Optimize Technological Tools to Support Internal and External Stakeholder Coordination

Continue to improve internal and external coordination, communication and documentation.

Activity Target 1:

Develop a draft plan on selected information technology platform for storing and maintaining the inventory of federally obligated public-use airports; brief Headquarters and regions. Due January 15, 2018

Internal Work Activity: Optimize tools to support stakeholders

Implement key action items defined in ARP FY17 technology workplan to improve core work tools and support internal and external stakeholder coordination.

Activity Target 2:

Complete New England region as a pilot case, identifying issues and problems encountered. Due October 31, 2017

Activity Target 1:

For the System of Airports Reporting (SOAR), identify Reports Management Board members and develop Charter. Due December 15, 2017

Activity Target 3:

Develop and submit a plan, schedule and budget to the ARMC for completing the database

Activity Target 2:

For SOAR, develop plan to implement the AIP portion of the Airports External Portal (AEP). Due December 31, 2017

Activity Target 3:

For SOAR, identify pilot initiatives for FY19 completion and develop schedule for development. Due March 31, 2018

Activity Target 4:

For SOAR, complete selection of new technology through formal Proof of Technology process and develop plan for implementation. Due June 30, 2018

Activity Target 5:

For SOAR, Implement new Business Intelligence/Reporting technology. Due June 30, 2018

Activity Target 6:

For SOAR, initiate, develop and complete two (2) pilot initiatives (i.e., internal testing of at least two approaches to new or improved functionality). Due September 30, 2018

Activity Target 7:

Finalize the broad objectives of the ARP Electronic Document Management System (ARP EDMS) initiative, including its overall functions, its intended functional relationships and interoperability with other ARP data management tools. Due January 31, 2018

Activity Target 8:

For ARP EDMS, communicate near-term opportunities for enhancing consistency in how electronic documents are archived, including ensuring that all ARP employees are aware of the FAA's existing Document Retention Order. Due March 31, 2018

Activity Target 9:

For ARP EDMS, finalize the work breakdown structure (including categorization and eventual storage/search parameters for documents). Due March 31, 2018

Activity Target 10:

For ARP EDMS, finalize minimum scope of documents to be archived and eventually stored in the ARP EDMS. Due June 30, 2018

Activity Target 11:

For ARP EDMS, based on the latest strategy and implementation recommendations, ARP will work with AIT to identify potential for off-shelf software to meet the document archiving requirements. Due May 31, 2018

**Internal Work Initiative:
Accommodate New Entrants to the
Aviation System**

Define ARP activities involving new entrants to the aviation system

**Internal Work Activity: Accommodate
new entrants to the aviation system**

Define ARP strategies related to UAS activities involving airports.

Activity Target 1:

By December 31, 2017, agree upon the initial set of UAS-related questions for which responses are needed. Due December 30, 2017

Activity Target 2:

By January 31, 2018, determine the ideal mechanism for managing the data. Due January 31, 2018

Activity Target 3:

By March 31, 2018, publish updated responses for at least 80% of the FAQs previously identified. Due March 31, 2018

Activity Target 4:

By July 31, 2018, establish deadlines in the FY2019 Business Plan (and a shared STI for ARP, AVS, ATO, AGC and AOC) to maintain and update the FAQs on a quarterly basis throughout FY2019. Due July 31, 2018

**Internal Work Activity: Commercial Space
Policy and Launch Site Activity**

Accommodate new entrants to the aviation system.

Activity Target 1:

Continue ongoing coordination with the Office of Commercial Space Transportation (AST) in the development of commercial space policy. Due September 30, 2018

Activity Target 2:

Review launch site license applications for proposed commercial space activities at airports, on an as needed basis. Due September 30, 2018

**Internal Work Initiative: Managing
Airports Development**

Support Implementation of environmental, planning and construction projects to enhance airport safety and capacity.

Internal Work Activity: Managing Airport Development Projects in AWP Region

Manage airport planning and development projects at key national project sites; identify projects and initiate defined activities.

