



Federal Aviation Administration
Great Lakes Region Airports Division
Strategic Plan
2003 – 2007

September 2002

Introduction – Message from the Division Manager

Dear Aviation Community Members:

I am very happy to introduce our Airports Division's 2003-2007 Strategic Plan. This publication is one of the key documents (along with our annual Performance Goals brochure and Annual Report) the 60 employees in our Division will use to promote airport safety, development, and system efficiency for the eight states comprising the Great Lakes Region.

Our vision for the Great Lakes Region aviation system is one of partnership, both internal and external to the Federal Aviation Administration (FAA). I ask for your continuing cooperation as airport sponsors, state aviation agencies, consultants, and finally, as members of the flying public, in realizing this mission. To that end, we believe this endeavor will become one of collaboration, partnership, and ultimately, mutual success.

Best Wishes,

*Jeri Alles
Airports Division Manager
Great Lakes Region*

Our Mission

Provide leadership in the planning, development, and oversight of a safe and efficient Airport system.

Our Vision

We will excel at our mission by:

- Creating effective partnerships with our customers
- Being innovative, accountable and responsive
- Valuing our employees
- Being proactive to ever evolving change within the aviation industry

Our Values

In an atmosphere of honesty, fairness, and integrity, we commit to our core organizational values -- Excellence, Customer Service, Innovation, and Empowerment.

Excellence

- Produce superior products at all times
- Continually strive for improvement
- Have a positive impact on our organization and our customers

Customer Service

- Promote productive internal and external communication
- Respond in a professional and timely manner
- Work effectively with other Lines of Business to achieve the FAA mission
- Partner with our customers to achieve the best outcome

Innovation

- Embrace constructive change and be proactive
- Capitalize on employee strengths and abilities
- Understand and respond to challenges faced by the aviation industry
- Find new ways to get the job done, adopt a “can do” attitude

Empowerment

- Promote respect, trust and accountability
- Exercise effective internal communication
- Maximize available training and resources
- Value collaboration and networking
- Promote decision making at the appropriate level
- Recognize and reward excellence and initiative

Strategic Goals

Strategic Focus Area #1 – Safety and Security

Goal: Increased levels of safety and security for our airport users

Key Results (*How we know that we are meeting the goal*):

- Increased compliance with Part 139 Regulations
- Reduced degree of risk to people and property at airports resulting from construction activities or non-standard airport configuration
- Decreased runway incursions (per operation) due to vehicle or pedestrian deviations
- Reduced aircraft wildlife strikes (per operation)
- Established collaborative relationship with the Transportation Security Administration (TSA), resulting in full compliance with airport security regulations

Key Strategies (*Things we can do to meet the goal*):

- Place high priority on implementing all Part 139 Certification Inspection recommendations
- Upgrade Part 139 Runway Safety Areas (RSA) identified as 90% or less than the required standards
- Increase the number of non-Part 139 RSA's that meet established standards
- Diligently review construction safety phasing plans
- Participate in Runway Safety Action Teams (RSAT) and other safety initiatives
- Ensure implementation of RSAT recommendations
- Identify and eliminate conditions that foster wildlife strikes
- Place high priority on funding wildlife mitigation projects
- Maximize the use of safety and security related educational tools for outreach efforts
- Work effectively with TSA on airport security issues
- Identify and fund all eligible airport security requirements

Strategic Focus Area #2 – Airport Planning and Development

Goal: Effectively and efficiently meet the current and projected demands of the aviation industry

Key Results (*How we know that we are meeting the goal*):

- Master plan and noise studies that clearly identify and address current and future needs for airport development
- Effective project leadership from initial planning through the closeout phase
- Airport development funded to a level that meets current and future demands through the use of a variety of funding sources
- Established strong partnerships with our customers
- Increased capacity of the national airport system

Key Strategies (*Things we can do to meet the goal*):

- Educate airport sponsors on the value of keeping an updated master plan and airport layout plan
- Encourage primary airports to develop, and keep current, Part 150 noise studies
- Partner with airport sponsors to develop an Airport Capital Improvement Plan that accommodates changing demands
- Conduct airport site visits to acquire a better understanding of the needs of the airport and the aviation community
- Maximize the use of federal grant funding taking into consideration national priorities
- Assist sponsors in identifying the various funding sources available for airport development
- Assist airport sponsors with prioritizing their critical development needs
- Pursue opportunities to attend and speak at airport conferences
- Work collaboratively with all FAA Lines of Business to meet the Operational Evolution Plan (OEP) goals and timelines

Strategic Focus Area #3 - Environmental

Goal: Exceptional customer service while disclosing, assessing, and mitigating adverse impacts through the environmental review process

Key Results (*How we know that we are meeting the goal*):

- Recognized as “an expert” in interpreting and applying National Environmental Policy Act (NEPA) requirements
- Regarded as professional and responsive to our customers’ needs
- Committed to finding innovative ways to improve our service
- Established partnerships with other resource agencies (i.e. other federal, state and local government agencies) to promote intergovernmental trust
- Recognized for outstanding management of complex environmental projects

Key Strategies (*Things we can do to meet the goal*):

- Attend both agency and industry-sponsored training, as funding permits
- Promote outreach opportunities for our employees within the community or industry
- Ensure timely responses to proposals, documents, and questions from our customers
- Identify and use best practices to streamline processes
- Enter into, and adhere to, agreed upon commitments in Memorandums of Understanding and Agreement with other resource agencies
- Coordinate with other resource agencies to identify potential issues early in the process
- Pursue opportunities to speak at conferences hosted by other resource agencies
- Actively contribute to national intra-agency and inter-agency NEPA workgroups

Strategic Focus Area #4 - People

Goal: Seek, develop, and retain a highly motivated and professional workforce

Key Results (*How we know that we are meeting the goal*):

- A well-trained and well-equipped workforce that continually strives for excellence
- Empowered employees are the norm
- An established recognition program that rewards employees for quality work and actions that promote our core values
- Regarded as an organization that promotes and fosters diversity
- Recognized as a model organization

Key Strategies (*Things we can do to meet the goal*):

- Seek innovative ways to develop our workforce
- Develop and implement an effective succession plan that covers all positions
- Communicate expectations, hold people accountable, and provide them feedback on their performance
- Resolve issues at the lowest level
- Recognize and reward individuals for a “job well done” in a timely manner
- Participate in outreach activities, conferences, and workshops that provide visibility with underrepresented groups
- Focus recruitment efforts on hiring a diverse workforce
- Promote trust, fairness, and respect throughout the workforce

Strategic Focus Area #5 - External Relationships

Goal: Excellent external relationships to support the mission of the Airports Division

Key Results (*How we know that we are meeting the goal*):

- Focused on a clear defined mission that is understood by our customers
- Regarded as professional and responsive to our customers' needs
- Viewed as innovative and flexible in meeting challenges
- Improved external awareness of the aviation industry

Key Strategies (*Things we can do to meet the goal*):

- Market the services we have to offer
- Gain a better understanding of the role of each Line of Business within the FAA
- Gain a better awareness of airport administration and operations
- Promote a professional, common sense approach to customer service
- Promote open dialogue and sharing of information
- Be proactive in informing and educating customers on new programs and guidance
- Use creative ways to increase visibility with airport sponsors
- Continue active participation in state aviation conferences
- Seek out information pertaining to the aviation industry
- Support sponsors in the transition to the TSA