Safety
Reduce Aviation and Commercial Space Transportation-Related Fatalities and Serious Injuries in Commercial and General Aviation.

Systemic Safety Approach
Mitigate risks and encourage infrastructure and behavior change by using a data-driven systemic safety approach to identify risks, enhance standards and programs, and evaluate effectiveness.

Initiative: Surface Safety Risk Reduction
AJI will utilize the surface safety metric to: Establish consensus among Runway Safety stakeholders on a policy to assess and quantify the risk in runway safety events. Address precursors, as well as latent risks by proactively providing event trend summaries and best practices to the field.

Activity: ARP Support of Surface 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, 2019

Target: ARP Support of Surface Risk Reduction
Support Runway Safety Action Teams (RSATs), to include monitoring Airports Division related action items in the Runway Safety Action Plan (RSAP).

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.

Target: 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: Support Collaboration with FAA line of Business (ATO, AVS, ARP) and industry to develop strategies to address wrong surface events.
Support Collaboration with FAA line of Business (ATO, AVS, ARP) and industry to develop strategies to address wrong surface events that will ensure information and data currently collected by FAA Airports and Flight Standards is transmitted to the AJI analytical tools for surface event assessment of contributing factors and barrier performance.
Target: Collaborate with industry to develop strategies to address wrong surface event

Support Collaboration with FAA Lines of Business (ATO, AVS, ARP) to develop strategies that will ensure information and data currently collected by FAA Airports and the Flight Standards Service is transmitted to the Runway Safety Group for surface event assessment of contributing factors and barrier performance.

**Initiative: Final SMS Rule at Part 139 Airport**

Increase safety by developing a communication and training plan after the publication of the Final Airports SMS Rule.

**Activity: Develop Implementation Plan for External SMS**

Create communication and training plan for Airport SMS rule when published.

**Target: Develop Implementation Plan for External SMS**

Provide draft of communication plan on external SMS within 90 days of publication of Final Rule.

**Target: Develop Implementation Plan for External SMS**

Provide draft training template on external SMS to Regional SME within 90 days of publication of Final Rule. Due September 30, 2019

**Initiative: Safety Management System**

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.

**Activity: ARP: Potential/Emerging Safety Issues**

Facilitate potential safety/emerging issues through the appropriate FAA Safety Risk Management process.

**Target: ARP: Potential/Emerging Safety Issues**

Facilitate at least three FAA safety risk assessments and document the progress of the assessments in the Hazard Identification Risk Management, and Tracking (HIRMT) tool. Due September 30, 2019

**Activity: ARP: U.S. State Safety Program Update**

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

**Target: ARP: U.S. State Safety Program Update**

Finalize the State Safety Program (SSP) and deliver to the FAA Safety Management System (SMS) Committee in preparation for external and internal coordination with appropriate stakeholders.
Activity: ARP: Integrated Oversight Policy Implementation
Implement FAA Integrated Oversight Order, by evolving safety oversight models to become risk-based, inter-operable, and data-driven.

Target: ARP: Integrated Oversight Policy Implementation
Finalize Integrated Oversight Policy (IOP) implementation plan.

Target: ARP: Integrated Oversight Policy Implementation
Develop IOP implementation dashboard with measures and metrics to track and report progress, and start implementation tasks.

Initiative: Data Standardization
Improve the collection, management, and integration of safety data on transportation-related fatalities and serious injuries, and their precursors, to enhance safety analysis across the agency.

Activity: ARP: Aviation Safety Data Governance Standardization Team
Establish agency-wide, aviation safety data governance requirements.

Target: ARP: Aviation Safety Data Governance Standardization Team
Deliver an agency-wide assessment of safety data governance standards and requirements to the FAA Safety Data and Analysis Team (SDAT) and the FAA Safety Management System (SMS) Executive Council.

Activity: ARP: Hazard Library Tactical Team
Provide the agency a centralized point of reference for hazard identification information and safety-related work products.

Target: ARP: Hazard Library Tactical Team
Release Hazard Library, populated with 14 CFR Part 121 hazard data and information, to the FAA Safety Data and Analysis Team (SDAT) and the FAA Safety Management System (SMS) Executive Council.

Initiative: Runway Incursion Mitigation (RIM)
Increase surface safety by implementing solutions through the Runway Incursion Mitigation program.

Activity: Implement RIM Program
Identify, prioritize and mitigate airport locations with history of runway incursions.

Target: Implement RIM Program
Develop draft FY20-26 schedule and associated cost estimates for mitigation projects at RIM locations.
Target: Implement RIM Program
Begin mitigation projects by starting the planning, design or construction (or implement mitigation procedures for non-capital project solutions) at 15 RIM locations.

