



**Federal Aviation  
Administration**



**Airports**

***Fiscal Year 2011 Business Plan***

# 2011 ARP Business Plan

Safety is the Federal Aviation Administration's (FAA) primary responsibility. Our dedication to keeping airports safe is central to the public's interest, as well as the economic health of aviation.

As an organization, the Office of Airports (ARP) provides leadership to the airport and aviation community to ensure that the National Plan of Integrated Airport Systems (NPIAS) is planned and developed to meet FAA mission goals. The ARP organization has a continuing stake in the safety, security, capacity, financial, and environmental aspects of airports. Indeed, the organization's major business challenge is to improve the safety, capacity, and condition of U.S. airports and to maintain a level of investment for airport infrastructure projects that benefits the National Airspace System (NAS).

## Increased Safety

ARP establishes regulations for safe operation of commercial service airports and regularly inspects certificated airports for compliance. In FY 2011, 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 2011 Target: 7.9

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### Strategic Initiative: NTSB Safety Issues

Address the National Transportation Safety Board's identified issues.

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

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, 2011

### Strategic Initiative: Runway Safety Areas

Where practical, upgrade Runway Safety Areas to meet standards.

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

Complete all practicable Runway Safety Area (RSA) Improvements by 2015.

##### Activity Target 1:

Identify RSA improvement projects to be considered for AIP funding in FY 2012. Due June 1, 2011

##### Activity Target 2:

Provide RSA completion status report. Due June 30, 2011

##### Activity Target 3:

Complete 23 RSA improvements by September 30, 2011 (AAL-3; ACE-0; AEA-4; AGL-4; ANE-5; ANM-0; ASO-1; ASW-3 AWP-3). Due September 30, 2011

##### Activity Target 4:

Initiate review of RSA determinations where current conclusion is that it is impracticable to improve nonstandard RSAs for air carrier runways at Part 139 airports (AAS-100). Due March 31, 2011

### Strategic Initiative: Part 139 Certificated Airports

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

#### Strategic Activity: Implement Safety Management System (SMS) rulemaking for Part 139 certificated airports

Design and implement SMS standards for Part 139 certificated airports.

##### Activity Target 1:

Submit SMS NPRM to OST in accordance with Council-approved schedule. Due September 30, 2011

### 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

Establish an Airport 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, 2011

**Activity Target 2:**

Expand voluntary airport safety reporting system from credentialed airport certification safety inspectors to all ARP employees. Due March 30, 2011

## 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 2011 Target: 1.08

### Strategic Initiative: WAAS Approaches

Develop and publish Wide Area Augmentation System (WAAS) approaches. In FY 2009 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, 2011

**Activity Target 2:**

Direct AIP funding of \$7M 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, 2011

#### Strategic Activity: WAAS Approaches (11S2K)

WAAS Approaches (11S2K)

**Activity Target 1:**

Complete an AC 150-5300-18B survey validation pilot program to validate a minimum of 500 surveys for LPV approaches. Due September 30, 2011

## 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 2011 Target: 1.84

### Strategic Initiative: WAAS Operation

Achieve full operational capability of WAAS by completing all hardware and software changes

needed to complete the system.

### Strategic Activity: Expand WAAS operational capability in Alaska.

Expand WAAS operational capability in Alaska.

**Activity Target 1:**

Report on candidate sites for surveys of potential WAAS/LPV approaches identified by Alaska Regional Office. Due June 30, 2011

**Activity Target 2:**

Assist Alaska Regional Office to direct Airport Improvement Program (AIP) funding for up to five (5) surveys in support of WAAS (LPV/LP) approaches. Due September 28, 2011

## 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 2011 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: Improved 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, 2011

**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, 2011

**Activity Target 3:**

Produce a Quarterly VPD Analysis Report, January 15, 2011; April 15, 2011; July 15, 2011; September 30, 2011. Due September 30, 2011

### 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/VPD'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 accompanied by the PDs, OEs, and V/VPDs associated with the events. Prior to the meeting, the ARP SME will review Letters of Investigation (LOI) identified on the monthly agenda and will be prepared to discuss findings. Due September 30, 2011

## **Flight Plan Target: Safety Management System**

Safety Management System -- In FY 2011, integrate Air Traffic Organization, Office of Aviation Safety, and Office of Airports into an interoperable, agency-wide SMS. In FY 2012, implement SMS policy in all appropriate FAA organizations. FY 2011 Target: 3 LOBs

## **Strategic Initiative: SMS implementation within the ARP organization**

Design and implement SMS for airport regulation and certification.

## **Strategic Activity: Airports Safety Management System (SMS)**

Design and implement SMS for the Office of Airports internal SMS.

### **Activity Target 1:**

Complete initial SMS training. Due May 30, 2011

### **Activity Target 2:**

Implement SMS for large, medium, and small hubs. Due June 1, 2011

### **Activity Target 3:**

Issue SMS program guidance. Due June 1, 2011

### **Activity Target 4:**

Issue SMS Implementation Plan. Due March 31, 2011

## **Flight Plan Target: Total Runway Incursions**

By the end of FY 2013, reduce total runway incursions by 10 percent to 909 from the FY 2008 baseline number of 1009. FY 2011 Target: 959

## **Strategic Initiative: National Runway Safety Plan**

Publish a National Runway Safety Plan (NRSP).

## **Strategic Activity: 2% Reduction Goal of the 10% Total RI Target for FY 2011**

To achieve the reduction in year 2, each LOB should provide 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 VPDs - 196 Total -- 1009. The VPD Target for FY11 is 186.

### **Activity Target 1:**

Update the ARP Action Plan from FY 2010 to meet the 2% reduction in VPDs for FY 2011. An Action Plan will be submitted to Wes Timmons, AJS, by the end of the calendar year. Due December 31, 2010

### **Activity Target 2:**

Update your schedule from FY 2010 on implementation of your plan. Due March 31, 2011

### **Activity Target 3:**

Provide monthly progress to AJS on Airports progress in meeting the FP Goal for FY 2011. Due September 30, 2011

### **Activity Target 4:**

Category A and B VPDs (minus maintenance taxi events and ADW events) are three (3) or less in FY 2011. Due September 30, 2011

### **Activity Target 5:**

Establish FY 2010 baseline for runway incursions caused by airfield geometry or VPDs caused by

by vehicles with authorized access to the movement area at towered airports. Due January 31, 2011

## **Core Business Target: Airport Safety**

Improve safety at Part 139 and GA airports in support of FAA goal of reducing commercial air carrier fatalities per 100 million persons on board in half by FY 2025. FY 2011 goal is 7.9.

