DEPARTMENT OF TRANSPORTATION
INSPECTOR GENERAL
TOP MANAGEMENT CHALLENGES
FOR FISCAL YEAR 2019

FEDERAL AVIATION ADMINISTRATION
ACTION PLANS

MANAGEMENT CHALLENGE ACTION PLAN	
Implementing Effective Air Carrier Oversight by Proactively Identifying and Mitigating Significant Operational and Maintenance Safety Risks	
Why is this issue significant?	The effectiveness of FAA's new risk-based oversight system depends on safety data that can enable the Agency to identify and target its oversight to areas of greatest risk. FAA's safety oversight strategy relies on a strong safety culture within the Agency and industry. To supplement industry's wide array of safety reporting systems, FAA established a consolidated hotline in 2014 for stakeholders to submit safety concerns, in addition to allowing various FAA offices to receive complaints. However, FAA recognizes the impact a single inspector can have on the safety culture and established standards that require inspectors to act impartially and avoid the appearance of preferential treatment when they perform their official duties.[1] Ensuring that FAA's inspector workforce meets standards of impartiality remains a key oversight challenge for the Agency to protect its safety culture, and effectively identify and mitigate risks.
Actions Planned for 2019	• In FY 2018, the FAA completed an independent assessment of the American Airlines Flight Test Operations Program. That assessment identified several compliance issues and other hazards. The Allied Pilots Association, along with American Airlines personnel and the American Airlines Certificate Management Office, convened a Safety Analysis Team (SAT), designed to evaluate and mitigate the issues identified. To validate that safety performance is maintained, the FAA will conduct an independent assessment of the SAT and its associated corrective actions. In addition, the FAA will evaluate the CMO's oversight posture to ensure single points of failure have been mitigated. The FAA plans to complete this by June 17, 2019. • The FAA performed a root cause analysis to determine the contributing factors that caused the complaint of American Airlines Flight Test Operations Program to be mishandled. Associated corrective actions were

[1] DOI OIG recent work regarding FAA's oversight of the American Airlines flight test program found that an inspector had developed a personal relationship with the head of the carrier's flight test program and appeared to give the carrier preferential treatment when safety concerns were raised through complaints filed with the FAA by the Allied Pilot Association.

	implemented. The FAA plans to conduct an independent assessment of the CMO's corrective actions and document control process by June 17, 2019. • Work with stakeholders to establish and implement safety management systems to address and reduce risk within their operations. • Collaborate with the aviation community to encourage voluntarily investing in safety enhancements that reduce the fatality risk. • Ensure that safety risk is systematically included as part of the equation when decisions are made in the FAA. • Continue working with the general aviation community to educate pilots and other stakeholders on the benefits of sharing (in a protected, non-punitive manner) safety data and utilizing these data in their daily operations. • Leverage FAA Safety Team (FAASTeam) program products and product delivery outreach systems. National FAASTeam outreach initiatives include safety articles in the FAA Safety Briefing magazine, FAAST Blast emails, aviation safety courses through the FAASafety.gov website, runway safety educational posters, and live safety seminars on weather, ADS-B, UAS, Loss of Control and aeronautical decision making. • The FAA has initiated a review and independent assessment of the policies and procedures for its Certificate Management Data Evaluation Program and will update and implement appropriate mechanisms to ensure to evaluate the objectivity of inspectors to incorporate risk factors such as non-routine operations and the length of time inspectors oversee the same air carrier. The FAA plans to complete this by September 30, 2019. • The FAA completed a comprehensive review of FAA and Flight Standards complaint and investigation guidance documents and reconfirmed with the FAA's Office of Audit and Evaluation (AAE) their jurisdiction for safety complaints and investigations. • The FAA plans to reinforce established criteria to ensure certain safety related complaints are documented and routed to AAE for processing under the safety-reporting programs and will consolidate associated complaint investigation policies and procedures to one organization thereby making the complaints investigation process consistent and efficient. The FAA plans to complete this by September 15, 2019.