Target: Implement RIM Program
Update draft report of RIM projects to date.

Initiative: Part 139 Program Oversight
Increase safety at the Certificated Airports by providing national guidance and enhancing oversight over the Part 139 program.

Activity: Provide national guidance and oversight enhancement of Part 139 inspection program
Improve standardization and consistency of 14 CFR Part 139 compliance methodologies across regions.

Target: Provide national guidance and oversight enhancement of Part 139 inspection program
Assess Airport Certification Safety Inspector (ACSI) inspection and compliance data to identify the top area of regulatory application/compliance inconsistencies for "C" coded discrepancies.

Target: Provide national guidance and oversight enhancement of Part 139 inspection program
Develop specific awareness, training tools or methods to assure standardization for identified inspector inconsistencies.

Target: Provide national guidance and oversight enhancement of Part 139 inspection program
Provide Change 1 draft of 5280.5D, Inspector Handbook for regional review.

Activity: Exercise individual regional audit over the Part 139 inspection program
Conduct two individual audits of selected regional Part 139 inspection programs.

Target: Exercise individual regional audit over the Part 139 inspection program
Coordinate with AAS-1/2 to identify regions slotted for audits.

Target: Exercise individual regional audit over the Part 139 inspection program
Conduct one regional audit, and produce documentation of any discoveries, from a specific identified regional inspection program. Due April 30, 2019

Target: Exercise individual regional audit over the Part 139 inspection program
Conduct a second regional audit, and produce documentation of any discoveries, from a specific identified region inspection program.
Activity: Develop a schedule of Airport Certification Safety Inspector desiring to participate in cross regional inspections
Prioritize cross-training inspector cadre according to needs of inspector pursuing the cross training effort.

Target: Develop a schedule of Airport Certification Safety Inspector desiring to participate in cross regional inspections
Establish availability of cross regional inspection funding/resources.

Target: Develop a schedule of Airport Certification Safety Inspector desiring to participate in cross regional inspections
Notify each region of cross training.

Target: Develop a schedule of Airport Certification Safety Inspector desiring to participate in cross regional inspections
Compile/completion of a list of inspector cross regional inspection participants.

Initiative: Global Aviation Safety
Increase global aviation safety by participating in the development of ICAO standards and providing technical assistance around the world based on U.S. aviation standards and best practices.

Activity: Provide Global Leadership in Aerodrome Safety
Provide subject matter expertise for airport technical assistance and safety assessments at international airports.

Target: Provide Global Leadership in Aerodrome Safety
Coordinate at least one (1) airport certification/inspection/shadow ACSI event in/for the Caribbean/NAC/Latin America/Asia Pacific region.

Target: Provide Global Leadership in Aerodrome Safety
Invite three (3) States to shadow ACSI's in the U.S. and foster working level exchange of best practices pertaining to aerodrome certification.

Target: Provide Global Leadership in Aerodrome Safety
Assist at least two (2) States by providing workshops or technical assistance as requested.

Target: Provide Global Leadership in Aerodrome Safety
Share runway safety, Airport Certification or Emergency Preparedness best practices with at least two (2) Caribbean States.
Target: Provide Global Leadership in Aerodrome Safety
Engage Mexico and promote runway safety by planning a follow-up activity from FY 2018 job-shadowing activities to provide best practices related to airport certification.

Activity: Encourage global adoption of U.S. safety standards and best practices
Participate in ICAO workgroups to advance the adoption of U.S. safety standards and best practices in order to improve safety at airports worldwide.

Target: Encourage global adoption of U.S. safety standards and best practices
Support ICAO Workgroups related to aerodromes to effectively harmonize divergent standards and to ensure continued U.S. influence at ICAO.

Target: Encourage global adoption of U.S. safety standards and best practices
Support ICAO Workshops, Runway Safety, Airport Certification and other technical areas such as Wildlife and SMS.

Initiative: General Aviation Safety
Evaluate General Aviation incidents/accidents that occur on any NPIAS airport within the United States, and its territories. Use this information to develop a risk-based approach for prioritizing recommendations, and/or providing additional safety oversight measures.

Activity: Develop framework for accident/incident evaluation
Develop a plan to determine what data would be required to evaluate elements of the airport that have contributed to accidents/incidents.

Target: Develop framework for accident/incident evaluation
Create a working group to evaluate what type of data, the source of the data and who will collect the data. Due January 31, 2019

Target: Develop framework for accident/incident evaluation
Gather and analyze historical data to determine what (if any) airport elements contributed to an aircraft accident or incident.

Target: Develop framework for accident/incident evaluation
Based on the data, provide a draft report showing the prioritized focus areas where oversight should be expanded to improve GA safety.

