



**Federal Aviation  
Administration**



**Airports**  
*Fiscal Year 2010 Business Plan*

800 Independence Avenue, SW  
Washington, DC 20591

[www.faa.gov](http://www.faa.gov)

# 2010 ARP Business Plan

As an organization, the Office of Airports (ARP) provides leadership to the aviation and airport industries in planning and developing a safe and efficient national airport system to satisfy the needs of U.S. aviation interests, with due consideration for economics, environmental compatibility, local proprietary rights, and safeguarding the public investment. We do this by providing grants to airports to assist in development of airports, regulating and inspecting commercial service airports under Part 139 of the Federal Aviation Regulations, developing engineering standards for airport design, lighting and marking, aircraft rescue and firefighting, wildlife hazard mitigation, and pavement design and construction. We are focused on improving runway safety and have key initiatives underway for improving runway safety areas to the extent practicable and for reducing runway incursions by improving airport lighting and marking. In addition we conduct a research and development program to develop new engineering specifications and guidance, and provide international leadership at the International Civil Aviation Organization (ICAO) on airport issues.

## Increased Safety

ARP establishes regulations for safe operation of commercial service airports and regularly inspects certificated airports for compliance. In FY 2010, we are emphasizing efforts to continue the reductions in runway incursions caused by vehicle/pedestrian deviations. This will require focusing on driver training, as well as implementation of approved Runway Safety Action Team recommendations. We also have a special emphasis program to accelerate improvements to runway safety areas that don't meet current standards. In addition, ARP supports research in airport technology to develop improvements in airport marking and lighting, airport rescue and fire fighting, airport planning and design, and mitigation of wildlife hazards near airports. Further, the Airport Improvement Program (AIP) provides priority consideration for funding safety-related development for airports that benefit both commercial service and general aviation operations.

### Flight Plan Target: Commercial Air Carrier Fatality Rate

Cut the rate of fatalities per 100 million persons on board in half by FY 2025. FY 2010 Target: 8.1

### Strategic Initiative: NTSB Safety Issues

Address the National Transportation Safety Board's identified issues.

### Strategic Activity: National Transportation Safety Board (NTSB) Safety Recommendations

Address the National Transportation Safety Board's (NTSB) identified safety issues.

#### Activity Target 1:

Complete FAA actions acceptable to the Administrator on two (2) NTSB open items. Due August 30, 2010

### Strategic Initiative: Runway Safety Areas

Where practical, upgrade Runway Safety Areas to meet standards.

### Strategic Activity: Runway Safety Area (RSA)

Complete all practicable Runway Safety Areas (RSA) improvements by the end of FY 2015.

#### Activity Target 1:

Identify RSA improvement projects to be considered for Airport Improvement Program (AIP) funding in FY 2011. Due June 1, 2010

#### Activity Target 2:

Provide RSA completion status report. Due June 30, 2010

#### Activity Target 3:

Complete 26 priority RSA improvements by September 30, 2010, (AAL- 2; ACE- 0; AEA- 11; AGL-4; ANE- 2; ANM- 1; ASO- 0; ASW- 0; AWP- 6. Due September 30, 2010

#### Activity Target 4:

Complete 11 Non-Priority RSA improvements by September 30, 2010. (AAL- 0; ACE- 1; AEA- 0; AGL- 2; ANE- 0; ANM- 0; ASO- 1; ASW- 4; AWP- 3) Due September 30, 2010

#### Activity Target 5:

Each region provide a status report and improvement project schedule as appropriate for all commercial runways at each large hub airport. Due November 30, 2009

### Strategic Initiative: Part 139 Certified Airports

Improve safety at Part 139 certificated airports through airport design standards and inspections.

### Strategic Activity: Improve safety at Part 139 certificated airports

Improve safety at Part 139 certificated airports through airport design standards and inspections.

#### Activity Target 1:

Complete 95% of planned Part 139 inspections. Due September 30, 2010

**Activity Target 2:**

Regions develop plans for FY 2011 Part 139 inspections. Plans should include data to show inspectors do not inspect the same airport more than 3 years in a row. Plans will be due to Airport Safety & Operations (AAS-300). Due August 30, 2010

**Activity Target 3:**

Airport Safety & Operations (AAS-300) review regional inspection plans for FY 2011 for conformance to policy and provide comments and/or approval. Due September 30, 2010

**Strategic Activity: Implement Call for Action Items**

Improve safety at Part 139 certificated airports through airport design standards and inspections.

**Activity Target 1:**

Implement enhanced taxiway centerline at airports with between 1.5 million and 370,000 annual enplanements. Regions provide monthly reports to Airport Safety and Standards (AAS). Due December 31, 2009

**Activity Target 2:**

Target 2: Implement enhanced taxiway centerline at certificated airports with less than 370,000 annual enplanements. Regions provide monthly reports to Airport Safety and Standards (AAS). Due December 31, 2009

**Strategic Activity: Implement Kansas City Safety Summit Action Plan**

Improve safety at Part 139 certificated airports through airport design standards and inspections.

**Activity Target 1:**

Complete at least 90% of milestones in approved Airports plan. Due September 30, 2010

**Strategic Activity: Implement Safety Management System (SMS) rulemaking for certified airports**

Activity: Design and implement SMS for airport regulation and certification.

**Activity Target 1:**

Meet approved Rulemaking Council schedule for amending Part 139 to require airports to implement SMS. Due September 30, 2010

**Strategic Initiative: Aviation Safety Information Analysis and Sharing**

Collect safety data at a national level and consolidate the data under the Aviation Safety Information Analysis and Sharing (ASIAS) program.

**Strategic Activity: Airport Certification Safety Action Program (ACSAP)**

Airport Certification Safety Action Program

**Activity Target 1:**

Collect critical program safety and performance data on a monthly basis and report out in the

form of a monthly "Dashboard." Due by the 15th of each month. Due September 30, 2010

**Activity Target 2:**

The data analysis work group will develop procedures to implement a voluntary safety reporting program for credentialed airport certification safety inspectors and, if warranted, airport operators. These procedures will be incorporated in the Airport Certification Program Handbook. Due date to issue the draft change to the Handbook for regional review is March 30, 2010. Due date to implement voluntary reporting system is September 30, 2010. Due September 30, 2010

**Activity Target 3:**

Develop communication strategies to distribute systemic safety issues discovered through the ACSAP process to the FAA and airport personnel. Due September 30, 2010

**Flight Plan Target: General Aviation Fatal Accident Rate**

Reduce the fatal accident rate per 100,000 flight hours by 10 percent over a 10-year period (2009-2018). FY 2010 Target: 1.1

**Strategic Initiative: WAAS Approaches**

Develop and publish Wide Area Augmentation System (WAAS) approaches. In FY 2010 we will publish 500 WAAS approaches.

**Strategic Activity: Surveys funded through ARP**

Direct Airport Improvement Program (AIP) funding through State System and Master Plan Studies in support of Wide Area Augmentation System (WAAS) / Localizer Performance with Vertical Guidance (LPV) approaches.

**Activity Target 1:**

Identify candidate sites for surveys of potential WAAS/LPV approaches. Due February 28, 2010

**Activity Target 2:**

Direct AIP funding of \$4M through State System and Master Plan Studies to support AC 150-5300 -16, 17 and 18 compliant surveys for WAAS LPV/LP procedures. Due September 30, 2010

**Flight Plan Target: Alaska Accident Rate**

By the end of FY2019 reduce the Rate of Fatal and Serious Injury Accidents by 10% in 10 years. FY 2010 Target: 1.86

**Strategic Initiative: WAAS Operation**

Achieve full operational capability of WAAS by completing all hardware and software changes needed to complete the system.

## **Strategic Activity: Lateral Precision with Vertical Guidance (LPV) / Wide Area Augmentation System (WAAS) Operation**

Expand WAAS operational capability in Alaska.

