



---

## Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

### Safety Culture Commitment

Reinforce and promote “Safety Culture” across FAA and industry that integrates all aspects of Safety Culture (i.e., Just Culture, Reporting Culture, Learning Culture, Flexible Culture, and Informed Culture) to improve safety performance throughout the NAS. Safety culture commitment promotes safety policy, manages resources and invests in safety training, safety systems, and safety solutions; documents processes and procedures, and ensures accountability for safety.

---

#### **24Sp.1 - Internal Initiative: Final Safety Management System (SMS) Rule at Part 139 Airports**

**Owner:** John Dermody

**Description:** Increase safety by continuing to work with applicable Part 139 Airports on implementation of Airports SMS Rule.

##### **24Sp.1A - Internal Activity: Implement SMS at Hub Airports**

**Owner:** Birkely Rhodes

**Description:** Assist Part 139 Hub Airports in meeting required SMS implementation plan.

##### **24Sp.1A1 - Internal Target: Provide program oversight and technical support to part 139 airports in triggering category 100K ops in developing their implementation plan for part 139 SMS**

**Owner:** Birkely Rhodes

**Description:** AAS to work collectively with the regions to assist the Part 139 triggered airports with 100K ops and international operations in meeting their required deadline for submittal of their implementation plan for SMS due by October 31, 2024.

**Due Date:** 09/30/24

##### **24Sp.1A2 - Internal Target: External SMS Best Practices**

**Owner:** Birkely Rhodes

**Description:** SMS Rule roll-out team will continue to work internally and externally with industry on providing program updates, best practices and address issues and concerns, during the rule implementation period.

**Due Date:** 09/30/24

#### **24Sp.2 - Internal Initiative: Address Core Safety Risks**

**Owner:** John Dermody

**Description:** Work collaboratively to address runway incursions, runway excursions, wrong-surface incidents, nonstandard configurations and taxiway nomenclature to reduce risks.

## **24Sp.2A - Internal Activity: Implement RIM Program**

**Owner:** Michael Meyers

**Description:** Identify, prioritize and mitigate airport locations with a history of runway incursions and report on the effectiveness of the Runway Incursion Mitigation (RIM) program.

### **24Sp.2A1 - Internal Target: FY25-29 RIM mitigation projects schedule**

**Owner:** Steven Debban

**Description:** Regions, with ADO coordination, if applicable, provides their respective Regional Director with an interim progress report on planned mitigation projects at RIM locations, with a copy provided to the national RIM program manager.

**Due Date:** 03/31/24

### **24Sp.2A2 - Internal Target: FY25-29 RIM mitigation projects schedule**

**Owner:** Steven Debban

**Description:** Each Region works with their Airport Sponsors to ensure any planned RIM mitigation projects are incorporated into the Sponsor's FY25-29 Capital Improvement Plan. ADOs and Regions will provide the RIM National Program manager with a final progress report on planned mitigation projects at RIM locations for FY 25-29.

**Due Date:** 09/30/24

### **24Sp.2A3 - Internal Target: RIM Projects Report**

**Owner:** Steven Debban

**Description:** The ARP RIM Program National Manager provides annual draft mitigation report to Airport Safety and Standards management, summarizing mitigation efforts in FY24.

**Due Date:** 09/30/24

### **24Sp.2A4 - Internal Target: RIM Summary Report**

**Owner:** Steven Debban

**Description:** ARP RIM National Program Manager prepares an updated draft RIM program summary report containing mitigation history and effectiveness metrics, for distribution to all ARP employees.

**Due Date:** 09/30/24

### **24Sp.2A5 - Internal Target: RIM Projects**

**Owner:** Steven Debban

**Description:** Regions collectively complete 3 mitigation projects at RIM locations.

**Due Date:** 09/30/24

## **24Sp.2B - Internal Activity: Implement "Hot-Spot Improvement Program" (HIP)**

**Owner:** Michael Meyers

**Description:** Enhance identification, prioritization, mitigation, and prevention of Hot Spots nationally.

### **24Sp.2B1 - Internal Target: Hot Spots at Non-Towered Part 139 Airports**

**Owner:** Steven Debban

**Description:** HQs to identify and analyze the 131 non-towered Part 139 airports for Problematic Taxiway Geometry (PTG) locations using the principles established in the RIM Program.

**Due Date:** 09/30/24

### **24Sp.2B2 - Internal Target: Implement "Hot-Spot Improvement Program" (HIP)**

**Owner:** Steven Debban

**Description:** Regions to update the status of the proposed mitigations for the non-RIM hot-spot locations previously identified in FY23 and prior years.

**Due Date:** 09/24/24

### **24Sp.2B3 - Internal Target: RSAT Attendance For Hub Airports**

**Owner:** Steven Debban

**Description:** Regional and/or ADO staff to attend and participate in RSATs at 25% of, or 5 hub airports (whichever is less) within their respective regions, with an unmitigated non-RIM Hot Spot.

**Due Date:** 09/30/24

### **24Sp.2B4 - Internal Target: RSAT Attendance For Hub Airports**

**Owner:** Steven Debban

**Description:** Provide to the Regional Director a summary of ARP action items and draft mitigation plans to address those action items from the RSATs in Target 24Sp.2B3.