Initiative: Airport Master Records
By working with states, U.S. territories and other stakeholders, enhance safety by improving the accuracy of the Airport Master Record (5010) and the U.S. Chart Supplement data.

Activity: Enhance State Responsibilities
Empower States and U.S. territories to be more proactively engaged in aeronautical data collection, verification, and submission activities.
Target: Enhance State Responsibilities
Identify and evaluate roles, efforts and allowances currently performed by States in support of activity target 2.

Target: Enhance State Responsibilities
Identify and prepare updated draft guidance surrounding data collection methods.

Activity: Aeronautical Data Review
Reevaluate necessary resources required to focus on aeronautical data collection and enforcement of corresponding policies to improve efficiency and accuracy of data management.

Target: Aeronautical Data Review
Convene a working group to evaluate gaps and inconsistencies in aeronautical data responsibilities within the Office of Airports. Identify solutions and the associated processes.

Initiative: Reduce Wrong Surface Events
Reduce the risk of wrong surface events by addressing airport mitigations in the 2017 Safety Risk Management Document (SRMD) and taking action on key airport recommendations from the August 2018 FAA Safety Summit.

Activity: Wrong Surface Departure/Landing Mitigations
Develop a plan of action on wrong surface departure and landing events, including evaluation of suggestions from the FAA 2018 Safety Summit and mitigations from the 2018 Wrong Surface SRMD impacting airports.

Target: Wrong Surface Departure/Landing Mitigations
Address airport action #15 from Table 2 of the 2018 Wrong Surface Safety Risk Management Document (SRMD). Due January 15, 2019

Target: Wrong Surface Departure/Landing Mitigations
Review the wrong surface events to develop a short-list of events that possibly have contributing factors involving airport geometry or visual aids.

Target: Wrong Surface Departure/Landing Mitigations
Review new ideas obtained at the FAA Safety Summit and recommend potential solutions for further research and development.

Target: Wrong Surface Departure/Landing Mitigations
Develop a report on findings and provide recommendation for top airport mitigation for wrong surface landings and departures. Due September 30, 2019
Infrastructure
Invest in Infrastructure to Ensure Safety, Mobility, and Accessibility and to Stimulate Economic Growth, Productivity and Competitiveness for American Workers and Businesses.

Project Delivery Planning  Environment Funding and Finance
Facilitate expanded infrastructure development, modernization, and construction in both rural and urban communities by fostering more efficient and collaborative planning and construction techniques, accelerating project approval, leveraging all sources of funding, and promoting innovative financing while maintaining environmental stewardship.

Initiative: NextGen
Support National Airspace System (NAS) modernization and evolution through infrastructure improvements, technology, information sharing, and community engagement.

Activity: Develop strategy to improve infrastructure through Airport Improvement Program (AIP) for rural communities.
Provide support to sustain and improve the safety and operability of rural airports.

Target: Administer AIP Grant Program
Administer the $1B supplemental AIP grant program as described in the FY18 Omnibus Bill such that rural airports receive the priority consideration for funds as required in the Bill.

Initiative: Major Airport Development
Support delivery of major airport development that will significantly benefit the NPIAS through a combination of federal, state, and local funding, and private investment. Provide guidance and support for large hub airports with National Airspace System (NAS)-wide impacts, leveraging state and local funding.

Activity: Managing Airport Development Projects
Provide guidance and support for large hub airports with National Airspace System (NAS)-wide impacts, leveraging state and local funding.

Target: Managing Airport Development Projects - Chicago O'Hare International Airport (ORD)
Support 11/5/2020 commissioning of new Runway 9C/27C at Chicago O'Hare International Airport (ORD) with the approval of the Part 139 Airport Sign and Marking Plan for Runway 9C/27C including associated taxiways.

Target: Managing Airport Development Projects - Dallas Fort Worth Airport (DFW)
Provide guidance and support for the construction of the Southwest End Around Taxiway at Dallas Fort Worth (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.
Target: Managing Airport Development Projects - Los Angeles World Airports (LAWA)

Support Los Angeles World Airports (LAWA) in preliminary planning and stakeholder communication regarding LAWA’s proposed North Airfield Safety Improvement Program (NASIP) Environmental Assessment.

Activity: Airport Privatization

Provide technical support to sponsors interested in the Airport Privatization Program and explore additional options.

Target: Airport Privatization

Prepare a draft report for internal review on feasibility of partial privatization. Due December 31, 2018

Target: Airport Privatization

Hold a listening session with P3 practitioners to discuss applicability in aviation development (e.g., FAQs, best practices). Then, develop a white paper that outlines the best practices identified.

Activity: Airports Support for Northeast Corridor (NEC)

Participate in NEC Initiative to facilitate coordinated airport related development to improve efficiency and capability.