	• The FAA is in the final phase of development of inspector guidance on oversight requirements for flight test operations. The FAA plans to complete this by June 30, 2019.

MANAGEMENT CHALLENGE ACTION PLAN	
Balancing Collaboration and Enforcement in Air Carrier Safety Oversight	
Why is this issue significant?	The Office of the Inspector General (OIG) audited the FAA on this subject (AV2018-060–see p. 7 of Challenge Report.)
Actions Planned for 2019	• The audit is ongoing and the OIG has not provided FAA with any findings so we are unable to formulate an action plan. • OIG Report Page 7: "Given these concerns and challenges, we are currently reviewing FAA's oversight of air carrier maintenance programs. Specifically, we are examining FAA's independent reviews, complaints to the FAA hotline, and other sources to see whether inspectors conducting routine oversight of Allegiant and American Airlines found similar discrepancies."

MANAGEMENT CHALLENGE ACTION PLAN	
Addressing Runway Safety Risks	
Why is this issue significant?	Surface safety remains one of the FAA's highest priorities. Although in recent years accidents related to surface safety have resulted in relatively low numbers of fatalities, with the ever changing and complex nature of air travel it is crucial to reduce the risk of surface events, i.e., runway incursions, runway excursions and surface incidents, to as low as possible. To address the current reality of increasingly congested airspace, real-time news reporting and public perception, the FAA is focused on implementing mitigations to reduce the risk of a ground collision with an aircraft, resulting in injury, death, and /or loss of property. These efforts are being driven by information analysis and a multidisciplinary, collaborative operation. The result is a data-driven, risk-management based methodology which relies on the FAA, pilots, air traffic controllers and airport staff working together, along with regulators, training organizations and international trade associations, to agree on risk mitigation measures and procedures.
Actions Planned for 2019:	• Continue to improve the surface safety metric by September 30, 2019. • Continue the analysis of surface events to determine causal factors and aid in the development of mitigations by September 30, 2019. • Enable ASDE-X Taxiway Arrival Prediction enhancement at 14 additional airports by September 30, 2019. • Publish FAA Order 7050.1B Change 1 by September 30, 2019. • Conduct shadow operations evaluation of Real Time Speech Recognition Technology to mitigate wrong surface approaches by September 30, 2019. • Begin planning, designing or implementing mitigations at 15 Runway Incursion Mitigation (RIM) locations by September 30, 2019. • ASSC Initial Operating Capability at Pittsburgh and New Orleans by September 30, 2019. • STARS Approach Runway Verification modification development by September 30, 2019.

Results or expected results:	The new implementation of: • ASDE-X Taxiway Arrival Prediction enhancement at 14 additional airports. • ASSC Initial Operating Capability at Pittsburgh and New Orleans that will result in a risk reduction at these locations that have not had this technology.

MANAGEMENT CHALLENGE ACTION PLAN	
Safely Evacuating Airline Passengers in the Event of an Aircraft Incident	
Why is this issue significant?	The effective evacuation of civil aircraft is a critical component of saving lives in the event of an incident. The FAA's standards for evacuating passenger aircraft require that the aircraft can be fully evacuated in 90 seconds or less. To obtain FAA certification for a specific aircraft type, manufacturers must conduct an actual demonstration of an emergency evacuation or a combination of tests and analyses, including computer simulations that yield equivalent results.
Actions Planned for 2019	• The Office of the Inspector General (OIG) is currently auditing the FAA on this subject (refer to Audit #18A3006A000, "FAA's Oversight of Aircraft Evacuation Procedures") and has not issued any report. AVS is awaiting the completion of the audit and will produce action plans to respond to the recommendations in the report.