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

Conduct Part 139 airport certification program, inspect Part 139 airports.

#### **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, 2011

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

Execute Airport Technology Research Program per approved FY 2009 Research & Development (R&D) Plan. Due September 30, 2011

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

Develop FY 2012 Airport Technology Plan in coordination with Research Engineering Development Advisory Committee (REDAC) Airports Subcommittee. Due September 30, 2011

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

Review research needs and resources to identify optimal technological solutions to prevent runway incursions and surface accidents caused by vehicles with authorized access to the movement area. Due July 31, 2011

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

Develop a research plan to investigate feasibility of integrating bird-detecting radar into air traffic Control towers. Due March 31, 2011

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

Complete the 10 year, \$250 million Airport Technology Research Plan. Due September 30, 2011

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

Complete deployment of B-Star bird radar at Dallas Fort Worth Airport. Due September 30, 2011

##### **Activity Target 8:**

Complete report on safety analysis of accidents within RPZ and OFA. Due September 30, 2011

##### **Activity Target 9:**

Complete design plans for the visual guidance research test bed at Cape May Airport. Due

September 30, 2011

### **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. Due September 30, 2011

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

Maintain average age of Airport Safety and Standards ACs at 5.0 years or less. Due September 30, 2011

### **Core Activity: Airport Standards**

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

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

Convene a forum among FAA planners; engineers, ACSIs and Runway Safety Office representatives to identify and share best practices for addressing complicated airfield geometry. Due July 31, 2011

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

Circulate summary of conclusions from the national forum on airfield geometry. Due September 30, 2011

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

Complete national template with risk-based criteria for FAA review of plans and specifications. And establish time frame for implementation. Due August 30, 2011

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

Establish strategy and time frame to double the expected life of any runway construction at a large-hub airport (ie 40 year pavement vs 20 year pavement). Due March 31, 2011

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

Validate or update the criteria for evaluating the justification and feasibility of end-around taxiways at commercial service airports. Due September 30, 2011

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

Develop National Template for Construction Safety Phasing Plan Review. Due March 31, 2011

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

Establish a cross LOB action plan with ATO and AVS to fix deficiencies and improve utility of our automated airspace review process and tool (iOE/AAA). Among ther deficiencies to be remedied, revise the process include critical ATO offices that are now left out of the review process. Due March 31, 2011

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

Conduct Part 139 Airport Safety inspections.

**Activity Target 1:**

Regions conduct airports safety inspections per their FY 2011 work plan. Due September 30, 2011

**Activity Target 2:**

Regions develop work plan for conducting airport safety plans for FY 2012 and provide copies to Airport Safety and Operations Division. Due August 20, 2011

## **Core Business Target: Wildlife Hazard Mitigation**

Reduce hazard to aircraft from bird strikes.

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### **Core Business Initiative: Wildlife Hazard Mitigation**

Reduce hazard to aircraft from bird strikes.

#### **Core Activity: Wildlife Hazard Mitigation**

Reduce hazard to aircraft from bird strikes.

**Activity Target 1:**

Identify level of FY-2011 Airport Improvement Program (AIP) funding needed for wildlife hazard assessments for noncertificated airports. Due December 15, 2010

**Activity Target 2:**

Publish draft Advisory Circular 150/5200-36 for notice and comment (on wildlife biologist qualifications). Due May 31, 2011

**Activity Target 3:**

Publish draft Advisory Circular 150/5200-33B for notice and comment (on hazardous wildlife attractants including enclosed waste management facilities). Due May 31, 2011

**Activity Target 4:**

Publish final Advisory Circular 150/5200-36 (on wildlife biologist qualifications). Due August 31, 2011

**Activity Target 5:**

Publish final Advisory Circular 150/5200-33B (on hazardous wildlife attractants including enclosed waste management facilities). Due August 31, 2011

**Activity Target 6:**

Establish communications plan on requirements to conduct wildlife hazard assessments for noncertificated airports. Due March 31, 2011

**Activity Target 7:**

Meet final agency milestones (as approved by the Rulemaking Council) to require certificated airports to conduct wildlife hazard assessments. Due September 30, 2011

**Activity Target 8:**

Develop a 5 year, region by region AIP funding plan for conducting wildlife hazard assessments at the 193 tier 1 General aviation airports. Due July 31, 2011

## **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 2011 Target: 103,068

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### **Strategic Initiative: NextGen**

Expand FAA's NextGen Implementation Plan to incorporate critical path decisions and milestones necessary to accomplish the Mid-Term commitments.

#### **Strategic Activity: ARP NextGen Implementation Plan**

Publish the Next Generation Implementation Plan reflecting the agency and aviation community priorities.

**Activity Target 1:**

Collaborate, review and comment on draft 1 NextGen Implementation Plan. Due December 15, 2010

**Activity Target 2:**

Collaborate, review, comment, and resolve comments on draft 2 NextGen Implementation Plan. Due February 7, 2011

**Activity Target 3:**

Publish NextGen Implementation Plan on FAA website thirty days after the President's budget submission. Due March 14, 2011

### **Strategic Initiative: NextGen Airport Mobility**

ARP will develop and analyze plans to address anticipated capacity constraints at airports and assess the impact of NextGen improvements on airports.

#### **Strategic Activity: Next Generation Air Transportation System (NextGen) Airports**

ARP will continue to develop and analyze NextGen initiatives, in coordination with internal and external stakeholders that are aligned with plans and implementation schedules of the NextGen Integration and Implementation Office and the Joint

Planning and Development Office to address both near/mid and long term goals.