Target: Airports Support of Northeast Corridor (NEC) - John F. Kennedy Airport

Provide support for JFK’s reconstruction of Runway 13L/31R.

Target: Airports Support of Northeast Corridor (NEC) - Boston Logan International Airport

Assist Boston Logan International Airport with their industry-driven benefits analysis of a potential non-federal GBAS installation.

Target: Airports Support for Northeast Corridor (NEC) - Philadelphia International Airport

In support of taxiway/surface flow optimization at Philadelphia International Airport - analyze high-speed exit options on Runway 27L in support of the airport’s benefit assessment.

Activity: Infrastructure Investment for National Operational Impact

Infrastructure Investment for National Operational Impact
Target: Infrastructure Investment for National Operational Impact (Collaboration between ARP, ATO and ANG)

Collaboration between ARP, ATO and ANG, to leverage and refine ongoing airport capacity evaluation efforts that result in the identification of congestion factors at Core 30 airports.

Target: Infrastructure Investment for National Operational Impact (Use identified congestion factor to identify current or emerging trends)

Use identified congestion factor to identify current or emerging trends and constraints within the airport environment. Use results to work with airport sponsors to identify potential solutions including capacity infrastructure projects at airport in 2020 and beyond. 2019

Initiative: FAA Reauthorization Legislation

Ensure that ARP personnel implement changes resulting from FAA reauthorization legislation.

Activity: FAA Reauthorization Legislation

Ensure that ARP personnel implement changes resulting from FAA reauthorization legislation.

Target: Implement FAA Reauthorization Legislation

Meet targets for implementation of FAA Reauthorization as outlined in the Legislative Implementation Plan (LIP) throughout the year.

Life Cycle and Preventive Maintenance

Keep the Nation’s transportation infrastructure secure and in a state of good repair by maintaining and upgrading existing systems in rural and urban communities.

Initiative: Runway Pavement Maintenance

Ensure airport infrastructure is kept in a safe and serviceable condition through capital improvements and airport inspections.

Activity: Ensure runway pavement is kept in a safe and serviceable condition

Ensure runway pavement is kept in a safe and serviceable condition through capital improvements and airport inspections.

Target: Ensure runway pavement is kept in a safe and serviceable condition

Maintain eligible 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.

Target: Ensure runway pavement is kept in a safe and serviceable condition

Monitor and report on the condition of the paved runways at NPIAS airports that are in Excellent, Good, or Fair condition by September 30, 2019
Activity: Runway Type Usage
Incorporate runway categorization (primary, secondary, crosswind, additional) and AIP runway eligibility data into System of Airport Reporting (SOAR) (ARP).

Target: Runway Type Usage
Finalize the draft methodology/process for categorizing runways, to incorporate field review and comment.

Target: Runway Type Usage
Provide data and functional requirements for incorporating runway type data into SOAR-authored reports.

Target: Runway Type Usage
Conduct internal webinars for FAA staff, and external webinars for states, consultants, and airports on runway type eligibility.

Target: Runway Usage
Enter runway data into SOAR for the Large, Medium and Small hub airports.

Initiative: Safe and Serviceable Airports
Ensure runway pavement is kept in a safe and serviceable condition through capital improvements.

Activity: Pavement Management Program
Develop method to ensure the Airport Pavement Management Program (PMP) is consistently defined and implemented in accordance with special conditions and the grant assurance.

Target: Pavement Management Program
Create a working group to analyze the feasibility, actions required, and associated workload and resources required (by FAA, states and sponsors) to incorporate the recommendations of an Airport’s PMP into the ACIP, if appropriate.

Target: Pavement Management Program
Workgroup develops recommendations and action items to incorporate the recommendations of the Airport’s PMP into the ACIP, if appropriate.

Target: Pavement Management Program
Workgroup briefs ARP leadership on recommendations.

Initiative: Airport Infrastructure
Improve airport infrastructure through prioritization of resources, technical support and oversight, as well as the exploration of new technologies.
Activity: AIP-PFC Eligibility
Determine if technological solutions to address capacity, efficiency or other constraints could be considered for potential AIP-PFC eligibility.

Target: AIP-PFC Eligibility
Review (and either validate or update) eligibility and procurement rules for LED lighting for airports, based on LED research recently conducted by the FAA and incorporated into Engineering Briefs. Due September 30, 2019

Initiative: Disaster Preparedness
Facilitate enhanced disaster preparedness and recovery to improve airport resiliency.

Activity: Severe Weather
Complete research report examining severe weather resiliency considerations in airport development.

Target: Severe Weather
Finalize research report examining severe weather resiliency in ARP program guidance.

Innovation
Lead in the Development and Deployment of Innovative Practices and Technologies that improve the Safety and Performance of the Nation's Aviation System.