MANAGEMENT CHALLENGE ACTION PLAN	
Strengthening Oversight of Unmanned Aircraft Systems in the National Airspace System	
Why is this issue significant?	The growing number of UAS operators presents significant oversight and risk mitigation challenges for FAA. The FAA needs to determine the risk posed by current UAS operations and develop appropriate oversight plans to address these risks.
Actions Planned for 2019	• Aviation Safety's Flight Standards Service will develop a UAS-specific oversight plan to take a risk-based approach to enhancing the surveillance of UAS activities in the NAS. The plan will be issued by the end of second quarter of FY 2019. • Any new surveillance items developed as part of the plan will be implemented in FY 2019 via a Notice to Flight Standards District Offices. • Flight Standards will continuously monitor the results of new surveillance conducted under the oversight plan, and adjust the tactics as needed.

MANAGEMENT CHALLENGE ACTION PLAN	
Enhancing Interagency Coordination to Improve Cockpit Security	
Why is this issue significant?	Incidents in 2012 and 2015 in the United States and abroad drew attention to flight deck safety and security, including securing cockpit doors. Although the FAA has taken dramatic steps to secure the flight deck and prevent any breaches, we continue to look for collaboration opportunities that could enhance cockpit safety and security. Enhanced communication with key industry stakeholders and TSA will be critical to FAA's efforts to ensure the safety and security of the traveling public.
Actions Planned for 2019	• Aviation Safety Flight Standards Service for FY2019 plans to continue all of its policies and procedures that have resulted in no breach of a flight deck door since 9/11. • The FAA will continue to work with stakeholders to improve cockpit safety and security, for example building on an October 2017 meeting with a flight attendants union to discuss concerns with flight deck security. • The FAA will continue to implement a 2018 Order that requires Principal Inspectors (PIs) to meet with TSA PSIs at least once a year to ensure enhanced interagency communication and coordination. • The FAA will continue to meet with other stakeholders (A4A, Regional Airlines Association) to discuss DOT OIG Flight Deck Security recommendations. • The FAA will increase emphasis on observing flight deck door transition procedures while conducting enroute inspections. Flight Standards added two questions to its Safety Assurance System (SAS) Enroute Inspection Data Collection Tool (DCT) regarding this topic. These added DCT questions will prompt FAA inspectors to document observations regarding the flight deck door procedures while in flight.

MANAGEMENT CHALLENGE ACTION PLAN	
Ensuring Effective Oversight of FAA's Drug and Alcohol Testing Program	
Why is this issue significant?	Effective drug and alcohol testing programs in the transportation industry are crucial to ensuring the safety of the traveling public. NTSB recently highlighted this challenge in its 2017–2018 Most Wanted List of Transportation Safety Improvements, stating that marijuana decriminalization, increased popularity of dangerous synthetic drugs, and a significant rise in the use and abuse of over-the-counter and prescription medication, along with alcohol, have led to an epidemic of impairment in transportation. Recent OIG investigations have reinforced the importance of maintaining strong substance abuse inspection programs. FAA's Drug Abatement Division oversees the aviation industry's compliance with drug and alcohol testing laws and regulations, covering pilots, mechanics, and flight dispatchers at approximately 7,000 regulated aviation companies. Given the changing landscape of drug use in the United States, developing a risk-based inspection schedule to maximize the Agency's resources will remain key to mitigating the safety risks presented by impaired pilots, mechanics, and other safety-sensitive staff.
Actions Planned for 2019	• The Office of the Inspector General (OIG) is currently auditing the FAA on this subject (refer to Audit #17A3005A000, "Review of FAA's Drug Abatement Program") and has not issued its final recommendations. Therefore, AVS will address specific actions to respond to this subject upon completion of the audit.