**Activity Target 1:**

Develop NextGen communications strategy for ARP. Due December 31, 2010

**Activity Target 2:**

Provide Airports input on NextGen initiatives into FAA Enterprise Architecture and NextGen Implementation Plan (NGIP). Due March 31, 2011

**Activity Target 3:**

Update and refine Multi-Year NextGen Plan for Airports. Due September 30, 2011

### **Strategic Initiative: FACT**

Future Airport Capacity Team (FACT) will continue to work with internal and external stakeholders to develop strategies aimed at optimizing gate-to-gate performance in the NextGen environment.

#### **Strategic Activity: Future Airport Capacity Team (FACT) 3 Study**

Update FACT 3 Study.

**Activity Target 1:**

Prepared draft statement of work for FACT 3 study. Due January, 2011 Due January 30, 2011

**Activity Target 2:**

Continue coordination with FAA offices on FACT Action Plans. Due September 30, 2011

**Activity Target 3:**

Preliminary results for baseline model scenarios. Due September 30, 2011

### **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 2011 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: Development of orders, regulations or legislation**

Analyze capacity and congestion policy implications of NextGen near-term and mid-term improvements.

**Activity Target 1:**

Participate in the development of orders, regulations or legislation to address NextGen equipage-related policy implications as needed. Due September 30, 2011

### **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, 2011

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

Maintain progress on key milestones for Environmental Impact Statement on capacity enhancement projects at any of the highly congested airports that meet the criteria for environmental streamlining under Vision 100, to the extent that airport sponsor deliverables and resources are fulfilled.

#### **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:**

Target 1: Complete Draft Purpose and Need chapter for the Draft EIS. Due March 31, 2011

**Activity Target 2:**

Deliver Draft Technical Reports for Recreation, Rangeland, Farmlands, Wild Horse and Burro, Wilderness, Areas of Critical Environmental Concern, and Socioeconomics, and Light Emissions to Vision 100 Agencies and Tribes. Due June 30, 2011

**Activity Target 3:**

Complete Draft Alternatives chapter for the Draft EIS. Due August 31, 2011

**Activity Target 4:**

Conduct quarterly executive level reviews of the progress on the Southern Nevada Supplemental Airport EIS. Due September 30, 2011

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

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

**Activity Target 1:**

Issue Record of Decision (ROD). Due December 31, 2010

### **Strategic Initiative: NY Operational Initiatives**

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

### **Strategic Activity: New York Operational Initiatives - Stakeholder Support & Communication**

Working with NYAPIO, ensure all stakeholders are clear on the expectations of each delay reduction initiative. Gain formal agreement from FAA and industry stakeholders on expectations for all new delay reduction initiatives expected to commence in 2011.

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

Provide ARP support to NYAPIO via a Matrix team representative to assist in development of stakeholder scope agreements. . Due September 30, 2011

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

Participate in a minimum of 2 stakeholder meetings to ensure clarity on the Delay Reduction Activities for 2011. First meeting will be held not later than March 31, 2011 Due March 31, 2011

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

Provide ARP support to NYAPIO to further develop the Delay Reduction Plan to include complete funding requirements. Provide funding cost data for ARP activities. Due June 30, 2011

## **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 2011 Target: 88.00%

### **Strategic Initiative: Delay Identification**

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

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

Provide a list of airport construction projects that are likely to affect capacity at the 77 ASPM airports.

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

Provide a list of airport construction projects that are likely to affect capacity at the 77 ASPM airports. Due October 20, 2010

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

Provide an updated list of airport construction projects that are likely to affect capacity at the 77 ASPM airports. Due April 30, 2011

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

Reduce the number of people exposed to significant noise by 4 percent compounded annually through FY 2013 from the calendar year 2005. FY 2011 Target: - 19.28%

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## **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 address its environmental targets .

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

Maintain ARP's EMS to be consistent with AEE Higher tier EMP's as applicable. Due August 31, 2011

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

Conduct internal EMS audits and management reviews and report status to AEE. Due August 31, 2011

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

Maintain or refine the established performance baseline to be used to analyze and report EMS performance. Due August 31, 2011

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## **Core Business Target: Reasonable and Nondiscriminatory Access for Airport Revenue Use**

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

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### **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:**

ACO-100 will provide external guidance about Part 16 compliance process. Due September 30, 2011

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

ACO-100 and Regional team will conduct two on-site airport audits for revenue diversion and issue

the report. Due August 30, 2011

**Activity Target 3:**

ACO-100 will ensure each region conducts two land use inspections at General Aviation airports. Due August 30, 2011

**Activity Target 4:**

ACO-100 will establish a baseline and plan for evaluating land-use compliance of Federally obligated airport. Due September 30, 2011

## **Core Business Target: Safety and Operations Integration**

Complete all activities associated with the O'Hare Modernization Program (OMP) resulting in a 67% reduction in area delays by 2015. Finalize Fort Lauderdale (FLL) Airport Runway Template Action Plan (RTAP) schedule for FLL runway extension and support Compact of Free Association, U.S. Public Law 99-239 to ensure that 6 airports within the Compact countries are compliant with FAA FAR Part 139 and ICAO Standards for emergency readiness.

### **Core Business Initiative: Core Airports Runway Commitment**

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

**Core 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 Next Gen runway/extensions are met. In addition to runway-specific responsibilities, ARC and ARP share management responsibility for the Agency's new OEP runway projects and for leading quarterly regional and HQ executive level reviews of these projects.

**Activity Target 1:**

Target 1: Participate at OEP RTAP meetings with NextGen Management Board. Ensure that all FY-11 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, 2011

### **Core Business Initiative: Agency Flight Operations Guidance**

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

### **Core Activity: Airport Obstruction Standards Committee**

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. Due September 30, 2011

**Activity Target 2:**

Provide quarterly updates on the status of assigned action item associated with the projects assigned under target 1. Due September 30, 2011

## **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 2011 Airport Technology Research. Due September 30, 2011

### **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:**

In accordance with the ACIP, direct AIP funding to Reconstruction (RE) projects to ensure that at least 93% of runways at NPIAS airports are in

excellent, good or fair condition. Due September 30, 2011

## **Core Business Target: Manage Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ)**

Ensure airport compliance with Title VI on non-discrimination, Limited English Proficiency, Environmental Justice and other civil rights policy and regulations by conducting four (4) compliance reviews; providing a minimum of twenty (20) technical assistance consultations to stakeholders. Additionally, monitor airport efforts and assess complaints, measured by processing 85% of complaints received with all appropriate information within 150 days of receipt.