Development of Innovation
Encourage, coordinate, facilitate, and foster world-class research and development to enhance the safety, security, and performance of the Nation’s transportation system.

Initiative: UAS and Integrated Pilot Program (Coordination )
The FAA will enable the safe and secure integration of Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS).

Activity: ARP: UAS Integration Pilot Program
Through the UAS Integration Pilot Program (UAS IPP), the FAA will partner with state, local, and tribal governments to undertake projects that will provide the necessary data to inform future rulemaking activities, processes and procedures.

Target: ARP: UAS Integration Pilot Program
Issue Approval for Part 135 Certificate.

Target: ARP: UAS Integration Pilot Program
Demonstrate capability for advanced UAS operations by enabling 5 distinct Beyond Visual Line of Sight operations and 3 distinct Operations Over People operations.
Target: ARP: UAS Integration Pilot Program
Develop a strategic communications plan for the IPP by February 15, 2019 and use it to amplify at least 20 FY2019 milestones, public/media events and community engagements of the 10 Lead Participants by September 30, 2019.

Initiative: Safe Integration of Unmanned Aircraft Systems (UAS) Operations
Inform airport sponsors about the safe integration of UAS operations on airports by increasing awareness of safe, allowable and useful applications.

Activity: Establish ARP UAS Liaisons
Establish regional and headquarter UAS liaisons to stay abreast of UAS programs and developments and help determine impacts to airport sponsors. Assist airport sponsors and state agencies as required. Assist with the coordination with AFS/ATO/ASH and other key stakeholders.

Target: Establish ARP UAS Liaisons
Identify regional and headquarter liaisons to assist with the development of UAS guidance and to become regional resources for airport sponsors.

Target: Establish ARP UAS Liaisons
Develop procedures to keep field UAS liaisons knowledgeable on UAS initiatives and developments.

Activity: Develop UAS Reference Guide
Develop a reference guide to increase sponsor awareness of safe, allowable and useful applications and when certain actions are required.

Target: Develop UAS Reference Guide
Prepare draft UAS reference guide.

Activity: Evaluate UAS Technologies
Investigate the performance, capability, and reliability of UAS technologies to determine their capability to perform on airport applications. This may include wildlife surveillance and mitigation, airport pavement evaluation, airport self-inspections, ARFF surveillance, perimeter security, aerial surveying, etc.

Target: Evaluate UAS Technologies
Participate in or sponsor demonstrations of potential sensor technology for airport applications.

Target: Evaluate UAS Technologies
Identify potential UAS applications for further development and complete a report of the findings.
Initiative: Safe Integration of Commercial Space Activity
Continue to support developing commercial space policies and processes necessary for safe integration.

Activity: Accommodate new entrants
Develop commercial space policy and review launch site activity.

Target: Accommodate new entrants
Continue ongoing coordination with Office of Commercial Space (AST) in the development of commercial space policy.

Target: Accommodate new entrants
Review launch and/or reentry site and launch vehicle license applications for proposed commercial space activities on or near airports.

Target: Accommodate new entrants
Develop information briefing for Regions/Airport District Offices (ADOs) on current issues and guidance for commercial space operations.

Initiative: Improve Data Management Systems
Improve capabilities of individual data management systems (SOAR, AGIS, ADMS, OE/AAA, etc.) and provide integrated data tools supporting enhanced business analytics for ARP employees.

Activity: Create Airports Document Management System (ADMS) system
Create new electronic document management system for ARP documents and records.

Target: Create Airports Document Management System (ADMS) system
Develop a Memorandum of Understanding (MOU) with AIT regarding ADMS implementation and operational support that is specific, measurable, achievable, relevant and time-bound. Due April 30, 2019 or 60 days after AIT management has approved an enterprise document management solution.

Target: Create Airports Document Management System (ADMS) system
In coordination w/AIT, conduct testing of all ARP document management requirements against AIT’s enterprise document management testing platform. Due 30 days after AIT’s test environment implementation.

Target: Create Airports Document Management System (ADMS) system
Conduct a pilot implementation of ADMS 45 days after completion of ARP’s requirement testing.
**Target: Create Airports Document Management System (ADMS) system**
Brief Regional and Headquarters (HQ) Directors of proposed ADMS file structure.

**Target: Create Airports Document Management System (ADMS) system**
Develop ADMS implementation plan and training strategy.

**Activity: State Block Grant Enhancements in Obstruction Evaluation/Airport Airspace Analysis (OE/AAA)**
Incorporate Block Grant State airspace review into the OE/AAA system.

**Target: State Block Grant Enhancements in Obstruction Evaluation/Airport Airspace Analysis (OE/AAA)**
Establish block grant state requirements for the OE/AAA system.