Activity Target 1:

Coordinate the Final Landside Access Modernization Program (LAMP) Environmental Assessment (EA) for Legal Sufficiency review upon completion of a negotiated and signed Memorandum of Agreement (as part of the Section 106 process) with the State Historic Preservation Office, subject to possible re-prioritization by the sponsor for legal or political criteria. Due March 31, 2018

Activity Target 2:

Coordinate and complete the review of the Los Angeles International Airport (LAX) draft Airport Layout Plan depicting landside North Airfield Safety Improvement Program (NASIP) and associated projects, subject to possible re-prioritization by the sponsor for legal or political criteria. Due June 30, 2018

Activity Target 3:

Continue support for the LAX LAMP and the NASIP program of projects with HQ staff, regional, and local agencies. Due September 30, 2018

Internal Work Activity: Managing Airport Development Projects in AEA Region

Manage airport planning and development projects at key national project sites; identify projects and initiate defined activities. Note: Projects related to the Northeast Corridor initiative are addressed under that Strategic Initiative.

Activity Target 1:

In support of the four PANYNJ Part 150 processes, the Office of Airports will take appropriate action (in the context of draft Noise Compatibility Plans for LGA, JFK, EWR, and TEB) within the prescribed timeframes after each submission. Due September 30, 2018

Internal Work Activity: Managing Airport Development Projects in ASO Region

Manage airport planning and development projects at key national project sites; identify projects and initiate defined activities.

Activity Target 1:

Issue a Notice of Intent for the Charlotte

Environmental Impact Statement (EIS). Due March 30, 2018

Activity Target 2:

Issue the Notice to Proceed for the development of a Draft EIS for Charlotte. Due July 31, 2018

Internal Work Activity: Managing Airport Development Projects in AGL Region

Manage airport planning and development projects at key national project sites; identify projects and initiate defined activities.

Activity Target 1:

Provide guidance and support to Chicago O'Hare International in the re-designation of Runway 15/33 to a taxiway including updating and reviewing all applicable documents to include but not limited to: FAA Form 7480, Airport Master Record (5010), Airport Diagram, Airport Certification Manual, and Sign and Marking Plan. Due June 30, 2018

Internal Work Activity: Managing Airport Development Projects in ASW Region

Manage airport planning and development projects at key national project sites; identify projects and initiate defined activities.

Activity Target 1:

Provide guidance and support for the construction of the North East End Around Taxiway at DFW airport including the review of the plans and specs, review of construction safety phasing plan, and signs and marking plan when submitted by airport sponsor. Due September 30, 2018

Internal Work Initiative: Prepare Guidance on Airport Infrastructure Development

Ensure the nation's system of airports has timely, effective guidance to plan and develop infrastructure.

Internal Work Activity: Prepare new guidance on airport layout plans

Prepare a new Airport Layout Plan (ALP) advisory circular on developing airport layout plans.

Activity Target 1:

Prepare a draft advisory circular for FAA review. Due January 31, 2018

Activity Target 2:

Prepare a revised draft advisory circular for

industry and public review. Due September 30, 2018

Internal Work Activity: Update FAA's airport land use compatibility AC

Prepare an updated version of FAA's advisory circular on airport land use compatibility.

Activity Target 1:

Prepare final draft Advisory Circular for external review and industry comment. Due December 15, 2017

Activity Target 2:

Adjudicate public comments within 90 days of closure of comment period, if draft Advisory Circular is published before June 30, 2018. Due September 30, 2018

Internal Work Activity: Prepare an update to the existing Advisory Circular 150/5020-1, Airport Noise Compatibility Planning for Airports

Prepare Advisory Circular (AC) on the Part 150 program.

Activity Target 1:

Update the Part 150 advisory circular for FAA review. Due January 31, 2018

Activity Target 2:

Update the Part 150 draft advisory circular for industry and public review. Due August 31, 2018

Internal Work Activity: Update procedures for environmental review of airport projects

Prepare an updated version of FAA's National Environmental Policy Act procedures for airport actions (FAA Order 5050.4C).

Activity Target 1:

Conduct a policy briefing to senior ARP managers highlighting significant proposed policy changes contained in draft Order 5050.4. Due December 15, 2017

Activity Target 2:

Prepare a draft revision of Order 5050.4 for FAA internal review. Due March 30, 2018

Activity Target 3:

Prepare a draft revision of Order 5050.4 for

industry and public review. Due September 30, 2018

Internal Work Activity: Update FAA's sound insulation guidance

Update FAA's Advisory Circular (AC) 150/5000-9A on guidelines for sound insulation of residences exposed to noise.

Activity Target 1:

Prepare a final draft Advisory Circular for FAA coordination. Due September 30, 2018

Internal Work Activity: Combine and Update NPIAS and ACIP Orders

Prepare an updated version of FAA's Order on Airport Development Planning.