### **Core Business Initiative: Ensure Airport Compliance with Civil Rights Regulations**

Manage Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ) and other civil rights policies and regulations at airports.

#### **Core Activity: Airports Relationship**

Develop a closer working relationship with FAA Airport Divisions to provide substantial review and input in regard to the Title VI Pre-Award Sponsor Checklist under EJ.

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

Identify Airports' environmental staff who work on environmental projects. Due December 31, 2010

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

Draft a message devising a strategy, which would include the Title VI Pre-Award Sponsor Checklist, to coordinate and ensure Civil Rights is informed of projects that may have Title VI implications. Due January 31, 2011

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

Coordinate with Airport Divisions nationwide to finalize the strategy for communications with ACR. Due March 31, 2011

## **Core Business Target: Airport Compliance & Field Operations (ACO) Capacity-Enhancing Support to Communities**

Complete no less than 95% of airport privatization applications under the pilot privatization program consistent with community and airport requirements.

### **Core Business Initiative: Airport Compliance & Field Operations (ACO) Capacity-Enhancing Support to Communities**

Process airport privatization applications under the pilot privatization program consistent with Title 49 USC Section 47134 requirements.

#### **Core Activity: Airport Privatization Pilot Program**

Complete processing of no less than 95% of all core business activities to allow airport privatization applicants to meet established timelines and milestones.

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

Complete agency review and issue agency letter on all preliminary privatization proposals within 30 business days after initial submission. Due September 30, 2011

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

ACO-100 will meet with each applicant within 30 business days of receiving final application to develop and publish a project timetable to identify all required tasks to issuance of final agency decision comment period. Due September 30, 2011

## **Core Business Target: Increase Airport Compliance**

Manage and resolve Airport compliance complaints within Part 16 timeframes and complete 100% of compliance outreach publications.

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

Manage and resolve Airport compliance complaints within Part 16 timeframes and complete 100% of compliance outreach publications.

#### **Core Activity: Compliance Outreach**

Increase Airports compliance and reduce public complaints through public outreach and education.

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

Draft, coordinate and publish brochure on Grant Assurances for airport users. Due June 30, 2011

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

Draft, coordinate and publish brochure on Unlawful Revenue Diversion for airports. Due September 30, 2011

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

Implement requirements of Residential Through-the-Fence Access Policy. Due September 30, 2011

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

Draft, coordinate and publish guidance brochure on financial transparency for airports in establishing rates and charges. Due September 30, 2011

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

Increase Airports compliance and reduce public complaints through public outreach and education.

**Activity Target 1:**

Publish changes to Airport Compliance Order to reflect requirements of RTTF Policy. Due July 31, 2011

**Activity Target 2:**

Publish revised policy on Commercial Through-the-Fence and amend Airport Compliance Order to reflect changes. Due September 30, 2011

**Activity Target 3:**

Publish revised Airport Compliance Order. Due September 30, 2011

## Core Business Target: Sustainability Initiative

Implement a Greening Initiative pilot program at select airports to develop a preliminary report on the Greening review process including best practices.

### Core Business Initiative: Sustainability Initiative

Continue evaluation of sustainability planning pilot program while also advancing national enabling initiatives.

#### Core Activity: Sustainability Initiative

Continue evaluation of sustainability planning pilot program while also advancing national enabling initiatives.

**Activity Target 1:**

Establish the scope and timeframe for research and policy initiatives aimed at reducing emissions by ground service equipment (GSE) at Large and Medium-hub airports. Due March 31, 2011

**Activity Target 2:**

Issue supplemental guidance or standards to enable airport sponsors to pursue enhanced environmental performance in conjunction with FAA-approved specifications for airport-owned vehicles, particularly Snow-Removal Equipment (SRE) and Airport Rescue and Firefighting (ARFF) equipment. Due March 31, 2011

**Activity Target 3:**

Develop a plan and schedule for working with individual airports and the Federal Transit Administration to evaluate the technical and financial feasibility of establishing direct rail access (light, heavy, commuter or other) to passenger terminal at the FAA's designated Core airports that do not already have such access in 2010. Due June 30, 2011

## Core Business Target: Transportation Policies and Investments

Ensure the U.S. population has access to the National Aviation System (NAS).

## Core Business Initiative: Maintain access to the National Aviation System (NAS)

Ensure the U.S. population has access to the National Aviation System (NAS).

### Core Activity: Maintain access to the National Aviation System (NAS)

Ensure the U.S. population has access to air transportation infrastructure.

**Activity Target 1:**

Identify airport access and development needs to ensure that at least 95% of the U.S. population lives within 20 miles of a public-use airport. Due September 30, 2011

## Core Business Target: Reduce transportation related environmental impacts on ecosystems

Reduce ozone emissions in EPA - designated nonattainment areas.

### Core Business Initiative: Reduce transportation related environmental impacts on ecosystems

Reduce ozone emissions in EPA - designated nonattainment areas.

#### Core Activity: Reduce ozone emissions

Reduce ozone emissions in EPA - designated nonattainment areas.

**Activity Target 1:**

Award AIP Voluntary Airport Low Emission (VALE) grants to help reduce ozone emissions in EPA-designated nonattainment areas by 500 tons of nitrogen oxides (NOx) and 50 tons of volatile organic compounds (VOCs) over a five year timeframe (FY-2012 through FY-2016). Due September 30, 2011

## Core Business Target: Implement Airport Geographic Information System (GIS)

Continue to implement the Airport GIS

### Core Business Initiative: Implement Airport Geographic Information System (GIS)

Continue to implement Airport Geographic Information System (GIS).

#### Core Activity: Implement Airport Geographic Information System (GIS)

Continue to implement Airport Geographic

Information System (GIS).