### **Activity Target 1:**

Identify candidate survey sites for potential WAAS (LPV/LP) operations. Due June 30, 2010

### **Activity Target 2:**

Direct Airport Improvement Program (AIP) funding through State System and Master Plan Studies in Alaska and sponsors in support of WAAS (LPV/LP) approaches for up to 5 surveys. Due September 28, 2010

## **Strategic Initiative: Rural Airport Improvement**

Improve rural airports to permit 24-hour Visual Flight Rules (VFR) access.

### **Strategic Activity: Rural Airport Improvement**

In many rural communities, the airport provides the only year-round access. Because there are no roads linking these communities to larger cities, the airport needs to provide year-round transportation of people, food, supplies, and medical assistance/transportation when necessary.

#### **Activity Target 1:**

Identify access enhancing projects to be considered for Airport Improvement Program (AIP) funding in FY 2010. Due December 31, 2009

#### **Activity Target 2:**

Provide AIP funding for three (3) rural airports permitting access by emergency medical aircraft. Due September 30, 2010

## **Flight Plan Target: Runway Incursions (Category A and B)**

By FY 2010, reduce Category A and B (most serious) runway incursions to a rate of no more than 0.45 per million operations, and maintain or improve through FY 2013. FY 2010 Target: 0.450

## **Strategic Initiative: Human Error Risk Reduction**

Improve training, procedures, evaluation, analysis, testing, and certification to 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.

### **Strategic Activity: Improve Training and Analysis for Reducing Runway Incursions**

Analyze and investigate vehicle/pedestrian deviations (V/PD) to identify causes and prevention action.

### **Activity Target 1:**

Participate in two (2) Airport Safety and Operations Specialist courses with AAAE. Due September 30, 2010

### **Activity Target 2:**

Continue progress on rulemaking for amending Part 139 to require annual driver training for all with access to movement area. Meet milestones approved by Rulemaking Management Council. Due September 30, 2010

### **Activity Target 3:**

Produce a Quarterly VPD Analysis Report, January 15, 2010; April 15, 2010; July 15, 2010; September 30, 2010. Due September 30, 2010

## **Strategic Initiative: Improved Runway Incursion Analysis Capability**

Design, develop and implement an improved runway incursion analysis capability.

### **Strategic Activity: Runway Safety Council (RSC) Implementation Plan**

The Root Causal Analysis Team (RCAT) examines data and related information from, but not limited to, Pilot Deviations, Operational Errors and Vehicle/Pilot Deviations to determine root causal factors. The team then identifies intervention strategies to eliminate and/or mitigate the root causal factors leading up to the incident and provide a strategy for implementation of the recommendations to the RSC.

The RCAT will examine data from AFS (PD's), ATO (OE's) and ARP (V/PD's) investigations and attempt to determine root causal factors for the incident. The data used in these analyses will be a consolidation of many offices' input and will delve deep into the reasons and/or causes for the incident as well as those circumstances that allowed the incident to occur. The diverse makeup of the subject matter experts (SMEs) will enhance the capability of the team to discover those factors that have evaded discovery to date. Once these root causal factors are identified, the team will examine ways to create controls that will limit, or eliminate, their reoccurrence.

For those periods of reduced severe Category incursions, the team will use historical data to identify priority airports in an effort to mitigate hazards and offer safety recommendations to reduce risks.

The RSC will review output from the RCAT and adopt a strategy to implement the recommendations and/or call for further study of an issue.

#### **Activity Target 1:**

AJS-4 will provide an agenda at least one week prior to the RCAT meeting and identify the

serious events that will be evaluated. The agenda will be accompanied by the PD, OE, and V/VPD reported information associated with the events. ARP will assign an SME to review the information provided by AJS-4, actively participate in the RCAT process to assist in identifying root causes for the events, and provide inputs on recommended mitigations. Due September 30, 2010

## Flight Plan Target: Safety Management System

In FY 2010, implement SMS in the Air Traffic Organization, Office of Aviation Safety, and Office of Airports. In FY 2012, implement SMS policy in all appropriate FAA organizations. FY 2010 Target: 3 LOBs

### Strategic Initiative: Airport Regulation and Certification SMS

Design and implement SMS for airport regulation and certification.

#### Strategic Activity: Airport Regulation and Certification Safety Management System (SMS)

Design and implement Safety Management System (SMS) for airport regulation and certification.

##### Activity Target 1:

Issue final ARP SMS Order. Due August 30, 2010

#### Strategic Activity: Implement Airport Geographic Information System (AGIS)

Implement GIS for Airports in the National Airspace System (NAS).

##### Activity Target 1:

Integrate a Runway Safety Area Tool into AGIS. Due December 31, 2009

##### Activity Target 2:

Integrate the 5010 data collection process into AGIS. Due March 31, 2010

##### Activity Target 3:

Develop an enhanced web-based training program in support of Airport District Office (ADO), Airport Sponsors/Proponents, consultants and surveyors. Due March 31, 2010

##### Activity Target 4:

Within AGIS, ARP will provide a graphical interface for SOAR data. Due June 30, 2010

##### Activity Target 5:

Complete AGIS data collection at five pilot airports, and finalize a NAS wide financial data collection plan. Due September 30, 2010

##### Activity Target 6:

Develop an Airport Improvement Program (AIP) funding plan for AGIS surveys in 2011 Due July 30, 2010

## Flight Plan Target: Total Runway Incursions

By the end of FY 2013, reduce total runway incursions by 10 percent from the FY 2008 baseline. FY 2010 Target: -2%

### Strategic Initiative: National Runway Safety Plan

Publish a National Runway Safety Plan (NRSP).

#### Strategic Activity: 2% Reduction of Total RI Target for FY 2010

To achieve the reduction in year 2, each LOB should update their plan and schedule as to how they plan to achieve their goal for that year. 1-2-2-2-3% yearly reductions in total Runway Incursions base on FY 2008 baseline numbers by which to calculate the 2% reduction are: OEs - 165 PDs - 648 V PDs - 196 = Total of 1009. The VPD Target for FY10 is 190.

##### Activity Target 1:

Update ARP plan from FY 2009 to meet the 2% reduction in VPDs for FY 2010. Due December 31, 2009

##### Activity Target 2:

Update schedule from FY 2009 on implementation of ARP plan. Due March 31, 2010

##### Activity Target 3:

Provide monthly progress to ATO-S on Airports progress in meeting the FP Goal for FY 2010. Due September 30, 2010

##### Activity Target 4:

Category A and B VPDs (minus maintenance taxi events and ADW events) are three (3) or less in FY 2010. Due September 30, 2010

## Core Business Target: Airport Safety

Improve safety at Part 139 and General Aviation Airports in support of FAA Goal 10S1 of reducing commercial air carrier fatal accident rate to 0.010 per 100,000 departures by FY 2008.

### Core Business Initiative: Airport Safety at Part 139 Airports

Improve safety at Part 139 airports.

#### Core Activity: Airport Safety at Part 139 Airports

Improve safety at Part 139 airports.

##### Activity Target 1:

Maintain zero fatal accidents in FY 2010 due to the condition and maintenance of airfield facilities at Part 139 airports. Due September 30, 2010

**Activity Target 2:**

Regions conduct airport safety inspections per their FY 2009 work plan. Due September 30, 2010

**Activity Target 3:**

Regions develop work plan for conducting airport safety inspections for FY 2010, and provide copies to Airport Safety & Operations. Due July 30, 2010

**Activity Target 4:**

Close out 90 percent of discrepancies reported from Part 139 airport safety inspection within 90 days. Due September 30, 2010

**Activity Target 5:**

Close out 100 percent of discrepancies reported from Part 139 airport safety inspections within 180 days except those undergoing civil penalty. Due September 30, 2010

**Core Activity: Airport Safety Research**

Conduct airport safety research.