Activity Target 1:

Prepare a draft Order for public review. Due January 30, 2018

Activity Target 2:

Prepare Final version of the Order for Legal Review. Due September 30, 2018

Internal Work Activity: Change 1 to the AIP Handbook

Prepare Change 1 of Order 5100.38D, AIP Handbook.

Activity Target 1:

Brief APP-1 and ARP-1 on any effective policy changes or clarifications to Order 5100.38D. Due October 31, 2017

Activity Target 2:

Final draft of Order 5100.38D ready for APP-1 review. Due December 31, 2017

Activity Target 3:

Develop plan for updating training on Order 5100.38D so that training can be completed before the new Order is published. Due January 31, 2018

Activity Target 4:

Final draft of Order 5100.38D ready for publication, internal training, and external rollout. Due March 31, 2018

Internal Work Activity: Grant Efficiency

To improve the FAA's administration of the Airport Improvement Program (AIP), the Office of Airport's National Grant Efficiency Focus (GEF) Team

identified nine key areas whereas efficiency increases could be realized by reducing redundancies, applying risk based decision making, and eliminating procedural barriers, or clarifying outdated requirements.

Activity Target 1:

Finalize top priority recommendations for APP-1 and ARP-1 consideration. Due November 15, 2017

Activity Target 2:

Highlight top priorities proposed for implementation in either a Town Hall meeting and/or "ARP Connection" newsletter. Due November 30, 2017

Activity Target 3:

Assign Headquarters and field personnel to assist the GEF team to advance the top priority recommendations into implementation. Due December 31, 2017

Activity Target 4:

By May 31, prepare draft updates to policy documents and/or system tools in order to implement the selected process improvements beginning in FY19. Due May 31, 2018

Internal Work Activity: State Block Grant Program

Building on the FY17 State Block Grant Program (SBGP) efforts, the Office of Airports has identified three activities to undertake in FY18 to further enhance the consistency and performance among the SBGP participants.

Activity Target 1:

Finalize recommended training content for APP-1, AAS-1, and ACO-1 consideration (prior to briefing ARP-1). Due October 31, 2017

Activity Target 2:

Have a joint headquarters-field team develop a recommended schedule and process for more structured periodic reviews of Block Grant State performance (related to all key disciplines). Due June 30, 2018

Activity Target 3:

Develop draft policy and process regarding FAA oversight of block-grant states, to be implemented beginning in FY19. Due August 31, 2018

Internal Work Objective: Average Daily Capacity

Maintain an average daily capacity for core airports of 59,136, or higher, arrivals and departures.

Internal Work Initiative: NY Operational Initiatives

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

Internal Work Activity: NY Operational Initiatives

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

Activity Target 1:

Support PANYNJ runway rehabilitation and taxiway improvements at John F. Kennedy International Airport in support of returning JFK RW 4R/22L to service. Due November 30, 2017

Internal Work Objective: Airport Privatization Program

Provide support and guidance to sponsors interested in the Airport Privatization Program Application Procedures.

Internal Work Initiative: Airport Privatization Program Application Procedures

Provide support and guidance to sponsors interested in the Airport Privatization Program Application Procedures.

Internal Work Activity: Airport Privatization Program Application Procedures

Provide support and guidance to sponsors interested in the Airport Privatization Program Application Procedures.

Activity Target 1:

Coordinate the interagency review of the final application of Hendry County, Westchester County and St. Louis for participation in the Program. Due September 30, 2018

Activity Target 2:

Convene an DOT/FAA working group to examine

changes to the application procedures consistent with the existing statute. Due March 1, 2018

Activity Target 3:

Publish draft policy of updated application procedures to solicit public comment and review privatization. Due August 31, 2018

Internal Work Objective: Planning for Compliance

Incorporate key compliance-related principles into the Master Plan Advisory Circular and the draft Airport Layout Plan Advisory Circular and develop training requirements on this topic for FAA community planners and financial specialists.

Internal Work Initiative: Establish Guidance on Planning for Compliance

Incorporate key compliance-related principles into the Master Plan AC and the draft ALP AC and develop training requirements on this topic for FAA community planners and SBG planners.

Internal Work Activity: Develop Policy and Guidance Documents on Planning for Compliance

Provide key compliance-related principles for incorporation into the Master Plan Advisory Circular and the draft Airport Layout Plan (ALP) Advisory Circular and develop training requirements on this topic for FAA planners and financial specialists.