**Activity Target 1:**

Finalize transitional policy regarding aeronautical surveys. Due January 15, 2011

**Activity Target 2:**

Publish Executive Summary of AGIS Implementation Plan. Due January 31, 2011

**Activity Target 3:**

Publish full list of major milestones (multi-year) for full AGIS implementation. Due February 28, 2011

**Activity Target 4:**

Complete Service Level Agreement with AIM. Due March 31, 2011

**Activity Target 5:**

Complete Benefit-Cost Analysis for AGIS. Due August 31, 2011

**Activity Target 6:**

Compile and circulate interim lessons learned from AGIS pilot projects. Due September 30, 2011

## **Core Business Target: Conduct National ASSET / General Aviation Strategic Study**

Conduct a general aviation strategic study (as part of broader initiative to update the NPIAS and ACIP orders), including analysis of historical Federal funding trends and identifying potential updates to the airport classification scheme to help facilitate infrastructure investment decisions.

### **Core Business Initiative: Conduct National ASSET / General Aviation Strategic Study**

Conduct a general aviation strategic study (as part of broader initiative to update the NPIAS and ACIP orders), including analysis of historical Federal funding trends and identifying potential updates to the airport classification scheme to help facilitate infrastructure investment decisions.

#### **Core Activity: Conduct National ASSET / General Aviation Strategic Study**

Conduct a general aviation strategic study (as part of broader initiative to update the NPIAS and ACIP orders), including analysis of historical Federal funding trends and identifying potential updates to the airport classification scheme to help facilitate infrastructure investment decisions.

**Activity Target 1:**

Complete internal analysis of airport classification systems. Due January 31, 2011

**Activity Target 2:**

Develop proposed draft airport classification systemS. Due June 30, 2011

**Activity Target 3:**

Complete at least two aviation industry outreach sessions. Due July 31, 2011

## **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 2011 Target: 3 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, 2011

#### **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, 2011

## **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: ICAO Support and Representation**

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

#### **Core Activity: Aerodrome Panel and its Work Groups**

Represent U.S. at Aerodrome Panel and its Work Groups. As scheduled by ICAO.

**Activity Target 1:**

Represent U.S. at Aerodrome Panel and its Work Groups. As scheduled by ICAO. Due September 30, 2011

**Core Business Initiative: Support Aviation Cooperative Programs**

Provide technical assistance to aviation cooperative programs.

**Core Activity: Support Aviation Cooperative Program with India**

Provide technical assistance to India aviation cooperative programs as required by Office of International Aviation.

**Activity Target 1:**

Provide technical assistance to India aviation cooperative programs as required by Office of International Aviation. Due September 30, 2011

**Core Activity: Support Aviation Cooperative Program with China**

Provide technical assistance to China aviation cooperative programs as required by Office of International Aviation

**Activity Target 1:**

Provide technical assistance to China aviation cooperative programs as required by Office of International Aviation. Due September 30, 2011

**Core Business Target: Support Aviation Safety (AVS) on implementing Commercial Aviation Safety Team (CAST) recommendations in China**

Support AVS on implementing CAST recommendations in China.

**Core Business Initiative: Support Aviation Safety (AVS) on implementing Commercial Aviation Safety Team (CAST) recommendations in China**

Support AVS on implementing CAST recommendations in China.

**Core Activity: Support Aviation Safety (AVS) on implementing Commercial Aviation Safety Team (CAST) recommendations in China**

Support AVS on implementing CAST recommendations in China.

**Activity Target 1:**

Assist AVS as requested during FY 2011. Due September 30, 2011

**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: Legislative Proposal for Reauthorization**

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

**Strategic Activity: ARP FAA Reauthorization**

Implement legislation as necessary for FAA's reauthorization.

**Activity Target 1:**

Implement program changes as required by FAA's reauthorization, by dates consistent with the reauthorization legislation implementation plan. Due September 30, 2011

**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 report quarterly in pbviews on steps taken to improve or sustain timely training and certification of probationary managers, participation in corporate leadership development programs such as PEL and SLDP, and maintenance of Continuing Management Education hours.

**Activity Target 1:**

Report on steps taken to improve or sustain timely completion of probationary training and certification. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

**Activity Target 2:**

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

## 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, 2011

#### Activity Target 2:

Report quarterly the number of managers who have completed eLMS course #FAA30200134 - Accountability Board Training for FAA Managers. Due September 30, 2011

#### 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, 2011

#### 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 coordinators should enter this data into eLMS with the appropriate course number or as an "External Event".) Due September 30, 2011

## 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, 2011

## Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives in 2011 such as: \$20 million in savings for strategic sourcing for selected products and services and a reduction of \$30 million in Information Technology operating costs. FY 2011 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: ATO cost per controlled flight, AIP grants administration, staff office overhead rates, grievance processing time, and cost per accounting transaction.

### Strategic Activity: ARP Efficiency Measure: Indirect Overhead Rate

ARP will track and report on indirect overhead allocated costs as a percentage of total overhead allocated costs. The FY 2011 target is 53% Indirect Overate Rate.

#### Activity Target 1:

Report FY 2010 4th quarter results to ABA for ARP indirect overhead rate. Due January 3, 2011

#### Activity Target 2:

Report FY 2011 1st quarter results to ABA for ARP indirect overhead rate. Due February 28, 2011

#### Activity Target 3:

Report FY 2011 2nd quarter results to ABA for ARP indirect overhead rate. Due May 31, 2011

#### Activity Target 4:

Report FY 2011 3rd quarter results to ABA for ARP indirect overhead rate. Due August 30, 2011

#### Activity Target 5:

Provide updated FY 2012 template for review and approval in time to be included in the FY 2012 Business Plan. Due June 15, 2011

### Strategic Activity: ARP Efficiency Measure: ARP Part 139 Safety Inspections

This measure will track ARP Regional Offices' safety inspection labor hours per Part 139 airport. The FY 2011 target is a 5 % increase over FY 2010 Labor hours for Regional Part 139 Airport Safety Inspections.