**Due Date:** 09/30/24

### **24Sp.2C - Internal Activity: Implement Standard Taxiway Nomenclature**

**Owner:** Michael Meyers

**Description:** Assess results of 2023 taxiway nomenclature inventory of Part 139 Hub airports

#### **24Sp.2C1 - Internal Target: Standard Taxiway Nomenclature**

**Owner:** Mike Rottinghaus

**Description:** Using 2023 inventory of 139 airports, HQs will prepare report on consistency with taxiway naming standards of AC 150/5340-18.

**Due Date:** 02/29/24

#### **24Sp.2C2 - Internal Target: Standard Taxiway Nomenclature**

**Owner:** Mike Rottinghaus

**Description:** Publish Change 2 to AC 150/5340-18, Standards for Airport Sign Systems, in order to clarify taxiway naming conventions.

**Due Date:** 09/30/24

### **24Sp.3 - Internal Initiative: Enhance Part 139 Program Oversight**

**Owner:** John Dermody

**Description:** Increase safety at the Certificated Airports by providing national guidance and enhancing oversight over the Part 139 program.

**24Sp.3A - Internal Activity: Provide national guidance and oversight enhancement of Part 139 inspection program**

**Owner:** Anthony Butters

**Description:** Improve standardization and consistency of 14 CFR Part 139 compliance methodologies across regions.

**24Sp.3A1 - Internal Target: Airport Certification Safety Data Assessment**

**Owner:** Anthony Butters

**Description:** AAS-300 to review CCMIS inspection data from FY23 to identify the top area (s) of regulatory application/compliance for emphasis during follow-on inspections.

**Due Date:** 01/31/24

**24Sp.3A2 - Internal Target: Airport Certification Safety Data Assessment**

**Owner:** Anthony Butters

**Description:** AAS-300 will identify inspection areas of emphasis for regional implementation in FY24 based on FY23 inspection data.

**Due Date:** 02/29/24

**24Sp.3B - Internal Activity: Conduct regional audits of the Part 139 inspection program**

**Owner:** Anthony Butters

**Description:** Conduct two individual audits of selected regional Part 139 inspection programs.

**24Sp.3B1 - Internal Target: Regional audits of Part 139 inspection program**

**Owner:** Anthony Butters

**Description:** Airport Safety & Operations, AAS-300, identifies regions slotted for audits.

**Due Date:** 12/31/23

**24Sp.3B2 - Internal Target: Conduct Regional Audits of the Part 139 Inspection Program**

**Owner:** Anthony Butters

**Description:** AAS-300 will identify and conduct full-scale, in-person evaluations of the Airport Certification Program at two regions in FY24 and produce a report documenting discoveries.

**Due Date:** 09/30/24

**24Sp.3C - Internal Activity: Cross-train Airport Certification Safety Inspector (ACSI) cadre to promote standardization**

**Owner:** Anthony Butters

**Description:** Promote Part 139 inspection standardization by cross-training ACSI cadre.

**24Sp.3C1 - Internal Target: Cross-training Funding and Resource Identification**

**Owner:** Anthony Butters

**Description:** AAS-300 confirms funding and notifies regions of cross training opportunities to solicit and identify volunteers. Regional management will approve participants from their region.

**Due Date:** 02/29/24

### **24Sp.3C2 - Internal Target: Cross training opportunities**

**Owner:** Anthony Butters

**Description:** AAS-300 will coordinate the cross training effort with consideration of travel restrictions and participants.

**Due Date:** 02/15/24

### **24Sp.13 - Internal Initiative: Improve the Safety Culture for the Office of Airports**

**Owner:** John Dermody

**Description:** Foster an effective Safety Culture rooted in employee understanding, expertise, and commitment

#### **24Sp.13A - Internal Activity: Improve the Safety Culture for the Office of Airports**

**Owner:** Birkely Rhodes

**Description:** Enhance Safety Culture activities with support from the ARP Safety Culture Ambassadors.

#### **24Sp.13A1 - Internal Target: Improve the Safety Culture for the Office of Airports**

**Owner:** Birkely Rhodes

**Description:** Using the survey data from FY23, AAS will work with the Safety Culture Ambassadors in HQ and the Field to implement new initiatives identified for FY-24

**Due Date:** 09/30/24

#### **24Sp.13A2 - Internal Target: Improve the Safety Culture for the Office of Airports**

**Owner:** Birkely Rhodes

**Description:** ARP HQ and Regional Safety Culture Ambassadors will continue to support cross LOB agency safety culture activities throughout the year.

**Due Date:** 09/30/24

## **Emerging Entrants**

Enable the safe and timely integration of new entrants (unmanned aircraft, commercial space, urban/advanced air mobility, human spaceflight, etc.) into the NAS to keep pace with advancing technologies and developments, while maintaining a safe and secure aerospace system that serves as a world model.

---

### **24Sq.2 - Internal Initiative: Safe Integration of Unmanned Aircraft Systems (UAS) Operations**

**Owner:** John Dermody

**Description:** Lead and/or support the development, deployment, and successful integration of innovative UAS practices and technologies that improve the safety and performance of UAS in and around the nation's airports.