Activity Target 1:

Finalize input on Planning for Compliance for the new ALP Advisory Circular, the next Master Plan Advisory Circular update and the AIP Handbook (likely in the form of a Program Guidance Letter). Due December 15, 2017

Activity Target 2:

Incorporate related input, if any, into training requirements for FAA's financial specialists and planners (Actual updates to training programs likely to be implemented in FY19). Due June 30, 2018

Enhance Global Leadership

We will improve global airport safety by supporting the harmonization of international airport standards and encouraging international adoption of these standards. We will also support training on aerodrome safety and

certification to developing countries to improve airport safety. The FAA works closely with the International Civil Aviation Organization (ICAO), professional industry organizations and the civil aviation authorities of other countries to help enhance aviation safety across the world.

Internal Work Objective: Advance Safety at Airports Worldwide

Build on ARPs existing international work by increasing its engagement and visibility on international airport safety matters.

Internal Work Initiative: Enhance Safety at Airports Worldwide

Enhance safety at airports worldwide by supporting and helping States with their own certification program. In addition, help States in the implementation of their own safety oversight system to provide oversight of their aerodrome industry.

Internal Work Activity: Provide global leadership in aerodrome safety to States to help increase the number of certificated aerodromes

Work in partnership with ICAO, Regional Aviation Organizations and others to help with the implementation of aerodrome certification in States where US passengers frequently fly into. The States targeted are based on a risk based approach. High passenger counts coupled with the lack of certificated international aerodromes, and low ICAO safety audit scores (known as Aerodromes, Air Routes, and Ground Aids (AGA) Scores), have driven the risk based selection criteria.

Activity Target 1:

Assist at least two of the following ICAO member States (Mexico, Costa Rica, Jamaica, Bahamas, Columbia, Panama) to increase the number of certificated aerodromes. Due September 30, 2018

Activity Target 2:

Support ICAO member states with their efforts to obtain aerodrome certification by providing two workshops specific to aerodrome certification. Due September 30, 2018

Activity Target 3:

Invite 3 States from the Asia Pacific Region, Eastern and South African Region or the European Region to shadow ACSI's in the U.S. and foster working level exchange of best practices pertaining to aerodrome certification. Due September 30, 2018

Internal Work Activity: Encourage global adoption of U.S. safety standards and best practices.

Participate in the International Civil Aviation Organization (ICAO) workgroups to advance the adoption of U.S. safety standards and best practices in order to improve safety at airports worldwide. Adoption of U.S. standards and regulations could lead to economic benefits for the U.S. aviation industry.

Activity Target 1:

Support International Civil Aviation Organization (ICAO) Workgroups related to aerodromes to promote the harmonization of divergent standards and to assure continued U.S. influence at ICAO. Due September 30, 2018

Activity Target 2:

Support ICAO Runway Safety Teams, Universal Aviation Safety Oversight Audit Program (USOAP), GoTeam, Apex. Due September 30, 2018

Activity Target 3:

Support requests from ICAO or any ICAO member State to provide technical assistance in the Planning, Environmental, Wildlife, SMS and/or other technical areas, to help enhance global aviation safety and to help protect U.S. travelers flying internationally. Due September 30, 2018

Internal Work Initiative: ARP's Current and Future International Workforce

Development of the ARP international plan which includes subject matter experts from the Regions and Headquarters that will be empowered to participate, contribute and collaborate on ARP's international program.

Internal Work Activity: Provide global leadership through collaboration and increase ARP international leadership development.

Develop a comprehensive, highly visible and inclusive international ARP program using Subject Matter Experts (SMEs) identified by the ARP Directorates and Regional Offices to support FAA international activities. The plan will include SME list, budget estimates and FY18 goals.

Activity Target 1:

Review FY17 training whitepapers to be presented to the International Advisory Board (IAB)

executives in September 2017, determine if any of the training is relevant to ARP SMEs, and identify relevant ARP SME training. Due December 31, 2017

Activity Target 2:

Identify and select an instructor cadre to conduct the international training for ARP SMEs with little or no international experience. Due January 31, 2018

Activity Target 3:

Provide an overview of FY17 ARP accomplishments and FY18 ARP international initiatives via webinar, email, or ARP newsletter. Due January 31, 2018

Activity Target 4:

Using the list of ARP SMEs provided by the Regions and Directorates, identify the number of SMEs needing international training and the type of training needed. Due February 28, 2018

Activity Target 5:

Complete the development of training materials that would be used for training ARP employees that have little or no international experience that will support international activities. Due September 30, 2018

Empower and Innovate with the FAA's People

Continue to promote a workplace of choice marked by integrity, fairness, diversity, accountability, and innovation. Airports will ensure the success of its mission through stronger leadership, a better-trained workforce, fiscally responsible spending, and improved decision-making based on reliable data.