**Activity Target 1:**

Execute Airport Cooperative Research Program (ACRP) by attending ACRP Board of Governor meetings and providing appropriated funding to the Transportation Research Board. Due September 30, 2010

**Activity Target 2:**

Execute Airport Technology Research Program per approved FY 2010 Research & Development (R&D) Plan. Due September 30, 2010

**Activity Target 3:**

Develop FY 2010 Airport Technology Plan in coordination with Research Engineering Development Advisory Committee (REDAC) Airports Subcommittee. Due September 30, 2010

**Core Activity: Advisory Circulars (AC's) and Guidance**

Execute long term plan to update AC's. Maintain average age of ACs at 5.0 years.

**Activity Target 1:**

Publish 20 AC's and maintain average age of ACs at 5.0 years or less. Due September 30, 2010

**Core Activity: Airport Standards**

Ensure that infrastructure development (runways, taxiways, aprons, etc.) meet both safety and design standards.

**Activity Target 1:**

Identify standards-related projects (i.e., other than capacity projects) to be considered for Airport Improvement Program (AIP) funding in FY 2010. Due December 31, 2009

**Activity Target 2:**

Direct AIP funding to ensure infrastructure development meets safety and design standards.

Due September 30, 2010

**Core Activity: Conduct Part 139 airport safety inspections**

Conduct Part 139 airport safety inspections.

**Activity Target 1:**

Regions conduct Part 139 inspections per approved plan. Due September 30, 2010

**Activity Target 2:**

Regions develop plans for FY 2011 Part 139 inspections. Plan should include data to show that inspectors are not assigned to inspect same airport for more than 3 years in a row. Plans will be due to AAS-300. Due July 30, 2010

**Activity Target 3:**

AAS-300 review regional inspection plans for conformance to policy and provide comments and or approval. Due August 30, 2010

**Greater Capacity**

ARP will increase capacity at the 35 Operational Evolution Partnership (OEP) airports or major metropolitan areas by supporting, processing, and approving of Airport Master Plans, Environmental Studies and directing funding investments toward capacity development.

**Flight Plan Target: Average Daily Airport Capacity (35 OEP Airports)**

Achieve an average daily airport capacity for the 35 OEP airports of 103,068 arrivals and departures per day by FY 2011 and maintain through FY 2013. FY 2010 Target: 102,648

**Strategic Initiative: Airports Working Group**

The Airports Working Group will provide analysis and development of alternatives and actions plans to address anticipated capacity constraints at airports and the impact assessment of NextGen improvements on airports.

**Strategic Activity: Joint Planning and Development Office (JPDO) Airport Working Group (AWG)**

The Airports Working Group (AWG) of the Joint Planning and Development Office (JPDO) will continue to integrate its activities with the FAA's NextGen Integration and Implementation Office and the JPDO to address both near/mid and long term goals, while helping the airport community realize the benefits of NextGen.

**Activity Target 1:**

Develop multi-year NextGen Plan for ARP, incorporating FACT 2 Next Step activities, and also analysis of increasing capacity and access to small airports (general aviation and non-

primary commercial service airports). Due June 30, 2010

**Activity Target 2:**

Task the appropriate committees/subcommittees of the Airports Working Group with recommendations as outlined in the ARP NextGen Plan. Due September 30, 2010

## **Flight Plan Target: Airport Average Daily Capacity (7 Metro Areas)**

Achieve an average daily airport capacity for the 7 Metro areas of 39,484 arrivals and departures per day by FY 2009, and maintain through FY 2013. FY 2010 Target: 39,484

### **Strategic Initiative: Capacity-Enhancing Policies**

Work with the aviation community to establish the most feasible policies to enhance capacity and manage congestion.

#### **Strategic Activity: Congestion management solutions in the New York Area**

Implement congestion management solutions in the New York Area.

**Activity Target 1:**

Provide support for orders, regulations or legislation rulemaking to address congestion at the New York Metro airports as needed Due September 30, 2010

### **Strategic Initiative: Update Metro Area Impact**

Update our projections on which metropolitan areas will have the greatest impact on the total system for delays over the period of the Flight Plan.

#### **Strategic Activity: Update Metro Area Impact**

Coordinate efforts to reassess which metropolitan areas will have the most impact on the total aviation system delays over the life of the Flight Plan. Use studies such as the Future Airport Capacity Team report (Capacity Needs in the National Airspace System), Capacity Benchmarks, and the FAA Forecast to define the targeted areas and airports.

**Activity Target 1:**

FAA will discuss and review metro areas to determine any necessary changes to the target areas and airports. Due June 30, 2010

### **Strategic Initiative: Environmental Impact Studies**

Monitor and maintain scheduled progress for Environmental Impact Statements at Philadelphia and Southern Nevada (located within the 7 Metro areas).

### **Strategic Activity: Southern Nevada Supplemental Airport Environmental Impact Statement (EIS)**

Monitor and maintain scheduled progress for the Southern Nevada Supplemental Airport Environmental Impact Statement (EIS) study.

**Activity Target 1:**

Issue draft Class III Archaeology Report. Due March 30, 2010

**Activity Target 2:**

Issue draft Class I Ethnography Report. Due May 30, 2010

**Activity Target 3:**

Issue draft Air Quality affected Environmental Report. Due July 30, 2010

### **Strategic Activity: Philadelphia International Airport Environmental Impact Statement (EIS)**

Monitor and maintain scheduled progress for the Philadelphia International Airport Environmental Impact Statement (EIS) study.

**Activity Target 1:**

Issue draft air quality and conformity documents. Due December 31, 2009

**Activity Target 2:**

Issue final air quality and conformity documents. Due April 30, 2010

**Activity Target 3:**

Issue final EIS. Due August 30, 2010

### **Strategic Initiative: Planning Studies (Located within the 7 Metro areas)**

Conduct planning studies for capacity and congestion at San Francisco.

#### **Strategic Activity: San Francisco Regional Study**

Complete Phase II of the San Francisco Bay Area Regional Airport Plan.

**Activity Target 1:**

Hold public hearings on scenarios for handling potential capacity deficiencies in the San Francisco Bay Area and on criteria for evaluating the scenarios. Due March 30, 2010

**Activity Target 2:**

Issue draft final report. Due July 30, 2010

**Activity Target 3:**

Issue final report. Due September 30, 2010

**Activity Target 4:**

Identify additional regional studies being conducted within the seven (7) metropolitan areas and milestone dates to be completed in FY-2011. Due September 30, 2010

## Strategic Initiative: Metro Area Airports

Direct Airport Improvement Program funding to reduce capacity constraints and provide greater access to the 86 regional airports in the 7 Metro areas.

### Strategic Activity: Funding Metro Area Airport Infrastructure Improvements (other than Operational Evolution Partnership (OEP) airports)

7 Metro Area Airports (Charlotte, Chicago, Los Angeles, Las Vegas, New York, Philadelphia, San Francisco) with 42 airports.

In addition to enhancing capacity at the OEP Airports located within the 7 congested metropolitan areas, it also important that we determine and fund projects that can facilitate greater regional use of other airports in those metro areas. Facilitating greater use of regional airports is another tool available to combat congestion at OEP airports. Therefore, as part of this Flight Plan initiative, we will identify and fund projects (i.e., new runways, aprons, Navigational Aids (NAVAIDs), etc) at Metro Area Airports (other than OEP airports) to accommodate additional operations and/or aircraft.

#### Activity Target 1:

Identify Airport Improvement Program (AIP) eligible projects for funding consideration at Metro Area Airports in the 7 metro areas. Due June 30, 2010

#### Activity Target 2:

Provide AIP funding for justified projects that will facilitate greater use of Metro Area Airports. Due September 30, 2010

### Strategic Activity: Measuring Impacts of Metro Area Airport Infrastructure Improvements (other than Operational Evolution Partnership (OEP) airports)

7 Metro Area Airports (Charlotte, Chicago, Los Angeles, Las Vegas, New York, Philadelphia, San Francisco) with 42 airports.

Measuring the capacity benefits of the impacts of access improvements to small airports (general aviation and non-primary commercial service airports) is difficult. Many of the benefits are hard to quantify and/or document. We will conduct study to evaluate and explore alternative methods for measuring and documenting the benefits of improved access and capacity enhancements to small airports.