## **24Sq.2A - Internal Activity: Test and evaluation efforts of UAS detection and mitigation technologies**

**Owner:** Jim Patterson

**Description:** Test and evaluate UAS detection and mitigation technologies.

### **24Sq.2A1 - Internal Target: Test and evaluation efforts of UAS detection and mitigation technologies**

**Owner:** Jim Patterson

**Description:** Provide draft reports and input on standards based on the Section 383 research through September 30, 2023. Test and evaluate additional UAS detection and mitigation technologies based on congressional direction and available budget to support standards development.

**Due Date:** 09/30/24

## **24Sq.2B - Internal Activity: UAS Utilization**

**Owner:** Keri Lyons

**Description:** Based on the UAS airport application research effort, develop draft information for airport sponsors to use when utilizing UAS to conduct applications in and around the airport.

### **24Sq.2B1 - Internal Target: Wildlife Dispersal Pilot Program**

**Owner:** James Layton

**Description:** Conduct a UAS wildlife dispersal 'pilot program' at the Atlantic City International Airport.

**Due Date:** 09/30/24

### **24Sq.2B2 - Internal Target: Autonomous UAS**

**Owner:** James Layton

**Description:** Plan and coordinate a study on the use of autonomous UAS for conducting perimeter inspections and surveillance.

**Due Date:** 09/30/24

## **Safety and Security Risk Management**

Ensure a formalized and proactive approach to aviation safety by identifying, monitoring, assessing, and managing safety and security risks through enhanced access to data and analytics, informed risk-based decision making, improved safety metrics and security measures, and increased system safety awareness and performance.

---

### **24Sr.9 - Internal Initiative: General Aviation (GA) Safety**

**Owner:** John Dermody

**Description:** Improve safety at GA airports.

#### **24Sr.9A - Internal Activity: Enhance Safety at General Aviation (GA) Airports**

**Owner:** Birkely Rhodes

**Description:** Enhance GA safety at airports within the United States, and its territories.

**24Sr.9A1 - Internal Target: Develop GA airport safety review checklist webinar training**

**Owner:** Kelvin Ampofo

**Description:** AAS to provide webinar-based training specific to the use of the GA Airport Safety Review checklist. The GA Airport Safety Review Checklist is a tool to be used by ARP staff to record observations of the airport environment during a planned on-airport visit. Information gathered from such observations will help guide the future direction of ARP's GA airport safety initiatives.

**Due Date:** 04/30/24

**24Sr.9A2 - Internal Target: General Aviation Runway Safety Area (RSA) Improvement Program**

**Owner:** Michael Meyers

**Description:** Headquarters will work with each Region to identify ten (10) general aviation (GA) runways at NPIAS airports within each region, which meet RSA standards in FY 2024 and that require an RSA determination in ADIP.

**Due Date:** 03/31/24

**24Sr.9A3 - Internal Target: General Aviation Runway Safety Area (RSA) Improvement Program**

**Owner:** Michael Meyers

**Description:** Headquarters will assist each Region to update the RSA inventory and complete the RSA determination process in the ADIP RSA module for the ten (10) general aviation (GA) runways selected in each region.

**Due Date:** 09/30/24

**24Sr.9A4 - Internal Target: Enhancing GA Wildlife Hazard Management**

**Owner:** Anthony Butters

**Description:** Develop and initiate an awareness campaign on wildlife hazard management at GA airports with the emphasis on enhancing and increasing the wildlife strike reporting at GA airports.

**Due Date:** 09/30/24

**24Sr.9A5 - Internal Target: Develop a General Aviation (GA) Airport Safety Implementation plan template**

**Owner:** Kelvin Ampofo

**Description:** A workgroup of 3 field-level SMEs, 3 field-level managers, and 4 HQs-level management representatives (from AAS, APP and ACO) will use interim information gathered from GA Airport Safety Review Checklists completed between October 1, 2023 and April 30, 2024, to develop a standardized GA Airport Safety Implementation Plan template.

**Due Date:** 09/13/24

---

# People

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

## Diversity, Equity, Inclusion, and Accessibility

Ensure a more conscious and inclusive culture that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

---

### **24Ps.8 - Internal Initiative: EEO/Diversity and Inclusion Action Committee (EAC)**

**Owner:** Yvette Aine

**Description:** Utilize the EEO Action Committee (EAC) to enhance, collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SO. Collaborate with AHR's Corporate Recruitment Council to develop an annual outreach plan, targeting underrepresented groups within the agency.