**Target: State Block Grant Enhancements in Obstruction Evaluation/Airport Airspace Analysis (OE/AAA)**
Establish implementation plan and costs. Provide the requirements to the contractor. Due May 31, 2019

**Target: State Block Grant Enhancements in Obstruction Evaluation/Airport Airspace Analysis (OE/AAA)**
Conduct user acceptance testing for new block grant state modules.

**Activity: Improve, transform and integrate SOAR**
Improve, transform and integrate SOAR to gain productivity and increase information availability and timeliness.

**Target: Improve, transform and integrate SOAR**
Prepare implementation plan to pilot e-signature.

**Target: Improve, transform and integrate SOAR**
Develop at least four enhancement ideas submitted by system users from SOAR findings and ideas as improvements in legacy system or new "transformative" additions.

**Target: Improve, transform and integrate SOAR**
Complete at least two transformation pilots in FY 2019.

**Activity: Database Optimization**
Identify long-term data integration requirements for ARP used databases.

**Target: Database Optimization**
Create user workgroup to explore database consolidation/integration options.
Target: Database Optimization
Identify ARP used databases, the data they hold, data sources (owners), and frequency of updates.

Target: Database Optimization
Create a web diagram identifying common data shared across all directorates and/or databases. Due April 30, 2019

Target: Database Optimization
Create and compare various options for database consolidation/integration options.

Target: Database Optimization
Prepare draft report outlining evaluation of ARP databases and consolidation/integration options.

Deployment of Innovation
Accelerate and expand the deployment of new technologies and practices by reducing barriers to innovation and actively promoting innovations that enhance the safety and performance of the Nation’s transportation system.

Initiative: Airport Facility Improvements
Conduct timely research to allow for innovative solutions for improvement to airport facilities, equipment and/or construction materials.

Activity: Conduct performance testing of Warm Mix Asphalt
To help develop FAA specifications for the use of Warm Mix Asphalt for airport pavements, compare rutting (at high pavement temperature) and fatigue performance of P401 Hot Mix Asphalt (HMA) and Warm Mix Asphalt (WMA) at the National Airport Pavement Materials Research Center.

Target: Conduct performance testing of Warm Mix Asphalt
Complete construction of six test sections.

Target: Conduct performance testing of Warm Mix Asphalt
Complete uniformity tests (nondestructive testing) on the six test sections.

Target: Conduct performance testing of Warm Mix Asphalt
Complete laboratory testing of hot mix asphalt (HMA) and warm mix asphalt (WMA) mixes.

Target: Conduct performance testing of Warm Mix Asphalt
Complete high temperature rutting tests on four lanes.
Activity: Conduct Paint Durability Field Study at Sky Harbor Phoenix International
Evaluate performance (durability) of airfield paints at an airport situated in a hot-dry climate.

Target: Conduct Paint Durability Field Study at Sky Harbor Phoenix International
Conduct field performance evaluation of various airfield paints at an airport situated in a hot-dry climate.

Activity: Construct Fire Testing Research Laboratory
Construct Fire Testing Research Laboratory at the FAA Technical Center, for future large scale testing and evaluation of alternates to aqueous film-forming foam (AFFF) fire extinguishing agents using Military Performance Specification MIL-PRF-24385F, Fire Extinguishing Agent, Aqueous film-Forming Foam (AFFF) and International Civil Aviation Organization (ICAO) Performance Level C test protocols.

Target: Construct Fire Testing Research Laboratory
Complete construction.

Accountability
Serve that Nation with Reduced Regulatory Burden and Greater Efficiency, Effectiveness and Accountability.

Regulatory Reform
Reduce current regulatory burdens and bureaucracy to ensure a safe, efficient, accessible, and convenient transportation system for people and commerce.

Initiative: Regulation Reform
Reduce the Regulatory Burden on the Transportation Industry & Public While Still Achieving Safety Standards

Activity: ARP:Positive Executive Order 13771 Implementation (2 for 1)
Regulatory Budget Oversight.

Target: ARP:Positive Executive Order 13771 Implementation (2 for 1)
Review grant assurances to determine which policies can be changed to reduce regulatory burden and recommend statutory changes as appropriate.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)
Utilize the EEO/Diversity and Inclusion Action Committee (EAC) to create, oversee and support a diverse and inclusive workplace.
Activity: ARP Ensure a Diverse and Inclusive Workforce

• ARP will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.

• Assist in development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF).

• Provide EEO training to managers and employees.

• Managers engage in the mediation/facilitation process.

Target: Reasonable Accommodations (RA)/Reasonable Accommodations Management System (RAMS) Training

Ninety percent (90%) of all new managers and supervisors must complete Reasonable Accommodations (RA) and Reasonable Accommodations Management System (RAMS) training within one year of newly appointed supervisory position. This goal will be tracked on a bi-monthly basis through the EEO Action Committee (EAC) for Diversity and Inclusion.