#### Activity Target 1:

Explore and evaluate available methods of measuring benefit to the airport system of improving access and capacity of small airports (general aviation and non-primary commercial service airports) in metropolitan areas. Due June

30, 2010

#### Activity Target 2:

Prepare a Summary of the Findings from the evaluation conducted under Target 1. Due September 30, 2010

## Flight Plan Target: Annual Service Volume

Commission nine new runway/taxiway projects, increasing the annual service volume of the 35 OEP airports by at least 1 percent annually, measured as a five-year moving average, through FY 2013. FY 2010 Target: 1% 2 runways

## Strategic Initiative: FACT

Future Airport Capacity Team (FACT) will continue to work with aviation stakeholders to develop a strategy for implementing solutions from the toolbox developed for each airport projected to have an anticipated capacity shortfall in 2025.

### Strategic Activity: Update Future Airport Capacity Team (FACT) Report (Located within the 7 major metro areas)

FACT Team will continue to work with aviation stakeholders to identify solutions at airports projected to have an anticipated capacity shortfall in 2025.

#### Activity Target 1:

Coordinate final Airport Action Plans for Airports requiring additional capacity in 2025. Due January 30, 2010

#### Activity Target 2:

Identify initiative trends among actions plans; identify priority for funding and implementation; coordinate with FAA offices and initiate estimated budget and timing for implementation. Due September 30, 2010

## Strategic Initiative: Planning Studies

Conduct planning studies for capacity and congestion at Baltimore-Washington International Airport.

### Strategic Activity: Atlanta Metropolitan Aviation Capacity Study

Conduct a Phase II Study providing feasibility analysis for the evaluation of potential airport sites that can aid the Atlanta Hartsfield Airport accommodate future unmet demand.

#### Activity Target 1:

Issue study notice to proceed. Due January 31, 2010

#### Activity Target 2:

Conduct executive level review of the progress on the Atlanta Capacity Study. Due August 31, 2010

#### Activity Target 3:

Identify additional critical Master Plan studies

initiated by sponsors of large hub airports and milestone dates to be completed in Fiscal Year 2011. Due September 30, 2010

## **Strategic Initiative: Environmental Studies (Located outside the 7 major metro areas)**

Support environmental processing of airfield improvements at the 35 OEP airports including projects that support Vision 100 environmental streamlining.

### **Strategic Activity: Houston – George Bush Intercontinental Airport Environmental Impact Statement (EIS)**

Monitor and maintain scheduled progress for the Houston -- George Bush Intercontinental Airport Environmental Impact Statement (EIS) study.

#### **Activity Target 1:**

Ensure regional established milestones and completion dates for the Houston -- George Bush Intercontinental Airport EIS study is met in Fiscal Year 2010. Due September 30, 2010

#### **Activity Target 2:**

Conduct a mid-term executive level review of the progress on the Houston -- George Bush Intercontinental Airport EIS. Due March 31, 2010

### **Strategic Activity: West Palm Beach Airport Environmental Impact Statement (EIS)**

Monitor and maintain scheduled progress for the West Palm Beach Airport Environmental Impact Statement (EIS) study.

#### **Activity Target 1:**

Ensure regional established milestones and completion dates for the West Palm Beach Airport Environmental Impact Statement (EIS) study are met in Fiscal Year 2010. Due September 30, 2010

#### **Activity Target 2:**

Conduct an executive level review of the progress made on the West Palm Beach Airport Environmental Impact Statement (EIS) study. Due March 31, 2010

## **Strategic Initiative: OEP Runway Commitment**

Ensure that runway capability commitments are established in partnership with stakeholders.

### **Strategic Activity: Commission Runways**

Provide ARP support to AVS, ATO, ARC to ensure that the runway template action plan (RTAP) schedules, milestones and completion dates for commissioning new NextGen runway/extensions are met. In addition to runway-specific responsibilities, ARC and ARP share management responsibility for the Agency's new NextGen runway projects and for leading quarterly regional and HQ

executive level reviews of these projects.

#### **Activity Target 1:**

Ensure that all FY-10 FAA activities outlined in the RTAP schedules are either accomplished on-time or mitigated sufficiently to remain on-track to meet the NextGen new/extended runway capability commitments established in partnership with stakeholders. Due September 30, 2010

#### **Activity Target 2:**

Charlotte-Douglas International Airport Runway 17/35 will be commissioned and available for use in February 2010 with full OEP operational capabilities delivered. Due September 30, 2010

## **Strategic Initiative: Agency Flight Operations Guidance**

Using the cross-organizational Airport Obstructions Standards Committee (AOSC), develop recommended standards and action plans for runway procedures such as end-around taxiways, and establish databases and data collection tools to improve airport flight operations, while maintaining an optimal balance among safety, capacity, and efficiency considerations.

### **Strategic Activity: Airport Obstruction Standards Committee (AOSC)**

Using the cross-organizational Airport Obstruction Standards Committee (AOSC) develop recommended standards and action plans for runway procedures and other initiatives identified by AOSC Steering Committee, while maintaining an optimum balance among safety, capacity and efficiency considerations.

#### **Activity Target 1:**

Participate at each ASOC Working Group (WG) and Steering Group meeting. Support the review of meeting notices and minutes, track and status assigned action items, and coordinate with stakeholders to help resolve issues identified. Provide technical input to discussions on airport geographic information system (aGIS), exhaust plumes, consolidated surfaces, one engine inoperative (OEI), end-around taxiway, wind turbines, and low visibility general aviation. Provide quarterly updates on the status of assigned action item associated with the above projects. Due September 30, 2010

## **Flight Plan Target: NAS On-Time Arrivals**

Achieve a NAS on-time arrival rate of 88.0 percent at the 35 OEP airports and maintain through FY 2013. FY 2010 Target: 88.00%

## **Strategic Initiative: Delay Identification**

Identify airports forecasted to have chronic delays in the next six months.

### **Strategic Activity: Construction Projects**

Provide a list of airport construction projects that are likely to affect capacity at the OEP 35 airports.

#### **Activity Target 1:**

Provide a list of airport construction projects that are likely to affect capacity at the OEP 35 airports. Due October 20, 2009

#### **Activity Target 2:**

Provide an updated list of airport construction projects that are likely to affect capacity at the OEP 35 airports. Due April 30, 2010

## **Flight Plan Target: Noise Exposure**

Reduce the number of people exposed to significant noise by 4 percent per year through FY 2013, as measured by a three-year moving average, from the three-year average for calendar years 2000-2002. FY 2010 Target: -20%

### **Strategic Initiative: Environmental Management Systems**

Implement Environmental Management Systems to ensure that FAA operations protect the environment, meet statutory and regulatory environmental requirements, and improve reliability and cost effectiveness.

#### **Strategic Activity: Environmental Management Systems (EMS)**

ARP establishes regulations for safe operation of commercial service airports and regularly inspects certificated airports for compliance. ARP is committed to ensuring that its operations protect the environment, meet statutory and regulatory environmental requirements, and improve reliability and cost. This commitment is achieved through maintenance and continual improvement of an environmental management system including the identification of opportunities to support NextGen.

#### **Activity Target 1:**

Maintain ARP's EMS to be consistent with AEE Higher tier EMP's as applicable. Due August 31, 2010

#### **Activity Target 2:**

Conduct internal EMS audits and management reviews and report status to AEE. Due August 31, 2010

#### **Activity Target 3:**

Develop a performance baseline to be used to analyze and report EMS performance. Due August 31, 2010

## **Core Business Target: Reasonable and Nondiscriminatory Access for**

## **Airport Revenue Use**

Manage Airport Compliance - Resolve compliance complaints within Part 16 timeframes.

### **Core Business Initiative: Airport Compliance**

Enforce requirements for reasonable and nondiscriminatory access and for airport revenue use.

#### **Core Activity: Airport Compliance**

Enforce requirements for reasonable and nondiscriminatory access and for airport revenue use.