#### **24Ps.8A - Internal Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations**

**Owner:** Yvette Aine

**Description:** Support the FAA's corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

#### **24Ps.8A2 - Internal Target: ARP - Reasonable Accommodations**

**Owner:** Sabreenah Key

**Description:** Support the FAA's corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

**Core Coordinated:** Agreed

**Due Date:** 09/30/24

#### **24Ps.8C - Internal Activity: Ensure a Diverse and Inclusive Workforce - Mediation**

**Owner:** Cheryl Wilkes

**Description:** Managers engage in the mediation/facilitation process when requested.

#### **24Ps.8C3 - Internal Target: ARP - Mediation**

**Owner:** Sabreenah Key

**Description:** Ensure that 70% of managers engage in mediation when requested by employees.

**Core Coordinated:** Agreed

**Due Date:** 09/30/24

### **24Ps.11 - Internal Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)**

**Owner:** Millie Strickland

**Description:** ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.



## **24Ps.11A - Internal Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA.**

**Owner:** Millie Strickland

**Description:** The Office of Civil Rights will provide LOB/SOs with a list of DEIA training courses approved by ACR and will provide monthly completion totals to support their efforts in achieving the goal that 75% of managers and 25% of employees attend one training course each fiscal year.

## **24Ps.11A3 - Internal Target: ARP - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

**Owner:** Sabreenah Key

**Description:** Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

**Core Coordinated:** Agreed

**Due Date:** 09/30/24

## **Human Capital Management**

Enhance FAA's human capital management capabilities to support innovation and collaboration that will empower a synergetic, data-driven workplace. Leverage data and technology to continuously identify and address human capital management opportunities and efficiencies. Position the FAA as an employer of choice by promoting career opportunities to attract the workforce of the future, while maintaining a culture that enhances employee engagement and accountability. Ensure that the FAA retains a diverse and high performing workforce by providing varied learning opportunities and workplace flexibilities.

---

### **24Pt.1 - Internal Initiative: Small Business Opportunities**

**Owner:** Jake Lewis

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

#### **24Pt.1A - Internal Activity: Contracting with Small Businesses**

**Owner:** Jake Lewis

**Description:** Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses, economically disadvantaged women-owned small businesses, and historically underutilized business zone small businesses.

#### **24Pt.1A8 - Internal Target: ARP - Support ACQ's Small Business efforts**

**Owner:** Carrie Brown

**Description:** Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Core Coordinated:** Agreed

**Due Date:** 09/30/24

### **24Pt.1B - Internal Activity: Contracting with Small Disadvantaged Business (SDB)**

**Owner:** Jake Lewis

**Description:** Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

#### **24Pt.1B5 - Internal Target: ARP - Support ACQ's Small Disadvantaged Business efforts**

**Owner:** Carrie Brown

**Description:** Ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Core Coordinated:** Agreed

**Due Date:** 09/30/24

### **24Pt.4 - Internal Initiative: Airport Employee Engagement**

**Owner:** Angelique Berry

**Description:** Support employee engagement through FedView results and Action Plans.

#### **24Pt.4A - Internal Activity: FEDVIEW action planning**

**Owner:** Angelique Berry

**Description:** Utilize the annual FEDVIEW data to continue to boost engagement in ARP.

##### **24Pt.4A1 - Internal Target: Employee Engagement Plan**

**Owner:** Angelique Berry

**Description:** Develop and implement an employee engagement plan within 90 days of receiving the FY23 FEDVIEW results.

**Due Date:** 09/30/24

##### **24Pt.4A2 - Internal Target: Update ARP Workforce**

**Owner:** Angelique Berry

**Description:** Update the ARP workforce at least 2 times a year on employee engagement activities and progress.

**Due Date:** 09/30/24

##### **24Pt.4A3 - Internal Target: Development Activities**

**Owner:** Kristi Warden

**Description:** As part of succession planning, select at least two critical positions from the projected vacancy list and identify necessary development activities.

**Due Date:** 07/31/24

### **24Pt.57 - Internal Initiative: Workforce Transformation**

**Owner:** Sabreenah Key

**Description:** Enhance talent through recruitment, training, retention and awards programs.

#### **24Pt.57A - Internal Activity: Fundamentals of Planning and Compliance Program**

**Owner:** Michael Helvey

**Description:** Develop a Program emphasizing the Fundamentals of Planning and Compliance.

**24Pt.57A1 - Internal Target: Fundamentals of Planning and Compliance Program**

**Owner:** Sukhbir Gill

**Description:** Establish a process and provide training to review sponsor eligibility prior to issuing a grant

**Due Date:** 09/30/24

**24Pt.57A2 - Internal Target: Fundamentals of Planning and Compliance**

**Owner:** Jorge Panteli

**Description:** Issue updated guidance on land use inspections.

**Due Date:** 09/30/24

**24Pt.57A3 - Internal Target: Fundamentals of Planning and Compliance**

**Owner:** Heather Haney

**Description:** Develop 2-3 short videos on grant assurances for the public.

**Due Date:** 09/30/24

**24Pt.57A4 - Internal Target: Educate stakeholders about compliance**

**Owner:** Patrick Forrester

**Description:** ACO will lead effort to educate stakeholders about the need for compliance with the AIP grant assurances.

**Due Date:** 09/30/24

**24Pt.57B - Internal Activity: Expand recruitment outreach**

**Owner:** Sabreenah Key

**Description:** Participate in a recruitment event.

**24Pt.57B1 - Internal Target: Recruitment Event**

**Owner:** Sabreenah Key

**Description:** Participate in at least one virtual or in-person recruitment event as presented or sponsored by the Agency.