MANAGEMENT CHALLENGE ACTION PLAN	
Addressing Barriers to Implementation of New Flight Routes	
Why is this issue significant?	Implementing new flight routes can have broad implications for air traffic control services and for operators using the National Airspace System. New route design work must be collaborative and include input from airspace users to ensure final designs meet all air traffic service objectives. The FAA must ensure that the new routes have proper connectivity with all surrounding procedures and route structure. Community concerns related to the implementation of airspace changes in the NAS are increasing. The FAA is conducting community outreach to educate the public on what these specific changes mean to local communities, collect local community input, and attempt to harmonize airspace designs with community input where possible. Accurate and effective Public Engagement is crucial to the success of airspace projects and supports FAA priorities. A barrier to the implementation of new flight routes is inconsistent, non-repeatable community engagement practices.
Actions Planned for 2019:	1. Collaborate with aviation stakeholders to improve regional traffic movement by optimizing airspace and procedures based on precise satellite-based navigation by September 30, 2019. 2. Standardize the use of the AEDT Environmental Screening Tool across the Service Centers by September 30, 2019. 3. Track and share noise complaint data received by the Regional Administrator's staff so to inform procedure development September 30, 2019. 4. Complete a review of the FAA's Community Engagement plans for all airspace projects. The review will encompass existing guidance on community involvement for Metroplex projects, including how and when to engage airports and communities. It will also covered associated best practices and lessons learned, and an inventory of community involvement activities conducted at each site September 30, 2019.
Results or expected results:	1. Expanded use of the AEDT Environmental Screening Tool

	2. Establishment of a standard, repeatable, collaborative Community Engagement processes and effective guidance to ensure productive and effective community involvement for new flight route implementation projects.

MANAGEMENT CHALLENGE ACTION PLAN	
Providing New Capabilities to Airspace Users While Modernizing Systems	
Why is this issue significant?	Working with the airlines, FAA plans to implement Data Comm for controllers and pilots at high-altitude facilities (ARTCCs) beginning in 2019 through 2021 at a cost of over $691 million. Deploying Data Comm at the 20 facilities with ERAM while replacing system hardware (and implementing other enhancements) represents a significant system integration challenge.
Actions Planned for 2019:	• Enabling Data Comm deployment while ensuring the success of ERAM sustainment remains a key priority for the FAA. We have prioritized the following strategic integration activities in 2019: o The FAA will continue to integrate new capabilities and external programs such as Data Comm into the ERAM platform using the New Program Integration (NPI) process. NPI provides the foundation and approach for this structured integration,. The scope of the NPI process encompasses all activities from receipt of request for integration (e.g., a new program requesting a change in ERAM hardware, interface and/or software requirements) to establishing ERAM commitment for the schedule and lifecycle cost estimates of the requesting program. o Data Comm will have supporting software releases to enable planned deployment at two ARTCC sites. Initial Operating Capability at both sites is planned for the end of May, followed by an Independent Operational Assessment and the In-Service Decision. o Application of the ERAM Strategic Release Planning process and multi-year integrated schedule to support pre-planned software releases to ensure that both ERAM sustainment and Data Comm deployment schedules remain deconflicted. • ERAM Sustainment actions include the following: o The FAA continues to replace obsolete ERAM system equipment, which enables the system to meet its operational availability and performance requirements by replacing obsolete hardware with modern, sustainable hardware platforms.

	○ Complete the Early D portion of ERAM Sustainment 2 equipment refresh at the remaining 5 of 20 ARTCCs by September 30, 2019. Early D deploys new processors in the ERAM Radar Assistance Controller D Position consoles. Early D completion dates are as follows: ZLC October 31, 2018 ZID February 22, 2019 ZKC March 15, 2019 ZTL March 29, 2019 ZME April 18, 2019 ○ Begin full deployment of the ERAM Sustainment 2 at three key sites (ZFW, ZMP, ZOB) by third quarter of Calendar Year (CY) 2019 • The ERAM Enhancements Program is structured in segments to allow the introduction of new controller functionality in cost efficient intervals that do not overload current software/test capabilities or conflict with other airspace programs. In 2019, the FAA will deploy adaptation enhancements software for ERAM Enhancements 2 by July 2019.
Results or expected results:	• Enabling Data Comm deployment while ensuring the success of ERAM sustainment remains a key priority for the ERAM Program Office. • In 2019, Data Comm will have supporting software releases to enable planned deployment at two sites. Initial Operating Capability at both sites is planned for the end of May, followed by an Independent Operational Assessment and the In-Service Decision. • In 2019, the Early D portion of ERAM Sustainment 2 equipment refresh will be completed at the remaining 5 of 20 ARTCCs Early D completion dates are as follows: ZLC October 31, 2018 ZID February 22, 2019 ZKC March 15, 2019 ZTL March 29, 2019 ZME April 18, 2019 • The full deployment of the ERAM Sustainment 2 will begin at three key sites (ZFW, ZMP, ZOB) by third quarter of 2019. At the completion of ERAM Sustainment