#### **Activity Target 1:**

Meet Part 16 compliance schedules. Due September 30, 2010

#### **Activity Target 2:**

Office of Airport Compliance and Field Operations (ACO and Regional team will conduct two on-site airport compliance inspections for revenue diversion. Due June 30, 2010

#### **Activity Target 3:**

The reports of each inspection will be completed. Due August 30, 2010

#### **Activity Target 4:**

Each region will conduct at least two land use inspections at General Aviation airports. Due August 30, 2010

## **Core Business Target: Pavement Maintenance**

Maintain 93% of pavements in fair or better condition.

### **Core Business Initiative: Airport Pavement and Construction**

Conduct research in airport pavement to develop new pavement designs and construction techniques. Complete pavement research test plans by October 30, 2008.

#### **Core Activity: Airport Pavement and Construction**

Conduct research in airport pavement to develop new pavement designs and construction techniques.

#### **Activity Target 1:**

Conduct research per approved FY 2010 Airport Technology Research. Due September 30, 2010

#### **Core Activity: Maintain Existing Pavement**

Ensure Airport Improvement Program (AIP) funding is targeted to projects to maintain pavements in good or fair condition.

#### **Activity Target 1:**

Identify projects that will ensure that no less than 93% of runways at airports in the National Plan of Integrated Airport Systems (NPIAS) are

maintained in excellent, good or fair condition.  
Due June 1, 2010

**Activity Target 2:**

Implement funding plan (as established in Airport Capital Improvement Program (ACIP) process) to ensure that no less than 93% of runways at airports in the National Plan of Integrated Airport Systems (NPIAS) are maintained in excellent, good or fair condition. Due August 30, 2010

## International Leadership

Increase the safety and capacity of the global civil aerospace system in an environmentally sound manner.

### Flight Plan Target: CAST Safety Enhancements

Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011. This supports China's efforts to reduce commercial fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012. FY 2010 Target: 4 CAST Safety Enhancements

---

### Strategic Initiative: Presidential Safety Programs

Implement civil aviation safety programs to support the Administration's initiatives.

#### Strategic Activity: Support reconstitution of Civil Aviation in Afghanistan

Support Reconstitution of Civil Aviation in Afghanistan.

**Activity Target 1:**

Support Office of International Aviation (API) in responding to requests from Afghanistan for training in airport safety and certification. Due September 30, 2010

#### Strategic Activity: Support reconstitution of Civil Aviation in Iraq

Support Reconstitution of Civil Aviation in Iraq.

**Activity Target 1:**

Support the Office of International Aviation (API) in responding to Iraqi requests for training and technical assistance in airport safety and certification. Due September 30, 2010

### Core Business Target: International Leadership Support and Guidance

Provide leadership and guidance for International issues by responding to requests for technical assistance within 60 days.

---

### Core Business Initiative: International Support

Provide international support for bilateral agreements and hosting international delegations.

#### Core Activity: China

Work with Department of Commerce (DOC) to develop annual Joint Committee on Commerce and Trade (JCCT) work plan airport safety and certification and visit U.S. Airports.

**Activity Target 1:**

Develop plan for technical assistance within 60 days of receipt from the Office of International Aviation (API). Due September 30, 2010

### Core Business Initiative: International Civil Aviation Organization (ICAO) Support and Representation

Provide support and representation to ICAO on various international panels, seminars, and workgroups.

#### Core Activity: Central/Caribbean Regional Office and South American Regional Office Regional Planning and Implementation Group (GREPECAS) Aerodrome Workgroup

Represent U.S. on GREPECAS Aerodrome Working Group.

**Activity Target 1:**

Represent U.S. at GREPECAS meeting as scheduled by ICAO. Due September 30, 2010

#### Core Activity: Represent U.S on International Civil Aviation Organization (ICAO) Aerodrome Panel.

Represent U.S on ICAO Aerodrome Panel.

**Activity Target 1:**

Attend Aerodrome Panel and workgroup meetings as scheduled by ICAO. Due September 30, 2010

## Organizational Excellence

Airports will ensure the success of its mission through stronger leadership, a better-trained workforce, a closer eye on spending, and improved decision-making based on reliable data.

### Flight Plan Target: Leadership and Accountability

(Objective) Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

---

## Strategic Initiative: Organizational Excellence Action Plans

Develop and implement Corporate and LOB/SO Organizational Excellence Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

### Strategic Activity: ARP Organizational Excellence Plan

Monitor and assess implementation of FAA Corporate and LOB/SO Organizational Excellence (OE) Action Plans to address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

#### Activity Target 1:

LOB/SOs will report to their workforce on the implementation status and accomplishments of their OE Action Plans. Due December 30, 2009

#### Activity Target 2:

LOB/SOs will monitor the implementation of their OE Action Plans and use identified methods to continue soliciting feedback from their employees on organizational/workforce issues and concerns to improve planned or ongoing actions. Due March 30, 2010

#### Activity Target 3:

LOB/SOs will implement any necessary changes in their OE Action Plans based on employee feedback and/or changes in organizational direction or requirements, and communicate those changes to employees and continue implementation. Due June 30, 2010

#### Activity Target 4:

LOB/SOs will document their accomplishments and lessons learned in implementing their OE Action Plans and communicate results to their employees. Due September 30, 2010

## Strategic Initiative: Legislative Proposal for Reauthorization

Work with the Administration, Congress, and stakeholders to develop and implement FAA reauthorization legislation.

### Strategic Activity: FAA Reauthorization (ARP)

Develop and implement legislation as necessary for FAA's reauthorization.

#### Activity Target 1:

Develop policies and guidance to implement legislation as necessary for FAA's reauthorization by dates consistent with the reauthorization legislation implementation plan. Due September 30, 2010

## Strategic Initiative: Leadership Development

Each LOB/SO will track and report quarterly on their compliance with corporate leadership development

policies and initiatives.

### Strategic Activity: ARP Leadership Development Compliance

Each FAA organization will track and report quarterly in pbviews on their compliance with leadership development policies and initiatives in the areas of mandatory probationary manager training, probationary manager certification, Continuing Management Education, and steps taken to improve compliance rates.

#### Activity Target 1:

Report quarterly on steps taken to improve or sustain timely completion of probationary training and certification. Due September 30, 2010

#### Activity Target 2:

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Due September 30, 2010

## Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

### Strategic Activity: ARP Harassment- and Retaliation-Free Workplace Training

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

#### Activity Target 1:

Report quarterly the number of new managers who have completed Frontline Managers training, eLMS Course #FAA30200099 - Frontline Managers Course - Phase 1. Due September 30, 2010

#### Activity Target 2:

Report quarterly the number of managers who have completed eLMS course #FAA30200134 - Accountability Board Training for FAA Managers. Due September 30, 2010

#### Activity Target 3:

Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by Accountability Board Human Resources Points of Contact. (eLMS Course #FAA30200174 - Supervisory Skills Training, Accountability Board Training for FAA Managers; or eLMS Course #FAA30200177 - Instructor-Led Accountability Board Training for All Employees. Due September 30, 2010

#### Activity Target 4:

Report quarterly the number of employees who have completed any other training sessions that addressed harassment, retaliation, or reprisal in

the workplace. (Your training coordinator should enter this data into eLMS with the appropriate course number. Or if a course does not exist, have an eLMS Item created.) Due September 30, 2010

## **Strategic Initiative: New Hires with Targeted Disabilities**

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

### **Strategic Activity: ARP actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities**

ARP will track and report quarterly on actions taken to support the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

#### **Activity Target 1:**

ARP will provide to ACR a standard quarterly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2010

## **Flight Plan Target: Cost Control**

Organizations throughout the agency will continue to implement cost efficiency initiatives such as:  
10-15 percent savings for strategic sourcing for selected products and services;

By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet;

Annual reduction of \$15 million in Information Technology operating costs;

By FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing. FY 2010

Target: 90% of targeted savings

## **Strategic Initiative: Productivity and Financial Metrics**

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: Cost per flight controlled, Research, Engineering, and Development (RE&D) Management Staff Efficiency Measure, Grant Administration Efficiency Measure, Direct labor costs of certification of foreign and domestic repair stations, Direct labor costs of surveillance of foreign and domestic repair stations.