**Due Date:** 09/30/24

**24Pt.57C - Internal Activity: Support FAA's STEM/AVSED efforts**

**Owner:** Julie Seltsam

**Description:** Create opportunities for students of all backgrounds to learn about and pursue aerospace careers.

**24Pt.57C1 - Internal Target: Support Pipelines and Pathways to Aerospace Careers**

**Owner:** Julie Seltsam

**Description:** Provide at least one STEM AVSED virtual training session to interested ARP employees. This training will provide STEM AVSED program information, resources, and tools, that can be used while doing outreach.

**Due Date:** 09/30/24

**24Pt.57C2 - Internal Target: STEM for Every Student**

**Owner:** Julie Seltsam

**Description:** Provide one ARP manager and one ARP executive to support the National STEM AVSED Steering Committee and Executive Board.

**Due Date:** 09/30/24

---

# Global Leadership

Advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally

## Global Aviation Safety and Security Enhancements

Improve global aviation safety and security through targeted assistance and collaboration, partnerships on aviation system safety oversight, streamlining regulatory environments, and promoting higher levels of global airspace and cyber security.

---

### 24Gj.6 - Internal Initiative: Global Aviation Safety

**Owner:** John Dermody

**Description:** Increase global aviation safety by participating in the development of International Civil Aviation Organization (ICAO) standards and recommended practices and by supporting technical assistance requests from international aviation organizations.

#### 24Gj.6A - Internal Activity: Provide Global Leadership in Aerodrome Safety

**Owner:** Patricia Hiatt

**Description:** Provide subject matter expertise for airport technical assistance and safety assessments at foreign international airports.

##### 24Gj.6A1 - Internal Target: Airport Certification Safety Inspectors (ACSI) Shadowing Events

**Owner:** Lillian Miller

**Description:** Support the Civilian Aviation Authorities (CAA's) request to shadow Part 139 inspections.

**Due Date:** 08/31/24

##### 24Gj.6A2 - Internal Target: Provide Global Leadership in Aerodrome Certification and Safety by supporting the certification of aerodromes

**Owner:** Lillian Miller

**Description:** Collaborate with CAA's and airports that are testing and implementing autonomous operations airside to advance the safe integration of autonomous technology on airports in the United States.

**Due Date:** 12/31/23

#### 24Gj.6B - Internal Activity: Encourage global adoption of U.S. safety standards and best practices

**Owner:** Patricia Hiatt

**Description:** Participate in ICAO workgroups to advance the adoption of U.S. safety standards and best practices in order to improve safety at airports worldwide and the adoption of U.S. Standards and best practices.

##### 24Gj.6B1 - Internal Target: Participation in ICAO Workshops, and Technical Request from other Civil Aviation Authorities to enhance Global Aerodrome Safety

**Owner:** Lillian Miller

**Description:** Ensure the Office of Airports (ARP) actively participates in ICAO Workshops, and technical requests from other Civil Aviation Authorities or International Organizations in all of the Office of Airports Technical Areas such as aerodrome safety, aerodrome certification, planning, environmental, UAS, Financial, and SMS.

**Due Date:** 09/30/24

---

# Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

## Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, infrastructure resiliency, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

---

### 24Em1 - Priority Initiative: Bipartisan Infrastructure Law

**Owner:** Gian Macone

**Description:** The Bipartisan Infrastructure Law is a once-in-a-generation investment in America's transportation network. It will modernize infrastructure, increase equity in transportation, help fight climate change, strengthen the supply chain, and create jobs. As the FAA's BIL Representative, Gian Macone will oversee the performance of such goals.

#### 24Em1B - Priority Activity: BIL- Focus 19

**Owner:** Dave Cushing

**Description:** Focus \$19.4 billion in BIL funds on airport modernization and safety infrastructure projects including:

- (1) participation in completing 50 new or replacement terminals by 2030 and
- (2) funding 2,000 new or rehabilitated pavement projects by 2030.

**Core Coordinated:** Agreed

#### 24Em1B1 - Priority Target: FY24 Grants for Pavement Projects

**Owner:** Dave Cushing

**Description:** Announce grants for 350 new/rehabilitation pavement projects.

**Due Date:** 09/30/24

#### 24Em1B2 - Priority Target: FY24 Grants for Terminal Projects

**Owner:** Dave Cushing

**Description:** Announce the intent to award grants for 10 new or replacement terminals.

**Due Date:** 09/30/24

### 24Em1C - Priority Activity: BIL-Grant Announcement

**Owner:** Dave Cushing

**Description:** Administer \$3.88 billion BIL Airport Infrastructure Grants and Terminal Program Grants. Announce the intent to fund 10 ATP projects that provide a new or improved public transit connections to an airport terminal by 2030.

**Core Coordinated:** Agreed

#### 24Em1C1 - Priority Target: BIL - Airport Terminal Projects Announcement

**Owner:** Dave Cushing

**Description:** Publish the Notice of Funding Opportunity (NOFO) for the FY2025 competitive discretionary Airport Terminal Program (ATP).