	in 2025, the FAA will have provided all the necessary replacement hardware for the entire ERAM system. • In July 2019, the FAA will deploy adaptation enhancements software for ERAM Enhancements

MANAGEMENT CHALLENGE ACTION PLAN	
Replacing Existing Radar with a New System Financed by the Auction of Electromagnetic Spectrum	
Why is this issue significant?	The FAA manages air traffic and collects weather information with an aging radar infrastructure that has been in service longer than originally planned, making it increasingly difficult and expensive to maintain. The FAA has partnered with two other agencies in the Spectrum Efficient National Surveillance Radar (SENSR) program to auction Government-owned electromagnetic spectrum frequencies and use the revenue to develop and deploy new radar systems. The SENSR initiative will provide the FAA and the other participating agencies with the opportunity to consolidate surveillance capability outside of the normal appropriations process. The agency is leveraging this opportunity to rearchitect the Federal enterprise surveillance capability. The consolidation in the new rearchitecting of the surveillance capability provides opportunities for spectral efficiencies. As part of the process, the SENSR program office will perform due diligence to assess the relocation of surveillance capabilities to a different portion of the spectrum, while ensuring that the existing surveillance capabilities are maintained. We will also incorporate inherent and incidental improvements over existing legacy surveillance capability that modern technical solutions may provide.
Actions Planned for 2019:	The SENSR program is in the feasibility phase. During this dynamic phase of the program, the FAA – the acquisition lead for the SENSR program – will work to determine the scope of the program and establish the normal program management infrastructure to ensure a functional cross-agency program team. The FAA is successfully managing the unique challenges associated with a cross-agency team and the funding source (Spectrum Relocation Fund), which requires communication with various government stakeholders (i.e., NTIA, OMB). Engagement with industry partners is crucial in order to work towards a collaborative resolution of program challenges. To that end, the SENSR team has released multiple requests for information to seek industry input on the overall program

	approach, feasibility, requirements, and acquisition strategy. The team will hold one-on-one meetings with vendors in the Spring of 2019 and plans to hold additional vendor meetings later in FY 2019. Actions planned for FY 2019 include: • Submit acquisition strategy for approval to Joint Resource Council: October 2018 • Draft cross estimating plan and submit to Investment Planning and Analysis: December 2018 • Hold one-on-one meetings with vendors about Request for Information 2.1: March 2019 • Submit updated SENSR Pipeline Plan to Tech Panel: April 2019 • Complete RFI 2.1 Synopsis Report: May 2019 • Reach an initial Investment Decision in December 2019 • Release the draft Request for Proposal by the end of calendar year 2019. • Conduct additional vendor engagement events throughout the year.
Results or expected results:	• Our efforts will ensure the Joint Program Office is adequately staffed with cross-agency representatives. • Validation of cross-agency alignment with the FAA acquisition management process. • Determining of program feasibility within the parameters of cost, technical boundaries and schedule requirements for a 2024 auction. • We will identify final requirements to support development of a request for proposal also referred to as a Screening Information Request (SIR). • Collaborative discussion with industry partners will facilitate the exchange of information that is vital to the determination of program feasibility and the development of the draft request for SIR proposal.