#### Activity Target 1:

Report FY10 4th quarter results to ABA for safety

inspection labor hours per Part 139 airport. Due January 3, 2011

**Activity Target 2:**

Report FY11 1st quarter results to ABA for safety inspection labor hours per Part 139 airport. Due February 28, 2011

**Activity Target 3:**

Report FY11 2nd quarter results to ABA for safety inspection labor hours per Part 139 airport. Due May 31, 2011

**Activity Target 4:**

Report FY11 3rd quarter results to ABA for safety inspection labor hours per Part 139 airport. Due August 31, 2011

**Activity Target 5:**

Provide updated FY 2012 template for review and approval in time to be included in the FY 2012 Business Plan. Due June 15, 2011

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

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. The FY 2011 target is \$1,343 per million dollars, and \$2,883 for non-primary grants.

**Activity Target 1:**

Report FY 2010, 4th quarter results to ABA the per million dollars of grant value (Non-Primary and Primary grants tracked separately) awarded. Due January 3, 2011

**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 February 28, 2011

**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 May 31, 2011

**Activity Target 4:**

Continue to report quarterly to ABA the cost per million dollars of grant value (Non-Primary and Primary grants tracked separately) awarded. Due August 31, 2011

**Activity Target 5:**

Provide updated FY 2012 template for review and approval in time to be included in the FY 2012 Business Plan. Due June 15, 2011

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

Achieve an annual reduction of \$30 million in Information Technology operating costs.

**Strategic Activity: Domain Name Services**

ARP will decommission three (3) Domain Name Services (DNS) servers and will be rehosted under faa.gov. This goal will eliminate the need for ARP to manage its own DNS services and equipment that is separate from faa.gov, resulting in direct labor and equipment savings.

**Activity Target 1:**

Achieve 90% of the \$48,000 projected year-end savings. Due September 30, 2011

**Flight Plan Target: Information Security Program**

Achieve zero cyber security events that disable or significantly degrade FAA mission critical Line of Business systems. FY 2011 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, 2011

**Strategic Initiative: Unauthorized Disclosure**

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

**Strategic Activity: Stabilize Information Assurance/Privacy Operations**

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

**Activity Target 1:**

Complete 100% of all Privacy Threshold Analyses (PTAs) and Privacy Impact Assessments (PIAs) as required by the Certification & Accreditation (C&A) anniversary date. Ensure PTA/PIA approval is obtained from Privacy Officer. Due September 30, 2011

**Activity Target 2:**

Support 100% of all Privacy Compliance activities conducted by the Privacy Office. Develop and implement compliance remediation plans for all identified findings. Due September 30, 2011

**Activity Target 3:**

Report 100% of all privacy breaches to the Cyber Security Management Center (CSMC) as they occur and take required remediation action In

accordance with the FAA Privacy Order. Due September 30, 2011

**Activity Target 4:**

Reduce or eliminate personally identifiable information (PII) in FAA Systems. Percentage to be determined after enterprise-wide plan is complete. Due September 30, 2011

**Activity Target 5:**

Develop a plan that is approved by the Privacy Office to remediate PII vulnerabilities identified during Data Loss Protection (DLP)/Security scanning and Privacy compliance reviews and then implement remediation according to the plan. Due September 30, 2011

**Activity Target 6:**

Encrypt all PII systems for data in transit and data at rest. Due September 30, 2011

## 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 2011 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 FY11, and FY12 hiring projections. Due February 28, 2011

## 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 2011 Target: 2.44 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 OSH Support

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 30, 2011

**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 30, 2011

## Flight Plan Target: Unqualified Audit Opinion

Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year. FY 2011 Target: Unqualified audit opinion with no material weaknesses each fiscal year

### 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, 2011

**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, 2011

**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, 2011

**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, 2011

**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, 2011

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

Continue refining the risk-based approach to AIP grant administration, including compliance with documentation requirements along with other measures that may result from audit findings and recommendations.

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

Ensure appropriate and efficient use of Airport Improvement Program (AIP) 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, 2010

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

Review and report to senior management on results of Year-to-Date (YTD) Regional audits. Due July 30, 2011

## **Core Business Target: Airport Improvement Program (AIP), Passenger Facility Charge (PFC), and Field Operations Management and Oversight**

Ensure the Airport Improvement Program (AIP), Passenger Facility Charge (PFC) program, and Field Operations are managed efficiently.

### **Core Business Initiative: AIP Management and Oversight**

Ensure the Airport Improvement Program (AIP) is managed efficiently through timely obligations, reconciliations, implementation of AIP performance metric, and the timely processing of Letter of Intent (LOI) applications.

#### **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 90% 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, 2011

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

Establish preliminary Airports Capital Improvement Plan (ACIP) list for FY-2012, including categorization of funding priorities (e.g., Safety, Standards, Reconstruction, Capacity, Environment, etc. Due June 30, 2011

#### **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, 2011

#### **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:**

ACO-100 will provide status of all OIG single audits. Due March 31, 2011

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

ACO provide status of all OIG single audits. Due September 30, 2011

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

Review AIP funding outlays and compare to annual performance metric on monthly basis.

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

Perform monthly review of AIP performance metric report. Due September 30, 2011

#### **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, 2011

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

FAA shall issue decisions for at least 75% of those applications and amendments. Due September 30, 2011

#### **Core Activity: Field Operations Task Exchange**

Improve two-way task and information exchange between ARP headquarters and the field. Identify ways to simplify and streamline task related

communications and reporting.

**Activity Target 1:**

Assess current practices, identify roles in managing workload and make recommendations. Due March 31, 2011

**Activity Target 2:**

Coordinate recommended processes with headquarters divisions. Due July 31, 2011

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

Ensure financial closure of PFC applications in a timely manner.

**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 September 30, 2011

**Activity Target 2:**

Establish a plan and schedule for independent (external) review of the Passenger Facility Charge (PFC) program, potentially identifying opportunities to streamline or simplify the Federal role in administration and oversight. Due March 31, 2011

**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 NFR recommendations according to agreed upon schedule, if applicable.