**Due Date:** 09/30/24

## **24Em.42 - Internal Initiative: FAA FOIA Program**

**Owner:** Dedra Goodman

**Description:** Improve Management of the FAA Freedom of Information Act (FOIA) Program.

### **24Em.42A - Internal Activity: FOIA Backlog Reduction**

**Owner:** Dedra Goodman

**Description:** Per the Open Government Directive, each agency with a significant pending backlog of outstanding Freedom of Information requests shall take steps to reduce any such backlog by ten percent each year. Reduce the number of backlogged FOIA requests, and maintain the targeted reduction over the course of the fiscal year.

#### **24Em.42A3 - Internal Target: ARP - Reduce FAA FOIA Backlog**

**Owner:** Sabreenah Key

**Description:** Reduce ARP FOIA overdue backlog (level as of October 1, 2023) by 10% and sustain a 10% reduction on new overdue requests throughout FY2024.

**Core Coordinated:** Agreed

**Due Date:** 09/30/24

## **24Em.51 - Internal Initiative: Improve Data Management Systems**

**Owner:** Steven Hicks

**Description:** Improve capabilities of individual data management systems (SOAR, ADIP, ADMS, etc.) and provide integrated data tools supporting enhanced business analytics for ARP employees.

### **24Em.51A - Internal Activity: Implement Airports Document Management System (ADMS) system**

**Owner:** Justin Barker

**Description:** Implement new electronic document management system for ARP documents and records.

#### **24Em.51A1 - Internal Target: Develop Plan for Record Management Module implementation to ADMS**

**Owner:** Justin Barker

**Description:** Assess and determine what is needed to implement records management in support of ARP under ADMS

**Due Date:** 09/30/24

#### **24Em.51A2 - Internal Target: ADMS enhancements**

**Owner:** Justin Barker

**Description:** Develop, test and deploy the four primary ADMS enhancements that were identified by the ADMS users during rollout of the ADMS platform. This includes the following four items: (1) Ability to Save in Red Folders, (2) Ability to delete others files (in certain circumstances)

**Due Date:** 09/30/24



**24Em.51A3 - Internal Target: ADMS training**

**Owner:** Justin Barker

**Description:** Identify, prepare, and conduct ADMS training opportunities for new and advanced users across the Office of Airports. This will include soliciting ADMS training topics from staff, preparing the appropriate webinar based training materials and delivering training to ADMS users. This will include no fewer than 3 user training opportunities.

**Due Date:** 09/30/24

**24Em.51A4 - Internal Target: Enhance Airports Document Management System (ADMS) system**

**Owner:** Justin Barker

**Description:** Establish superusers within ARP to manage new/existing users, edit and create folders

**Due Date:** 06/30/24

**24Em.51B - Internal Activity: Improve, transform and integrate SOAR modules (internal and external) to gain productivity and increase access to a wide variety of information in a timely manner.**

**Owner:** Cameron Bryan

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

**24Em.51B1 - Internal Target: SOAR Contract Officer Representative (COR) transition**

**Owner:** Cameron Bryan

**Description:** Develop transition plan for decommissioning all SOAR legacy code by FY2026

**Due Date:** 09/30/24

**24Em.51B2 - Internal Target: SOAR support contract**

**Owner:** Cameron Bryan

**Description:** Assuming new contract award in or before Q1 FY24, complete contract transition and define plan for quarterly performance evaluations for selected contractor.

**Due Date:** 09/30/24

**24Em.51B3 - Internal Target: Transformation of the Airports External Portal (AEP)**

**Owner:** Cameron Bryan

**Description:** Implement Phase 1 of Contacts, Sponsors and Public Agencies and start at least one other legacy transformation project.

**Due Date:** 09/30/24

**24Em.51C - Internal Activity: Database/Technology Optimization**

**Owner:** Steven Hicks

**Description:** Optimize the TIMC's ability to receive, assess and make recommendations on ARP System Requests.

**24Em.51C1 - Internal Target: Database/Technology interoperability**

**Owner:** Matthew Ludwig

**Description:** Improve interoperability plan between ARP database and dashboards

**Due Date:** 09/30/24

**24Em.51C2 - Internal Target: Technology request form**

**Owner:** Steven Hicks

**Description:** Implement use of standardized electronic technology request form for new technology.

**Due Date:** 09/30/24

**24Em.51D - Internal Activity: Modernization of the Airport Data Information Program (ADIP)**

**Owner:** Michael Meyers

**Description:** Consolidate modules and implement improvements to the ADIP.

**24Em.51D1 - Internal Target: Runway Airspace Management Tool**

**Owner:** Christopher Criswell

**Description:** Continue to develop the Runway Airspace Management tool in ADIP that includes but is not limited to the development of the Obstacle Action Plan.

**Due Date:** 09/30/24

**24Em.51D2 - Internal Target: Apply ISO 9001 criteria to ADIP's Quality Management System (QMS)**

**Owner:** Christopher Criswell

**Description:** Apply ISO 9001 criteria to the Airport Data & Information Portal's (ADIP) Quality Management System (QMS), to include the first ISO 9001 internal audit.

**Due Date:** 09/30/24

**24Em.51D3 - Internal Target: Aeronautical Surveying and Data Standards**

**Owner:** Christopher Criswell

**Description:** Continue coordination and review of Draft Aeronautical Surveying and Data Standards with internal and external stakeholders.