MANAGEMENT CHALLENGE ACTION PLAN	
Strengthening Management Oversight of Developmental Funding for Air Traffic Management	
Why is this issue significant?	FAA annually spends millions of dollars on research and air traffic development projects through its capital account and faces challenges in managing these efforts while providing adequate oversight. These projects are part of a development, testing, and demonstration process that FAA uses to limit risks in new air traffic management concepts. FAA manages each one with project-level agreements (PLA)—an internal control mechanism for documenting agreed-upon work and managing project execution.
Actions Planned for 2019	• Modify the Program Management Assessment (PMA) Funding Request Standard Operating Procedure in October 2018. This will include language that requires the Office of NAS Lifecycle Planning to provide a close-out memorandum as verification for completion of work. This will ensure project requirements are met before transferring expiring funds into the PLA account. • Update the FAA Financial Manual by July 2019, defining projects that are considered pre-implementation. This will enhance our framework by clearly defining the scope of investments and ensure that budget submissions are properly aligned with the appropriate activity. • Continue to follow the formal process for reviewing Facilities & Equipment budget requests at the individual Capital Investment Plan level via the annual Capital Investment Team (CIT) reviews and Joint Resources Council (JRC) approval. The F&E budget process aligns the FAA's strategic vision on the Enterprise Architecture with the agency's F&E budget request. The JRC produces a formal record of its final determination on the F&E budget request. Continuing the follow the formal process will enhance management control of allocated funds. This effort is ongoing.
Results or expected results:	FAA will improve its management and oversight of NextGen developmental funding to achieve better outcomes for our air traffic management development efforts.

MANAGEMENT CHALLENGE ACTION PLAN	
Resolving Longstanding Security Weaknesses To Strengthen Information Technology Infrastructure	
Why is this issue significant?	Over the last 10 years, the Office of the Inspector General (OIG) consistently found that the Cyber Security Assessment and Management (CSAM) database does not include all known security weaknesses. For example, the FAA did not track in CSAM the weaknesses that the Government Accountability Office (GAO) identified in its 2015 report on the air traffic control information security program, which resulted in 185 recommendations. Furthermore, the FAA did not report security weakness to CSAM for open recommendations from the OIG's previous FISMA reports.
Key Challenges	Incomplete information on security weaknesses in CSAM challenges the Department's ability to assess risk and funding requirements and resolve its longstanding security weaknesses.
Actions Planned for 2019	FAA and Department of Transportation (DOT) reported that neither Federal nor DOT/FAA policies require the creation of technical vulnerabilities as individual Plan of Action and Milestones (POAM) as in doing so would be highly inefficient and burdensome. Instead, DOT proposed to address the OIG's findings by focusing on the effectiveness of Operating Administrations' vulnerability management programs and any associated control-level weaknesses. • The FAA Cybersecurity Steering Committee (CSC) will continuously monitor and report progress on the status of remediations that address the 2015 GAO audit recommendations. • The FAA will implement the additional technical recommendations expected from GAO in February 2019. • The FAA will implement additional GAO technical recommendations in updates scheduled for May and September of 2019.
Results or expected results:	Improve FAA's ability to implement its cybersecurity requirements in accordance with OIG and GAO technical recommendations.