Internal Work Objective: Hiring Persons with Targeted Disabilities (PWTB)

Support the objective to build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees to increase the hiring of PWTB for eligible positions to 3 percent by 2018.

Internal Work Initiative: Hiring PWTB

The FAA line of businesses and staff offices (LOBs/SOs) will work collaboratively to support the goal to increase the representation of PWTB in the workforce to 3% of all FAA new hires.

Internal Work Activity: ARP Hiring PWT

In FY 2018, ARP in collaboration with the FAA LOBs/SOs will ensure that at least 3% of all FAA new hires are PWT by implementing the following strategies to improve the participation rate of PWT in agency applicant pool.

Activity Target 1:

Sponsor annual PWT hiring events with ACR, AHR, HQs and Regional Management Teams. Due September 30, 2018

Activity Target 2:

Heads of LOBs/SOs commit to one or more PWT student interns during the FY 2018 academic year. Due September 30, 2018

Activity Target 3:

Heads of LOBs/SOs ensure one or more HQs and RMT managers proactively support and participate in PWT hiring events. Due September 30, 2018

Activity Target 4:

Commit resources to establish a PWT/PWT aviation career education group with representatives and promote aviation career workforce to partner with AVSED activities/initiatives and promote aviation careers among PWT/PWT applicants. Due September 30, 2018

Internal Work Activity: ARP Diverse and Inclusive Workforce

ARP will work to ensure a diverse and inclusive workplace, by ensuring hires of Person's With Targeted Disabilities (PWT), engagement in support of Alternative Dispute Resolution (ADR), increasing workplace behavior by completing Equal Employment Opportunity (EEO) and Diversity and Inclusion training, and in coordination with the Equal Employment Action Committee (EAC).

Activity Target 1:

Support agency's goal of 3% PWT hires, by attending bi-monthly EAC with limited delegation. Implement strategies developed in coordination with PWT Tiger Team to ensure PWT new hire goal is achieved. Due September 30, 2018

Activity Target 2:

ARP will identify strategies and actions to improve groups with lower than expected participation rates, based on data provided by ACR during the EEOC MD-715 Part G checklist review. Due November 30, 2017

Activity Target 3:

Develop and implement outreach and recruitment strategies to increase the participation rates of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). Due September 30, 2018

Activity Target 4:

Ensure 90% of ARP reasonable accommodation requests are processed within 25 business days or less. Due September 30, 2018

Activity Target 5:

Utilizing various learning platforms, monitor the delivery of EEO training to 70% of ARP managers and 20% of ARP employees. Due September 30, 2018

Activity Target 6:

Assist Agency effort with ADR engagement by ensuring that 75% of all ARP managers engage in mediation when requested by employees. Due September 30, 2018

Internal Work Objective: EEO/Diversity and Inclusion Action Committee (EAC)

The EAC oversees and supports the FAA efforts to create a diverse and inclusive workplace that ensures equal opportunity for all its employees.

Internal Work Initiative: Diverse and Inclusive Workforce

In FY 2018, ACR in collaboration with FAA LOB/SO's will work to ensure a diverse and inclusive workplace. We will ensure that at least 3% of all FAA new hires are Persons with Targeted Disabilities (PWT). LOB/SO will develop and implement strategies to increase the participation rate of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). LOB/SO will work to improve workplace behavior by ensuring 70% of management and 20% of employees complete at least one Equal Employment Opportunity (EEO) training course. In support of Alternative Dispute Resolution (ADR) engagement, will ensure that 75% of all managers engage in mediation when requested by employees.

Internal Work Objective: Develop and Implement an Effective Staffing, Recruiting, and Hiring Strategy

Continue to build and retain a highly skilled and engaged workforce through successful recruiting, hiring and training.

Internal Work Initiative: Develop and Implement HR Strategies

Continue to develop and implement effective hiring strategies.

Internal Work Activity: Improve Vacancy and Staffing Communication

Create a staffing report and consolidate vacancy announcements to improve communication.

Activity Target 1:

Develop a monthly managers' communication report to provide information about the monthly Staffing Resource Management Committee's (SRMC) recommendations for managing vacancies to meet budget goals . Due December 31, 2017

Activity Target 2:

Consolidate all ARP vacancy announcements in a single location. Due January 30, 2018

Internal Work Activity: Standardized Job Analysis Tools

Continue development of standardized job analysis tools.