**Due Date:** 09/30/24

**24Em.51D4 - Internal Target: Airport Data Manager module**

**Owner:** Christopher Criswell

**Description:** AAS-120 will continue to draft revisions to AC150/5300-19 incorporating requirements of Airport Data Manager (ADM) module.

**Due Date:** 09/30/24

## **24Em.51E - Internal Activity: Grant Administration Efficiency**

**Owner:** Dave Cushing

**Description:** Evaluate and implement, as appropriate, the efficiency recommendations

### **24Em.51E1 - Internal Target: SOAR Grant Announcement List/Tool**

**Owner:** Dave Cushing

**Description:** Finalize implementation of a dynamic Grant Announcement List/Tool internal to SOAR.

**Due Date:** 09/30/24

### **24Em.51E2 - Internal Target: Grant Document Index Automation**

**Owner:** Dave Cushing

**Description:** Review the implementation plan and work with the SOAR Transformation team to Auto-generate the correct index for a given AIP project.

**Due Date:** 09/30/24

### **24Em.51E3 - Internal Target: SOAR Enhanced Grant Tracking**

**Owner:** Dave Cushing

**Description:** Review and implement new capabilities in SOAR to produce the 3-year ACIP, manage the discretionary candidate list (DCL), and automate the justification process.

**Due Date:** 09/30/24

### **24Em.51E4 - Internal Target: State Block Grant Program (SBGP) Tracking Tool**

**Owner:** Dave Cushing

**Description:** Review Airports External Portal (AEP) access to SOAR for SBGP States. Determine data needs/IT compatibility. Develop plan for integration of SBGP states in AEP.

**Due Date:** 09/30/24

### **24Em.51E5 - Internal Target: Improve SOAR Buy American waiver forecasting, submissions, and reporting. External orientation and education**

**Owner:** Dave Cushing

**Description:** Initiate case and action research Buy American oversight across RO/ADOs to identify variances, identify best practices. Increase education to consultants, airport sponsors, manufacturers, and contractors. Research and explore forecasting ability in SOAR of CIP to forecast project needs and develop Business Case models for AIP funded projects.

**Due Date:** 09/30/24

## **24Em.51F - Internal Activity: Implement Records Management System**

**Owner:** Angelique Berry

**Description:** Implement Records Management

**24Em.51F1 - Internal Target: Review/update ARP Records Management Plan**

**Owner:** Angelique Berry

**Description:** Brief ARP Directorates on ARP Records Management plan

**Due Date:** 09/30/24

**24Em.51F2 - Internal Target: Ensure consistent management of ARP records and compliance with FAA Records Management policy**

**Owner:** Angelique Berry

**Description:** Records Coordinators/File Coordinators complete FAA recommended training for recertification.

**Due Date:** 09/30/24

**24Em.55 - Internal Initiative: Airports Compliance Program**

**Owner:** Michael Helvey

**Description:** Enhance the Office of Airports Compliance Program.

**24Em.55A - Internal Activity: Update Compliance Guidance**

**Owner:** Michael Helvey

**Description:** Update Compliance Guidance

**24Em.55A1 - Internal Target: FAA 5190.6B Compliance Handbook Revision**

**Owner:** Joelle Briggs

**Description:** Publish FAA Order 5190.6C - Airport Compliance Manual.

**Due Date:** 09/30/24

**24Em.55A2 - Internal Target: Airport closures related to new entrants**

**Owner:** Michael Price

**Description:** Form a working group to prepare guidance on airport closures related to new entrants.

**Due Date:** 09/30/24

**24Em.55A3 - Internal Target: Draft guidance for sponsor safety responsibilities**

**Owner:** Thomas Vick

**Description:** In cooperation with AAS, draft guidance for safety responsibilities for airport sponsors.

**Due Date:** 09/30/24

**24Em.55A4 - Internal Target: Monitoring Airport Business Trends**

**Owner:** Miguel Vasconcelos

**Description:** Track and create periodic reports on international governance and access trends for ARP Management.

**Due Date:** 09/30/24

**24Em.55A5 - Internal Target: Develop airport financial review guidance**

**Owner:** Scott Glenn

**Description:** Develop guidance for identifying airports for onsite financial review, determining scope of review, and target of review.

**Due Date:** 09/30/24

**24Em.55B - Internal Activity: Improve compliance tools and resources**

**Owner:** Michael Helvey

**Description:** Improve compliance tools and resources to increase program efficiency

**24Em.55B1 - Internal Target: FAA Order 5190.2R Guidance**

**Owner:** Thomas Vick

**Description:** Prepare guidance on the use and maintenance of HALO

**Due Date:** 09/30/24

**24Em.55B2 - Internal Target: Certification Activity Tracking System (CATS) Upgrade**

**Owner:** James Brown

**Description:** Enhance the accuracy of the sponsor's reporting of CATS Forms by performing periodic assessments to determine abnormal entries, timely submittal, and a complete reporting population.