Target: Reasonable Accommodations

Ensure 90% of ARP reasonable accommodation requests are processed within 25 business days or less.

Target: Improve Participation/Outreach

Develop strategies to improve the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women by providing resources and data analysis to LOB/SOs to increase the workforce as compared to the civilian labor workforce (CLF) and/or MD-715, Part J). These strategies will address hiring, training, career progression opportunities and will be deployed and tracked through the EAC Workgroups.

Target: EEO Training

Monitor the delivery of EEO training to 70% of ARP managers and 20% of ARP employees.

Target: Mediation

Ensure that 75% of all ARP managers engage in mediation when requested by employees.

Initiative: Environmental Streamlining

Develop a plan to further streamline existing environmental review requirements to support airport development.
Activity: New or Revised Categorical Exclusion
ARP will consider ways to streamline environmental reviews using National Environmental Policy Act (NEPA) Categorical Exclusions.

Target: New or Revised Categorical Exclusion
Identify potential new or revised NEPA Categorical Exclusions.

Target: New or Revised Categorical Exclusion
Gather supporting information on potential new or revised NEPA Categorical Exclusions for APP agreement and approval.

Initiative: Grant Obligations Regulatory Burden Reduction
Review existing Grant Obligations and evaluate opportunities to reduce regulatory burden while protecting the Federal investment in the National Airport System.

Activity: Reduce burdensome forms and reports not required by statute
Reduce the administrative burden on NPIAS airports that receive AIP funding.

Target: Reduce burdensome forms and reports not required by statute
Determine legal basis of data collection forms added in the last ten years (final 271s, 425s, Quarterly Reports, Sponsor Risk Assessments, or Sponsor Grant Certifications).

Activity: Simplify data collection through automation
Determine which statutory reporting requirements of airport sponsors can be integrated through automation.

Target: Simplify data collection through automation
Evaluate Airport Division's national applications that can identify, process and receive data to produce real-time information.

Activity: Reduction in Grant Assurances
Review all the Airport Improvement Program Grant Assurances, and determine the root nature for the development of the assurances (statute, FAA policy, etc.). Using this information, develop potential changes to FAA Order 5190.6B - Airport Compliance Manual, to reduce or eliminate the regulatory burden of the assurances while still protecting the federal investment on in the NAS.

Target: Reduction in Grant Assurances
Review the assurances and identify those where regulatory burden could be reduced by modified guidance.

Target: Reduction in Grant Assurances
Complete study and outline potential changes.
Initiative: Recommendations for Non-Aeronautical Commercial Leasing
Review existing policy and identify changes in support of legislation on the Use/Leasing of Airport Land and Facilities for non-aeronautical use.

Activity: Better Utilization of Airport Property
Study concepts that would enable airports to better utilize airport property for non-aeronautical revenue production.

Target: Better Utilization of Airport Property
Study and develop a policy paper to determine the feasibility of non-aero lease of airport property with terms longer than 50 years identifying parameters, conditions and concerns for long-term lease guidance.

Target: Better Utilization of Airport Property
Study and recommend potential changes to guidance to increase interim use of non-aeronautical use of aeronautical property beyond the current 5 year limitation - recommend multiple ranges to accommodate different uses.

Mission Efficiency and Support
Support mission requirements by efficiency and effectively planning for and managing human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and other mission support services.

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.

Activity: Awarding of Procurement Dollars (ARP)
Award procurement dollars to small business, with special emphasis on procurement opportunities for small disadvantaged business, service-disabled veteran-own small businesses, and women owned small businesses.

Target: Awarding of Procurement Dollars Target
Award at least 25% of the total ARP procurement dollars to small businesses.

Initiative: 1: Shared Services
Initiative Description: AHR will work internally and in collaboration with DOT and other federal agencies on efforts to establish shared service models for the delivery of crucial processes and systems to improve customer service.
Activity: Business Partner Review
Refine model for delivery of HR activities across the agency to improve the efficient utilization of resources.

**Target: Review, Staff Performance - ARP**
Complete initial review of LOB/SO staff performing HR functions and time spent. Document recommendations for further process improvement analysis across various HR disciplines. (AHR-100) (ALL LOB/SOs)

**Target: Updated AHR Processes - ARP**
Collaborate with AHR to respond to the Management Board Reduction Initiative Data call. AHF, AHL, AHD, ARP, AGI, ASH, AGC, ATO, AFN, ACR

**Target: Revised AHR Model - ARP**
Collaborate with AHR by attending and participating in the Management Board Reduction Initiative Follow-up Conference. AHF, AHL, AHD, ARP, AGI, ASH, AGC, ATO, AFN, ACR

Initiative: Workforce Transformation
Manage talent through recruitment, training, retention and awards programs.