**Activity Target 1:**

Complete NFR recommendations according to agreed upon schedules by the end of 4th quarter, FY 2010. Due September 30, 2011

**Core Business Target: Information Technology**

Manage information technology services to improve business and communications processes.

**Core Business Initiative: Information Technology 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 ARP standards and procedures to account for changes in agency standards. Due September 1, 2011

**Core Activity: IT Training and Conference Support**

Provide IT/ISS professionals training and conference attendance opportunities.

**Activity Target 1:**

IT/ISS representative(s) attend the FAA sponsored FY 2011 IT/ISS conference as scheduled by the CIO office. Due September 30, 2011

**Activity Target 2:**

Convene a domain administrator meeting. Due September 30, 2011

**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 December 31, 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, 2011

**Core Business Target: Airports Leadership Development Program**

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 Business Initiative: Airport Leadership Development Program**

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-11 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-11 ALDP program. Due January 30, 2011

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

Identify FY-11 ALDP program participants. Due March 31, 2011

## **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 employee performance plans to FAA strategic goals and to the ARP business plan. Due December 14, 2010

## **Core Business Target: Aviation and Space Education (AVSED) Outreach Program**

Continue supporting activities that promote Aviation and Space Education Outreach Programs.

### **Core Business Initiative: Aviation and Space Education (AVSED) Outreach Program**

Continue supporting activities that promote Aviation and Space Outreach Programs.

#### **Core Activity: Aviation and Space Education (AVSED) Outreach Program**

Continue supporting activities that promote Aviation and Space Education Outreach Programs.

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

Work in collaboration with the AVSED Outreach programs by providing support to several of the initiatives. (The initiatives can include Aviation Career Education (ACE) Camps, Groundhog Job Shadow Day, Career Day, etc.) Due August 30, 2011

## **Core Business Target: Conduct EEO Training**

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training three percent (3%) of the FAA workforce and provide training to 50% of all new Air Traffic Student hires. Develop new EEO training course that will meet agency needs and create a library of EEO materials.

### **Core Business Initiative: Prevent Discrimination through EEO Training**

Assist agency efforts to prevent discrimination by increasing management and employee awareness in EEO through training.

#### **Core Activity: Conduct EEO Training and Briefings to include the mandatory No FEAR Training**

Conduct EEO training with regards to EEO responsibilities and appropriate behaviors to 3% of the FAA workforce. Additionally, FAA must comply with OPM requirement to administer the NO FEAR training to 100% of all FAA employees.

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

Each LOB/SO will partner with the Office of Civil Rights to provide training to at least 1.5% of the FAA workforce. Due March 31, 2011

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

Each LOB/SO will partner with the Office of Civil Rights to provide training to an additional 1.5% of the FAA workforce for a total of 3%. Due September 30, 2011

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

Each LOB/SO will ensure that 100% of all FAA employees complete the OPM mandated NO FEAR Training. Due December 30, 2010

## **Core Business Target: 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.

## Core Business Initiative: 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.

### 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 DAA on progress (if needed). Due September 1, 2011

#### Activity Target 2:

Ensure all ARP employees and contractors have completed both 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, 2011

#### Activity Target 3:

Distribute annual rules of system use. Due September 1, 2011

## 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, 2011

#### 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 DAA on progress (if needed). Due September 1, 2011

#### 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, 2011

## Core Business Target: Noise Compatibility Projects

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

### Core Business Initiative: Noise Compatibility Projects

Provide AIP funding for noise compatibility projects that benefit an expected population of 15,000 people per year, on average, over a five-year period (FY2010 -- FY 2014).

#### Core Activity: Noise Compatibility

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 15,000 people per year

#### Activity Target 1:

Establish a baseline of residents and primary/secondary school students within airport-related noise-impacted areas, as defined in 2010. Due January 31, 2011

#### Activity Target 2:

Establish a schedule to validate or update the criteria defining significant noise impacts for both residents and students. Due December 31, 2010

#### Activity Target 3:

Confirm the specific noise mitigation and other environmental projects to be funded during FY-2011 with AIP noise set-aside funding. Due March 31, 2011

#### Activity Target 4:

?Validate or update the number of residents and students that could benefit from noise compatibility projects funded by AIP between FY-2012 and FY-2016. Due March 31, 2011

#### Activity Target 5:

In accordance with the ACIP, direct AIP funding to support Environmental (EN) projects. Due September 30, 2011

### 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, 2011

## **Core Business Target: Small Business Goal and Corporate Citizenship**

Award at least 25% of the total direct procurement dollars to Small Businesses.

### **Core Business Initiative: FAA Small Business Program**

Support the FAA Major Procurement Program Goals

#### **Core Activity: FAA Small Business Goal and Good Corporate Citizenship**

Participate in the agency's outreach and training to small business with special emphasis on disadvantaged, women-owned and service-disabled veteran-owned businesses. Also, assign a Small Business Liaison Representative to assist in identifying procurement opportunities suitable for set-aside.

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

Participate in the Annual FAA National Small Business Procurement Opportunities Training Conference and Trade Show during June or July of each fiscal year. Due July 30, 2011

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

Award at least 25% of the total direct procurement dollars to small business. Due September 30, 2011

### **Core Business Initiative: Small Business Goal and Corporate Citizenship**

Support the FAA major procurement goals and make best effort to award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship.

#### **Core Activity: Small Business Goal and Corporate Citizenship**

Support the FAA major procurement goals and make best effort to award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship.

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

Participate in the agency's outreach and training to small business with special emphasis on disadvantaged, women-owned and service-disabled veteran-owned businesses. Due September 30, 2011

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

Assign a Small Business Liaison Representative to assist in identifying procurement opportunities suitable for set-aside. Due December 31, 2010

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

Participate in the Annual FAA National Small Business Procurement Opportunities Training Conference and Trade Show during June or July of each fiscal year. Due July 31, 2011

## **Core Business Target: Reduce EEO Complainant Ratio**

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

### **Core Business Initiative: Reduce EEO Complainant Ratio**

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

#### **Core Activity: Reduce EEO Complainant Ratio**

Each LOB/SO will work with ACR to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

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

LOB/SO's will engage in efforts to assist ACR, to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54% by encouraging the use of facilitation, mediation, and consulting services during the EEO pre-complaint process. Due September 30, 2011

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

LOB/SO's will ensure that 35% of all EEO pre-complaints are mediated, if the employees are willing to engage in mediation.. Due September 30, 2011

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

Ensure ARRA obligations, outlays/disbursements, project closeouts, and audits are efficiently implemented.