### **Strategic Activity: ARP Efficiency Measure: Airport Improvement Program Grants Administration**

Target: Contain the administration cost per million dollars of grant value for primary and non-primary

airports to an increase of no more than 3 percent annually, over a five year period (FY 2007 -- FY 2011) from the FY 2005 baseline. For FY 2010, the target for primary grants is \$1,304 per million dollars, and \$2,799 for non-primary grants.

#### **Activity Target 1:**

Continue to report quarterly to ABA the cost per million dollars of grant value (Non-Primary and Primary grants tracked separately) awarded. Due February 28, 2010

#### **Activity Target 2:**

Continue to report quarterly to ABA the cost per million dollars of grant value (Non-Primary and Primary grants tracked separately) awarded. Due May 30, 2010

#### **Activity Target 3:**

Continue to report quarterly to ABA the cost per million dollars of grant value (Non-Primary and Primary grants tracked separately) awarded. Due August 30, 2010

#### **Activity Target 4:**

Complete evaluation of the FY 2009 performance target for cost per grant value. Due December 31, 2009

#### **Activity Target 5:**

Report FY09 4th quarter results to ABA the cost per million dollars of grant value (Non-Primary and Primary grants tracked separately) awarded. Due December 31, 2009

#### **Activity Target 6:**

Provide updated FY 2011 template for review and approval in time to be included in the FY 2011 Business Plan. Due September 30, 2010

#### **Activity Target 7:**

Combined efficiency measures must account for 75% of operating resources. Any additional measures needed to meet the 75% requirement must be approved by the end of the calendar year. Due December 31, 2009

## **Strategic Initiative: Reduce Information Technology Operating Costs**

Achieve an annual reduction of \$15 million in Information Technology operating costs.

### **Strategic Activity: Domain Controller Consolidation**

Twelve (12) ARP Domain Controllers (DC) are scheduled for technical refresh. ARP has determined that consolidation of these DCs with main hub DCs will save money on hardware and labor costs.

#### **Activity Target 1:**

Achieve projected year end savings of \$144,000. Due September 30, 2010

#### **Activity Target 2:**

Decommission four Domain Controllers Due

December 31, 2009

**Activity Target 3:**

Decommission four Domain Controllers Due March 30, 2010

**Activity Target 4:**

Decommission four Domain Controllers Due June 30, 2010

## Flight Plan Target: Information Security Program

Achieve zero cyber security events that disable or significantly degrade FAA services. FY 2010 Target: 0

### Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

#### Strategic Activity: Enterprise Architecture Conformance.

ARP will work with AIO to update the infrastructure and application inventories

**Activity Target 1:**

ARP will update its infrastructure and application inventory. Due March 31, 2010

### Strategic Initiative: Unauthorized Disclosure

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

#### Strategic Activity: Build Enabling Privacy Infrastructure.

Encryption efforts.

**Activity Target 1:**

Ensure FIPS 200 requirements have been integrated into the Enterprise Architecture. Due September 30, 2010

**Activity Target 2:**

Encrypt all PII systems. Due September 30, 2010

#### Strategic Activity: Privacy Information Governance.

Implement Converged Physical Security & Privacy Information governance.

**Activity Target 1:**

Establish and Maintain physical security standards commensurate with privacy information risks. Due September 30, 2010

**Activity Target 2:**

Ensure planned policy and guidance documents are completed and implemented for the FAA HSPD-12 program. Due September 30, 2010

## Flight Plan Target: Customer Satisfaction

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score. FY 2010 Target: Government Regulatory Average

---

### Strategic Initiative: Customer Requirements Review

Review customer requirements annually and measure customer satisfaction more broadly for FAA services.

#### Strategic Activity: ARP ACSI Airport Industry ACSI Survey

ACSI Survey conducted by ARP to gauge the satisfaction of the Airport Industry with FAA services.

**Activity Target 1:**

Conduct ACSI Survey of the Airport Industry and provide final survey results to ARP management 6 weeks after the results are available. Due September 30, 2010

### Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business.

#### Strategic Activity: Web Management

Follow Web Management Order and guidance for web certification.

**Activity Target 1:**

Update ARP office web strategies and action plans in writing to the FAA Web Manager and brief FAA Web Council on ARP office plans on or before January 29, 2010. Due January 29, 2010

**Activity Target 2:**

Submit ARP web progress reports to the FAA Web Managers on or before March 31, 2010. Due March 31, 2010

**Activity Target 3:**

Submit ARP web progress reports to the FAA Web Managers on or before June 30, 2010. Due June 30, 2010

**Activity Target 4:**

Certify to the Administrator on or before September 30, 2010 that 95 percent or more of ARP web pages comply with FAA web standards, policies and requirements including those outlined in the FY-2010 Web Strategy and Action Plan. Due September 30, 2010

**Activity Target 5:**

Develop SOP by October 30, 2009, for registering internal and external websites, developers, and web applications with ARP and AOC. Due October 30, 2009

**Activity Target 6:**

Develop SOP for use of business-related Web 2.0 technologies within 60 days of release of FAA -wide policy. Due within 60 days of FAA policy Due September 30, 2010

**Activity Target 7:**

Within 2 weeks after the close of each quarter, prepare dashboards showing ARP public web data (visitor usage, email subscriptions, and customer satisfaction) for that quarter. Interim dates are: January 11, 2010; April 14, 2010; July 14, 2010. Due September 30, 2010

**Activity Target 8:**

Identify and optimize for at least 10 terms commonly used by web visitors to find ARP content on FAA.gov. By September 30, 2010, ensure links to appropriate ARP pages and content appear within the first 10 results when visitors search for these terms on FAA.gov. Due September 30, 2010

**Activity Target 9:**

Maintain or improve the FY 2009 Q4 customer satisfaction score of 69 for pages in the Airports section of FAA.gov. Due September 30, 2010

**Activity Target 10:**

All headquarters and regional web points of contact complete at least 1 hour of web-related training during the fiscal year. Due September 30, 2010

## Flight Plan Target: OPM Hiring Standard

By FY 2010, 80 percent of FAA external hires will be filled within OPM's 45-day standard for government-wide hiring. FY 2010 Target 80%

### Strategic Initiative: External Recruiting

In external recruitment efforts, implement corporate strategies that expand the applicant pool to ensure equal opportunity to all applicants and result in attracting high quality candidates to the FAA.

#### Strategic Activity: ARP Mission-Critical Hiring

Identify mission-critical external hires.

**Activity Target 1:**

Update and submit mission-critical external hiring goals/plans for FY10, and FY11 hiring projections. Due February 28, 2010

## Flight Plan Target: Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, and maintain through FY 2013. FY 2010 Target: 2.52 per 100 employees

### Strategic Initiative: Reduce Workplace Injuries

Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.

## Strategic Activity: ARP Employee Safety

ARP is committed to supporting initiatives, programs and policies that improve agency-wide performance in employee safety and health in the workplace environment.

**Activity Target 1:**

Provide Occupational Safety and Health training to new employees, explaining the mishap and hazard reporting process in the FAA. Due March 31, 2010

**Activity Target 2:**

ARP Managers will contact local OSH experts at the regional offices to assist in conducting the local ARP office Safety and Health inspection by the due date. This inspection shall be documented. Due July 27, 2010

## Flight Plan Target: Clean Audit

Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year. FY 2010 Target: Clean Audit with no material weaknesses

## Strategic Initiative: IT Audit Findings

Closeout prior year information technology Audit Findings not later than the second quarter of each fiscal year, and receive no significant deficiencies related to new IT Notices of Findings and Recommendations (NFR).

### Strategic Activity: IT Audit Findings.

Correct High and Medium Vulnerabilities and receive no Significant Deficiencies related to new IT NFRs.