MANAGEMENT CHALLENGE ACTION PLAN	
Implementing Congressionally Mandated Aviation Cybersecurity Initiatives	
Why is this issue significant?	The Department faces some of its most significant cybersecurity challenges at FAA, which owns over 300—or about 70 percent—of DOT's information technology investments. Specifically, FAA operates a vast network of systems and facilities for managing air traffic in the National Airspace System (NAS). This complex network has evolved over the years into an amalgam of diverse legacy radars and newer satellite-based systems for tracking aircraft, as well as a new initiative for controllers and pilots to share information through data link communications.
Key Challenges	FAA will be challenged to continue to implement the risk model across all of its lines of business and operations, establish priorities for its cyber R&D efforts, and coordinate ongoing efforts with other agencies (such as the Departments of Defense and Homeland Security) to prevent duplicative efforts and maximize the Federal investment in cybersecurity research.
Actions Planned for 2019	• Aviation Safety (AVS) has initiated efforts to address the four deferred recommendations made by the Aviation Rulemaking Advisory Committee (ARAC) Aircraft Systems Information Security Protection (ASISP) Working Group. AVS plans to update the Aircraft Systems Information Security Protection (ASISP) Plan by September 30, 2019 to reflect new target dates for the four deferred ASISP recommendations. • FAA has established target dates for risk assessments, mitigation strategies and prioritization based on available resources. FAA has started the process for integrating the model and mitigations into the FAA's overall cybersecurity efforts. The CyRM strategy and plan will be updated by September 30, 2019 to include target dates for the full implementation of CyRM. • FAA's Cyber Research & Development (R&D) Plan will be updated to reflect agency priorities by September 30, 2019. To prevent duplicate efforts, agency priorities will be coordinated with other agency cybersecurity plans and activities.

Results or expected results:	Improve FAA's ability to implement its cybersecurity requirements in accordance with congressional mandates:

MANAGEMENT CHALLENGE ACTION PLAN	
Implementing Innovative and Streamlined Acquisition Practices While Managing Risk	
Why is this issue significant?	DOT relies on innovative agreements as well as streamlined multiple-award vehicles to strategically acquire a wide range of supplies and services to meet mission needs. For example, the Federal Aviation Administration (FAA) uses multiple-award vehicles to support major initiatives such as the Next Generation Air Transportation System (NextGen) and meet DOT procurement targets for small and disadvantaged businesses. While multiple-award vehicles can streamline the process for meeting acquisition goals, our work has identified oversight vulnerabilities that increase risk.
Actions Planned for 2019	• The FAA will develop and implement a process by September 30, 2019, to require contracting officers to verify and document a firm's small/disadvantaged status prior to establishing or exercising an option issued under an eFAST master ordering agreement. • The FAA will revise the Acquisition Management System (AMS), by July 31, 2019, to require FAA's acquisition program office that manages multiple-award contract vehicles to develop and maintain comprehensive program management and governance plans. • The FAA will revise AMS to strengthen multiple-award contract oversight and management framework to ensure such multiple-award contracts follow sound business practices and AMS policies and procedures no later than July 31, 2019.

MANAGEMENT CHALLENGE ACTION PLAN	
Strengthening Agency Oversight of DOT Assets, Contracts and Grants	
Why is this issue significant?	The OIG continues to identify challenges and opportunities to improve the Department's management of its real property assets, contracts, and grants in order to put taxpayer dollars to better use. The OIG's recent examination of FAA's portfolio of Agency-leased offices and warehouses found issues with inadequate management. These included inaccurate data in FAA's real estate database and an ineffective planning process for identifying opportunities to more efficiently use existing space. As a result of these weaknesses, the OIG concluded that the FAA missed opportunities to realize cost savings, and missed potential rent reduction opportunities on unused or vacant space. Having efficient oversight of DOT assets is vitally important to the management of the FAA's and DOT's real estate assets.
Actions Planned for 2019	• Revise our guidance to document when Real Estate Management System (REMS) data should be submitted, updated and reviewed by March 1, 2019. • Revise REMS training and guidance on submitting lease documentation in REMS by March 1, 2019. • Survey Service Areas for inputs on how to add a vetting step to validate data entry by June 30, 2019. • Conduct a deep-dive analysis to determine if there are Commercial Off-The-Shelf (COTS) tool solutions to replace REMS and AITS, with a focus on improved functionality, data accuracy, and cost savings, by October 1, 2019. • Develop a plan to enhance the real property data validation process to ensure data consistency and accuracy by October 1, 2019. • Developing a method to track and monitor data quality at the headquarters level every quarter by October 1, 2019.