### **Core Business Initiative: Management of ARP American Recovery and Reinvestment Act (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: American Recovery and Reinvestment Act (ARRA) Outlay Rate**

Achieve an outlay (disbursement) rate of 95% of the FY-09 ARRA funding (\$1.1B) by September 30, 2011.

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

Achieve an outlay (disbursement) rate of 95% of FY-09 ARRA funding (\$1.1B). Due September 30, 2011

### **Core Activity: ARP American Recovery and Reinvestment Act (ARRA) Final Project Inspections**

Achieve substantial completion as evidenced by the final project inspection on at least 200 (approximately 90%) ARRA Grants In Aid for Airport projects by September 30, 2011.

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

Achieve substantial completion as evidenced by the final project inspection on at least 200 (approximately 90%) of ARRA Grants In Aid for Airports projects. Due September 30, 2011

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

Achieve 95% ARRA project completions. Due February 17, 2011

### **Core Activity: American Recovery and Reinvestment Act (ARRA) Audit Findings & Recommendations**

Provide timely reviews, responses and implement recommendations as appropriate for on-going and new audits.

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

Complete timely reviews and responses within 60 days of receipt for FY-10/FY-11 audits. Due September 30, 2011

## **Core Business Target: Planning and Programming Policy and Guidance Updates**

Update FAA Orders owned by Airports Planning and Programming as necessary.

### **Core Business Initiative: Planning and Programming Policy and Guidance Updates**

Update FAA Orders owned by Airports Planning and Programming as necessary.

#### **Core Activity: Planning and Programming Policy and Guidance Updates**

Update Airport Improvement Program (AIP), Airport Capital Improvement Program (ACIP), and National Plan of Integrated Airport Systems (NPIAS) Orders.

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

Review final draft of AIP Order with regions for training purposes. Due March 31, 2011

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

Conduct internal (FAA) and external (Industry) outreach for NPIAS and ACIP Order update. Due March 30, 2011

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

Complete update of AIP Order. Due September 30, 2011

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

Ensure established milestones and completion dates for AIP, ACIP and NPIAS Orders are met in Fiscal Year 2011. Due September 30, 2011

## **Core Business Target: NextGen Staffing Plan**

Update and implement the 5-Year NextGen Staffing plan that will lead to a workforce with the necessary skills and competencies to meet the challenges presented by NextGen.

### **Core Business Initiative: NextGen Staffing Plan**

Finalize the 5-Year NextGen Staffing Plan and initiate implementation.

#### **Core Activity: NextGen 5-Year Staffing Plan**

The 5-Year NextGen Staffing Plan will lead to a workforce with the necessary skills and competencies to meet the challenges presented by NextGen. AJP requires support from all other service units or lines of business that have a need for NextGen positions. Support will be given by providing coordinated and integrated analysis action plans that either continue or initiate processes that formulate and implement the 5-Year NextGen Staffing Plan.

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

Formulate 5 Year NextGen staffing plan (FY12-FY2017) by obtaining required information from the other service units and lines of businesses Comptrollers. Data will be gathered in a structured template and format provided by AJP-9 Comptroller (Molly Vorce) Due April 30, 2011

## **Core Business Target: Congressional Correspondence FAA Milestones**

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS). DOT Congressional letters assigned to the FAA for response must be returned back to the Secretary of Transportation within 5 business days. 90% of all Congressional letters sent directly to the FAA must be

responded to within 10 business days.

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## **Core Business Initiative: FAA Congressional Correspondence Response**

Per direction of the Secretary of Transportation, all Congressional letters sent to DOT must be answered within 30 calendar days.

### **Core Activity: Congressional Correspondence FAA Milestones**

Per direction of the Secretary of Transportation, all Congressional letters sent to DOT must be answered within 30 calendar days.

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

Respond to 90% of assigned Congressional letters sent directly to the FAA within 30 calendar days of entry into CCMS. Due September 30, 2011. Due September 30, 2011

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## **Core Business Target: Support Open Government Initiative - AOC**

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

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## **Core Business Initiative: Support Open Government Initiative**

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

### **Core Activity: Open Government Initiative - ARP Web Management**

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies

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

Update web strategies and action plans in writing to the FAA Web Manager and brief Web Council on the plans by January 29, 2011 Due January 29, 2011

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

Submit quarterly web progress reports to the FAA Web Manager. Due March 30, 2011

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

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2011

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

Certify to the Administrator in writing by September 30, 2011, that 95 percent or more of web pages comply with

FAA web standards, policies, and requirements including those outlined in the FY-2011 Web Strategy and Action Plan. Due September 30, 2011

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

Provide at least 1 high value dataset of ARP web data for publication on Data.gov as part of Open Government requirements. Due September 30, 2011

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

Develop standard operating procedures (SOP) by September 30, 2011, for registering internal and external websites, content owners, developers, and web applications with ARP and AOC. Due September 30, 2011

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

Identify corporate social media programs that your organization plans to participate in. Due September 30, 2011

#### **Activity Target 8:**

Within 2 weeks after the close of each quarter, prepare dashboards showing ARP public web data (i.e. visitor usage, email subscriptions, and customer satisfaction) for that quarter. Interim dates are January 11, 2011; April 14, 2011; July 14, 2011. Due September 30, 2011

#### **Activity Target 9:**

Identify and optimize at least 10 terms commonly used by web visitors to find ARP content on faa.gov. By September 30, 2011, 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, 2011

#### **Activity Target 10:**

Maintain or improve the FY 2011 Q4 customer satisfaction score of 69 for pages in the Airports section of FAA.gov. Due September 30, 2011

#### **Activity Target 11:**

All headquarters and regional web points of contact complete at least 2 sessions of web-related training during the fiscal year. Due September 30, 2011