**Due Date:** 09/30/24

**24Em.55B3 - Internal Target: Compliance Database Enhancements**

**Owner:** Lorraine Herson-Jones

**Description:** Implement ACAS (Airport Compliance Activity Suite) case management system to track Part 16

**Due Date:** 10/01/23

**24Em.55B4 - Internal Target: Compliance Database Enhancements**

**Owner:** Lawrence MacDonald

**Description:** Conduct quarterly reporting of ACO database usage, including a geographic analysis of compliance issues and complaints.

**Due Date:** 09/30/24

**24Em.60 - Internal Initiative: Runway Pavement Maintenance**

**Owner:** John Dermody

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

**24Em.60A - Internal Activity: Ensure runway pavement is kept in a safe and serviceable condition**

**Owner:** Michael Meyers

**Description:** Maintain eligible runway pavement in Excellent, Good, or Fair condition

**24Em.60A1 - Internal Target: Ensure runway pavement is kept in a safe and serviceable condition**

**Owner:** Michael Meyers

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

**Due Date:** 09/30/24

## Agile Services across the NAS

Develop a comprehensive and agile set of requirements and processes to integrate traditional and emerging users of the National Aerospace System and to evaluate appropriate infrastructure and operational needs of any given facility or airspace.

---

**24Ey.1 - Internal Initiative: Airport Technology & Infrastructure Research**

**Owner:** James Layton

**Description:** Conduct Airport Technology & Infrastructure research to assess and improve the infrastructure at airports and spaceports across the National Airspace System (NAS).

**24Ey.1A - Internal Activity: Test Alternative Airport Firefighting Agents**

**Owner:** James Layton

**Description:** Current airport firefighting agents are very effective to fight fires, but they contain chemicals that may be a health hazard. The FAA will continue to partner with the Department of Defense to support a transition to PFAS-free extinguishing agents.

**24Ey.1A1 - Internal Target: Fluorine-Free Foam (FFF) fire agents testing**

**Owner:** James Layton

**Description:** Complete large scale Compressed Air Foam (CAF) testing of fluorine-free foams.

**Due Date:** 09/30/24

**24Ey.1B - Internal Activity: Evaluate Performance of Solar Lighting in Airports**

**Owner:** James Layton

**Description:** Research solar lighting performance and innovative pavement materials.

**24Ey.1B1 - Internal Target: Evaluate solar fixtures in various regions**

**Owner:** James Layton

**Description:** Analyze and report on performance of the solar fixtures installed at Cape May, NJ, Penn Yan, NY, Casa Grande, AZ and Olympia, WA.

**Due Date:** 09/30/24

**24Ey.1B2 - Internal Target: Evaluate solar fixtures in various regions**

**Owner:** James Layton

**Description:** Initiate research to use the LED Electrical Infrastructure Research Team (EIRT) results to begin looking at a holistic solar-powered airfield lighting system.

**Due Date:** 09/30/24

### **24Ey.1C - Internal Activity: Innovative Pavement Research**

**Owner:** James Layton

**Description:** Conduct research on innovative pavement materials that may reduce carbon emissions and improve pavement longevity.

#### **24Ey.1C1 - Internal Target: Improve pavement performance prediction models**

**Owner:** James Layton

**Description:** Update ProFAA software to include multiple bump roughness criteria for in-service pavements.

**Due Date:** 09/30/24

#### **24Ey.1C2 - Internal Target: Improve pavement performance prediction models**

**Owner:** James Layton

**Description:** Deliver PANDA-AP (Pavement Analysis using Nonlinear Damage Approach for Airports) software for pavements and pavement materials.

**Due Date:** 09/30/24

#### **24Ey.1C3 - Internal Target: Improve pavement performance prediction models**

**Owner:** James Layton

**Description:** Develop web-based Life Cycle Assessment tool for quantifying environmental impacts of airport pavement construction projects.

**Due Date:** 09/30/24

### **24Ey.4 - Internal Initiative: Infrastructure requirements for new/emerging entrants**

**Owner:** John Dermody

**Description:** Evaluate infrastructure requirements for new/emerging entrant integration to the US system of airports

#### **24Ey.4A - Internal Activity: Future Vertiports**

**Owner:** James Layton

**Description:** Investigate and plan for the design of future vertiports.

#### **24Ey.4A1 - Internal Target: Operational vertical take-off and Landing (VTOL) Test Data**

**Owner:** James Layton

**Description:** Continue operational test data collection from VTOL aircraft manufacturers representative of one or more powered lift performance categories.

**Due Date:** 09/30/24

#### **24Ey.4A2 - Internal Target: AAM Industry Engagement**

**Owner:** Keri Lyons

**Description:** Provide technical and programmatic support for DOT and FAA AAM initiatives including DOT's AAM Interagency Working Group and Innovate 28 Initiatives.

**Due Date:** 09/30/24

#### **24Ey.4A3 - Internal Target: Autonomous vehicles technologies for airfield applications**

**Owner:** Birkely Rhodes

**Description:** Identify initial policy and guidance needs to support the safe integration of automated vehicle technologies on airfields.

**Due Date:** 09/30/24

**24Ey.4A4 - Internal Target: Future Droneports/ UAS use of existing infrastructure**

**Owner:** Keri Lyons

**Description:** Investigate and plan for the design of future droneports.

**Due Date:** 09/30/24