**Activity Target 1:**

Close out/complete corrective actions to prior year NFRs. Due March 31, 2010

**Activity Target 2:**

Within 1 month timeframe of being provided CIO produced scan report, system owners will implement corrective actions/fixes to High Vulnerabilities on that report. Due monthly. Due September 30, 2010

**Activity Target 3:**

Within 2 month timeframe of being provided CIO produced scan report, system owners will implement corrective actions/fixes to majority (51%) of Medium Vulnerabilities. Due bi-monthly. Due September 30, 2010

**Activity Target 4:**

Within 2 month timeframe of being provided CIO produced scan report, system owners will develop plan of action & milestones for correction of remaining Medium Vulnerabilities (49%) and develop Risk Acceptance from System Authorizing Official for those vulnerabilities that will not be mitigated. Due bi-monthly. Due September 30, 2010

#### **Activity Target 5:**

Report on a monthly basis to the FAA CIO, for the vulnerabilities found in the CIO produced scan report, indicate vulnerabilities fixed, dates for planned fixes, and risk acceptance letters in place if any. Due monthly. Due September 30, 2010

### **Strategic Initiative: Grant Documentation Compliance**

Ensure appropriate and efficient use of Airport Improvement Program funds through grant documentation compliance.

#### **Strategic Activity: Grant Documentation Compliance**

Ensure appropriate and efficient use of Airport Improvement Program funds through grant documentation compliance.

##### **Activity Target 1:**

Formally remind Regional Division Managers of AIP policies, procedures and requirement for Internal Regional Audits. Due November 30, 2009

##### **Activity Target 2:**

Target 2: Review and report to senior management on results of Year-to-Date (YTD) Regional audits. Due July 30, 2010

##### **Activity Target 3:**

Review AIP grant documentation, close-out and oversight practices and documentation in FY 2009 Regional Evaluations when conducted. Due September 30, 2010

### **Core Business Target: Airport Improvement Program (AIP) Management and Oversight**

Increase the outlay rate on AIP grants by 1 percent per year, on average, over a five-year period (between FY 2009 to FY 2013). Target: In FY 2010, reduce unexpended AIP obligations for all grants issued in FY 2009 and earlier from \$X.X billion to \$X.X billion.

### **Core Business Initiative: Airport Improvement Program (AIP) Management and Oversight**

Ensure the Airport Improvement Program(AIP) maximizes the return on funding investments.

#### **Core Activity: Ensure Timely Airport Improvement Program (AIP) Obligations (Efficiency)**

Submit project documentation in support of the Office of the Secretary of Transportation (OST) announcement process.

##### **Activity Target 1:**

Project documentation for Congressional notification to be submitted to OST for 99% of discretionary funds within 60 calendar days after

discretionary funds are made available to the regions in the Systems of Airport Reporting (SOAR) system. Due September 30, 2010

### **Core Activity: Ensuring Airport Improvement Program (AIP) Reconciliation (Efficiency)**

Reconcile AIP and DELPHI records.

##### **Activity Target 1:**

Reconciliation to be completed monthly so as to balance AIP with DELPHI records in FY 2010. Due September 30, 2010

### **Core Activity: Office Inspector General (OIG) / General Accountability Office (GAO) and Investigations**

Ensure that audit report comments are submitted in a timely manner by the date requested.

##### **Activity Target 1:**

Office of Safety and Standards (AAS) provide status of all open audits (OIG/GAO) and single audits. Due January 30, 2010

##### **Activity Target 2:**

AAS provide status of all open audits (OIG/GAO) and single audits. Due June 30, 2010

### **Core Activity: Reimbursable Agreements (Cost Avoidance)**

Where reimbursable agreements (i.e. paid for by City/State) are in place for any Operational Evolution Partnership (OEP) airport with a Capacity Enhancement Plan or Environmental Impact Statement under development.

##### **Activity Target 1:**

For any Operational Evolution Partnership (OEP) airport with a Capacity Enhancement Plan (CEP) under development, report progress. (AEA, ANE, AWP) Due December 31, 2009

##### **Activity Target 2:**

For any Operational Evolution Partnership (OEP) airport with a Capacity Enhancement Plan (CEP) under development, report progress. (AEA, ANE, AWP) Due March 31, 2010

##### **Activity Target 3:**

For any Operational Evolution Partnership (OEP) airport with a Capacity Enhancement Plan (CEP) under development, report progress. (AEA, ANE, AWP) Due June 30, 2010

##### **Activity Target 4:**

For any Operational Evolution Partnership (OEP) airport with a Capacity Enhancement Plan (CEP) under development, report progress. (AEA, ANE, AWP) Due September 30, 2010

### **Core Activity: Implement new Airport Improvement Program (AIP) performance measure**

Incorporate new metric to measure AIP

performance.

**Activity Target 1:**

Resume AIP funding outlays meet annual metric.  
Due September 30, 2010

**Activity Target 2:**

Re-evaluate and re-validate AIP metric and adjust, if applicable. Due September 30, 2010

**Core Activity: Letter of Intent (LOI) Program Management and Oversight**

Ensure Letter of Intent applications and amendments are processed in a timely manner.

**Activity Target 1:**

Based on the inventory of applications and amendments received or on hand by March 2010, prepare a schedule of LOI application review and decision milestones. Due March 31, 2010

**Activity Target 2:**

FAA shall issue decisions for at least 75% of those applications and amendments. Due September 30, 2010

**Core Business Initiative: Passenger Facility Charge (PFC) Program Management and Oversight**

Administer the PFC Program.

**Core Activity: Administer the Passenger Facility Charge (PFC) Program**

Ensure financial closure of PFC applications in a timely manner.

**Activity Target 1:**

Close out 50% of the PFC applications with the potential of closure as noted in the 2009 inventory. Due July 31, 2010

**Core Business Initiative: Notification of Findings and Recommendations (NFR) for Systems of Airport Reporting (SOAR) system**

Complete FY 2008 NFR recommendations according to agreed upon schedule.

**Core Activity: Notification of Findings and Recommendations (NFR) for Systems of Airport Reporting (SOAR) system**

Complete FY 2008 NFR recommendations according to agreed upon schedule, if applicable.

**Activity Target 1:**

Completed FY 2009 NFR recommendations according to agreed upon schedules by the end of 4th quarter, FY 2010. Due September 30, 2010

**Core Business Target: Information Technology (IT)**

Update or publish a minimum of three (3) ARP IT standards and policies to enhance and secure the ARP IT Infrastructure in order to improve ARP business and communication processes.

---

**Core Business Initiative: Information Technology (IT) Policy and Guidance**

Develop and implement IT policy and guidance documents and standards.

**Core Activity: Infrastructure Guidance**

Develop information technology infrastructure guidance and processes.

**Activity Target 1:**

Update or publish a minimum of three (3) ARP IT standards and policies to enhance and secure the ARP IT infrastructure in order to improve ARP business and communication processes. Due September 1, 2010

**Core Activity: Information Technology (IT) Training and Conference Support**

Provide IT/ISS professionals training and conference attendance opportunities.

**Activity Target 1:**

IT/Information System Security (ISS) representative(s) attend the FAA sponsored FY 2010 IT/ISS conference as scheduled by the Chief Information Officer (CIO) office. Due September 30, 2010

**Activity Target 2:**

Convene a domain administrator meeting. Due August 1, 2010

**Core Activity: Information Technology (IT)**

Improve efficiency and customer satisfaction through the use of information technology.

**Activity Target 1:**

Implement FAA mandated Infrastructure and Help Desk Support System (REMEDY) ARP-Wide. Due June 30, 2010

**Core Activity: E-Government**

Support the President's Management Agenda for E-Government by participating and providing resources to all the E-Gov initiatives, in particular to the Grants.gov and DOT grants portal initiative.

**Activity Target 1:**

Meet Transparency Act Grant level requirements. Due September 30, 2010

**Activity Target 2:**

Develop strategy and participate in pilot for Transparency Act Sub-Grant and Contract requirements. Due September 30, 2010

## Core Business Target: Airports Leadership Development Program (ALDP)

Monitor and maintain a new cadre of ALDP candidates and provide Executive Oversight Committee review and evaluation.