**Activity: Workforce Training**
To build an Airports workforce that is prepared for the future, ARP will explore and promote training, leadership development (e.g., PEL, ALDP, etc.) and other opportunities for employees to grow and progress in their career.

**Target: Workforce Training**
Develop a list of best practices for onboarding, mentoring and training of new employees and share with the various regions and headquarters for possible implementation.

**Activity: Workforce Awards**
The Office of Airports (ARP) will explore all available awards programs (time off awards, on spot awards, etc.) in use by other offices across Airports (headquarters, regional, and local) to assess the relevancy of these programs to ARP.

**Target: Workforce Awards**
Establish a team to assess ARP awards programs and recommend improvements, in accordance with FAA policies, that acknowledge employee accomplishments.

Initiative: Airport Employee Engagement
Develop strategies to improve communication between headquarters, regions and field offices, and between managers and employees.
Activity: Employee Satisfaction
ARP will analyze the results of the most recent FedView Employee Survey and develop strategies to improve employee satisfaction and communication between employees and managers across all levels of the organization.

**Target: Employee Satisfaction**
Share the results of the recent employee survey with employees in a transparent manner within 30 days of its availability to managers. Due September 30, 2019

**Target: Employee Satisfaction**
Develop a corporate message to share with employees within 45 days of release of employee survey results.

**Target: Employee Satisfaction**
Each office (at the smallest level available from the survey) will review the results together (employees and their managers) and identify potential improvements to address weaknesses and build on strengths within 60 days after the release of the survey result to ARP managers.

Activity: Training Communication
In an effort to strengthen communication between headquarters and regions and foster a team approach; ACO will support increased collaboration by providing resources and tools (e.g., GoToMeeting, Zoom, etc.) to better and more readily communicate.

**Target: Training Communication**
Create a draft Manager’s toolkit identifying training and career development including all training implemented in FY19 and provide to management.

**Target: Training Communication**
Create an Employees Guide to Training and Career Development.

Activity: Airport Planning Priority
Initiate a pilot program utilizing the Regional lead planners and APP-400 airport planners to identify and develop an action plan for high priority national planning issues.

**Target: Airport Planning Priority**
Develop a list of no more than five (5) high priority national airport planning issues.

**Target: Airport Planning Priority**
Submit a proposed draft action plan.
**Activity: Knowledge Sharing**

ARP will develop a program that allows employees to work at other levels (ADO, region, headquarters) and other regions in order to share knowledge, cross-train, and improve communication between the offices.

**Target: Knowledge Sharing**
Create a team of employees to evaluate existing procedures allowing employees to cross train and participate in teams.

**Target: Knowledge Sharing**
Develop a draft plan and brief senior leadership and regional directorates.

**Initiative: Safety Management System (SMS)**

Review and update as appropriate ARP Safety Management System, Order, guidance and training material.

**Activity: Internal SMS**

Promote internal Safety Management by updating Safety Management System Policy to maintain consistent risk-based decisions.

**Target: Internal SMS**
Conduct second round coordination of Order 5200.11 with other FAA lines of business.

**Target: Internal SMS**
Adjudicate comments received from second FAA coordination.

**Target: Internal SMS**
Prepare new draft Order 5200.11 for AAS review.

**Target: Internal SMS**
Update the Safety Assessment Screening Forms (SAS-1 and SAS-2) to reflect changes in Order.

**Initiative: Grant Administration**

Make changes to the grant administration process, at headquarters and in the field, to increase efficiency by reducing redundancies, applying risk based decision-making, eliminating procedural barriers, and eliminating outdated requirements.

**Activity: Grant Administration Efficiency**

Evaluate and implement, as appropriate, the efficiency recommendations developed by the Grant Efficiency Focus (GEF) team in FY18.
Target: Grant Administration Efficiency
Collaborate to finalize the draft national standard grant file index for grant docket books developed in FY18, consistent with current version of the AIP Handbook (5300-38D).

Target: Grant Administration Efficiency
Field test the Headquarters Grant Review Checklist in FY19 and provide comments/revisions.

Initiative: Part 13 Complaints
Develop Regional reporting requirements for Part 13 informal complaints.

Activity: Enhance information sharing of Part 13 informal complaints
Enhance information sharing of Part 13 informal complaints.

Target: Enhance information sharing of Part 13 informal complaints
In coordination with the regions, ACO will determine Part 13 data to be collected by the regions on informal Part 13 cases.

Target: Enhance information sharing of Part 13 informal complaints
ACO will verify that each Region has a process in place for quarterly reporting.