Activity Target 1:

Complete standardized Job Analysis Tools for Headquarters Planners. Due March 31, 2018

Activity Target 2:

Complete standardized Job Analysis Tools for Headquarter Environmental Protection Specialists. Due May 31, 2018

Activity Target 3:

Identify Job Analysis Tools for standardization in 2019. Due July 31, 2018

Activity Target 4:

Complete standardized Job Analysis Tools for Airport District Office Managers. Due September 30, 2018

Internal Work Objective: Provide Employees Relevant Training and Professional Development

Assess, identify, develop, and launch training programs for all level of employees to include high priority technical and soft skills training.

Internal Work Initiative: Assess, Identify, Develop, and Launch Training Programs for All Level of Employees to Include High Priority Technical and Soft

Identify and provide training opportunities to assist employees in their professional and career development.

Internal Work Activity: Assess, identify, develop, and launch training.

Assess, identify, develop, and launch training programs for all level of employees to include high priority technical and soft skills training.

Activity Target 1:

Redesign the Training Webpage to enhance the delivery of training information, to include features for finding non-class based training. Due April 30, 2018

Activity Target 2:

Develop a new employee training roadmap that includes recommendations for technical training, soft skills training, mentorships, shadowing assignments, etc. Due June 30, 2018

Activity Target 3:

Review materials for webinars conducted by the ARP organization to ensure adherence to learning principles that are designed for adult learners. Due September 30, 2018

Activity Target 4:

Develop and offer training to enhance ARP employees' proficiency in conducting effective training webinars. Due September 30, 2018

Activity Target 5:

Continue to design/redesign training classes based on the direction of the Training Oversight Group. Due September 30, 2018

Internal Work Activity: Outreach and training with the State Block Grant Program

Provide FAA guidance for the State Block Grant program based upon coordination with headquarter directors.

Activity Target 1:

Develop mechanism for providing training to State Block Grant (SBG) employees either by providing access to eLearning Management System (eLMS) classes or by some other venue. Due March 30, 2018

Activity Target 2:

Review materials for State Block Grant (SBG) webinars submitted and conducted by ARP organizations to ensure adherence to adult learning principles. Due June 30, 2018

Activity Target 3:

Conduct a minimum of two webinars for State Block Grant employees. Due September 30, 2018

Present to senior management for possible implementation. Due August 31, 2018

Activity Target 4:

Review and refine National Standard Operating Procedures (SOP) Oversight Team's goals and activities to support existing field SOPs. Provide a mid-year report and request input regarding consistency across field from senior management team. Due September 30, 2018

Internal Work Activity: ARP Employee Engagement Index

Raise ARP's Employee Engagement Index Score derived from the FedView Survey from 67% to 69%.

Activity Target 1:

Revalidate the ARP communication strategy initially developed in FY16 with implementation beginning in FY17 and make any necessary modifications. Due December 30, 2017

Activity Target 2:

Evaluate the FY17 FedView survey results. Identify and implement strategies to address areas of concern. Due June 30, 2018

Activity Target 3:

Increase internal office communication by conducting regional all-hands meetings every other month or as needed to provide information on key activities that are occurring. Invite a member of the Airports Resource Management Committee (ARMC), Staffing Resource Management Committee (SRMC), or another region or headquarter office to participate as appropriate. Due September 30, 2018

Activity Target 4:

All offices will actively promote the completion of the ARP exit survey in addition to the FAA exit survey, ensuring number of ARP exit surveys received are large enough in number to maintain anonymity. Due September 30, 2018

Internal Work Objective: Effective Processes and Communication Strategies

Engage workforce to identify activities for more efficient processes and continue to improve internal office communication.

Internal Work Initiative: Implement Effective Processes and Communication Strategies

Position ARP's workforce for success by developing effective work flow processes and employing efficient communication and engagement strategies.

Internal Work Activity: Apply risk-based strategies to our work activity.

Continue to identify activities where a streamlined or more efficient approach may be applied to our workflow processes.

Activity Target 1:

Generate list of activities and processes to be considered for workload reduction through risk-based analysis including a review of prior recommendations. Due January 31, 2018

Activity Target 2:

Closeout Standard Operating Procedures (SOP) initiative for development of new field SOPs by rolling out the final SOP (Consultant Fee Analysis) including stakeholder coordination and training. Due July 31, 2018

Activity Target 3:

Develop risk based approach matrix and evaluate selected activities for potential workload reduction.