---

### Core Business Initiative: Airport Leadership Development Program (ALDP)

Program to develop and strengthen the skills of existing managers and supervisors as a result of the Human Capital Plan recommendation to address expected retirements, expanding workloads, and a changing aviation environment.

#### Core Activity: Airport Leadership Development Program (ALDP)

The program will continue in FY-10 with some recommended revisions by the ALDP Oversight Committee. The program will continue to develop and strengthen the skills of a new group of existing managers and supervisors in the Airports workforce.

##### Activity Target 1:

Develop schedule for FY-10 ALDP participants. Due November 30, 2009

##### Activity Target 2:

Provide evaluation of the current participants and program for revisions and/or updates to the program. Due December 31, 2009

## Core Business Target: Link Employee Performance Plans

Directly link all employee performance plans to their organization performance plan, and link both to the FAA's strategic goals (including alignment, accountability, responsibility and results).

---

### Core Business Initiative: Strategic/ARP Business Goals Link

Track the percentage of employees with performance plans in place, and the percentage of performance plans that are directly linked to agency strategic goals and organizational business plans.

#### Core Activity: Strategic/ARP Business Goals Link

Track the percentage of employees with performance plans in place, and the percentage of performance plans that are directly linked to agency strategic goals and organizational business plans.

##### Activity Target 1:

Directly link at least 95% employee performance plans to FAA strategic goals and to the ARP business plan. Due December 14, 2009

## Core Business Target: Employee Attitude Survey (EAS) Action Plan

Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

---

### Core Business Initiative: Employee Attitude Survey (EAS) Action Plan

Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

#### Core Activity: Federal Human Capital Survey (FHCS) Corporate Action Strategies

Monitor and evaluate the Federal Human Capital Survey (FHCS) Action Plan results.

##### Activity Target 1:

Update, where necessary, FHCS Action Plans to incorporate results during the first quarter. Due September 30, 2010

##### Activity Target 2:

Regions to provide quarterly progress reports to headquarters. Due September 30, 2010

##### Activity Target 3:

Headquarters to provide monthly progress reports for reporting to AHR. Due September 30, 2010

##### Activity Target 4:

Provide executive report-out on organizational results and progress when required at monthly Flight Plan performance assessment meeting. (AHR will provide guidance /schedule during first quarter.) Due September 30, 2010

## Core Business Target: Cyber Security Plan

Increase the number of security incidents detected and remediated by 15% using the FAA's Cyber Security Defense in-depth model that deploys multiple layers of technical, management and operational controls.

---

### Core Business Initiative: Cyber Security Plan

Improve the protection of the FAA information infrastructure using the agency's Cyber Security Management Center (CSMC) cyber-defense model, which is an advanced defense strategy.

#### Core Activity: Cyber Security Plan

Improve the protection of the FAA information infrastructure using the agency's android cyber-defense model, which is an advanced defense strategy.

##### Activity Target 1:

Maintain a patch level of 95% of all critical operating system patches. On a weekly basis (daily if critical), Regional ISSOs ensure latest patches are applied to operating systems. ARP

ISSM provide quarterly status report to ARP-10 and ARP Designated Approving Authority (DAA) on progress (if needed). Due September 1, 2010

**Activity Target 2:**

Ensure all ARP employees and contractors have completed both Security Awareness Virtual Initiative (SAVI) training (Cyber security and Facilities/Personnel Awareness Training), ARP ISSM provide progress to Regions, ARP-10 and ARP DAA on a monthly basis. Due September 30, 2010

**Activity Target 3:**

Distribute annual rules of system use to all ARP employees. Due September 1, 2010

**Core Business Initiative:  
Information Systems Security (ISS)**

Support FAA ISS program.

**Core Activity: Information Systems Security (ISS)**

Support FAA ISS program.

**Activity Target 1:**

Complete National Institute of Standards and Technology (NIST) 800-53s self-assessments for remainder of ARP IT system investments. Due September 1, 2010

**Activity Target 2:**

Remediate twenty percent of high vulnerabilities as identified in the DOT portal (DISP) as of October 1, 2008. ARP ISSM provide quarterly status report to ARP-10 and ARP Designated Approving Authority (DAA) on progress (if needed). Due September 1, 2010

**Activity Target 3:**

Maintain an average of ten percent or fewer high vulnerabilities as measured against the Systems Administration Networking and Security (SANS) Top 20 for the targeted network servers. Regions ensure SANS Top 20 vulnerabilities are monitored and mitigated. ARP ISSM provide quarterly status report to ARP-10 and ARP DAA (if needed). Due September 1, 2010

**Core Business Target: Noise Compatibility**

Provide AIP funding for noise compatibility projects that benefit an expected population of 100,000 for FY2006 - FY2010, measured on an annual basis with a rolling average of 20,000 per year.

**Core Business Initiative: Noise Compatibility**

Provide Airport Improvement Program (AIP) funding for noise compatibility projects that benefit an expected population of 20,000 people per year, on average, over a five-year period (FY2006 -- FY 2010).

**Core Activity: Noise Compatibility**

Provide Airport Improvement Program (AIP) funding for noise compatibility projects.

**Activity Target 1:**

Identify noise compatibility projects to be considered for Airport Improvement Program (AIP) funding in FY 2011. Due June 30, 2010

**Activity Target 2:**

Ensure that a sufficient number of people (residents and school students) in DNL 65dB or greater will receive benefits from noise compatibility projects funded under AIP to maintain a rolling average of 20,000 people benefiting in FY 2010. Due September 30, 2010

**Core Activity: Office of Inspector General (OIG) Noise Land Audit**

Implement recommendations in the OIG report on Land Acquired Under Airport Noise Compatibility Programs to enhance oversight of sponsor disposal of Airport Improvement Program (AIP) funded noise compatibility land and increase the rate of noise land disposal.

**Activity Target 1:**

Complete review of Reuse Agreement for remaining airports that need to dispose of noise land acquired under the Airport Improvement Program (AIP). Due July 30, 2010

**Core Business Target: American Recovery and Reinvestment Act (ARRA) Implementation**

By September 2010, achieve 35% Facilities and Equipment ARRA outlay (disbursement) rate and 70% Airports ARRA outlay (disbursement) rate.

**Core Business Initiative: Management of ARP ARRA Funds**

Appropriately and effectively manage ARRA Grants In Aid for Airports by achieving established obligation, outlay (disbursement) and project completion rates within established timelines.

**Core Activity: ARRA Funds Obligation**

Obligate 100% of ARRA Grants in Aid for Airport funds by February 16, 2010, excluding administrative and recovered funds.

**Activity Target 1:**

Obligate 100% of ARRA Grants in Aid for Airport funds. Due February 16, 2010

**Core Activity: ARRA Outlay Rate**

Achieve an outlay (disbursement) rate of 70% by September 30, 2010 of the \$1.1 B authorized for ARRA Grants In Aid for Airports.

**Activity Target 1:**

Achieve an outlay (disbursement) rate of 35% of \$1.1 B authorized for ARRA Grants In Aid for Airports. Due March 31, 2010

**Activity Target 2:**

Achieve an outlay (disbursement) rate of 70% of \$1.1 B authorized for ARRA Grants In Aid for Airports. Due September 30, 2010

**Core Activity: Final Project Inspections**

Achieve substantial completion as evidenced by the final project inspection on at least 200 (approximately 55%) ARRA Grants In Aid for Airport projects by September 30, 2010.

**Activity Target 1:**

Achieve substantial completion as evidenced by the final project inspection on at least 80 (approximately 25%) of ARRA Grants In Aid for Airport projects. Due March 31, 2010

**Activity Target 2:**

Achieve substantial completion as evidenced by the final project inspection on at least 200 (approximately 55%) of ARRA Grants In Aid for Airports projects. Due September 30, 2010