



**Federal Aviation  
Administration**

# **Airports**

## **Fiscal Year 2012 Business Plan**



# FY2012 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).

## Next Level of Safety

The Office of Airports establishes regulations for safe operation of commercial service airports and regularly inspects certificated airports for compliance. To achieve zero accidental fatalities on airports, we will identify and mitigate risks before they are realized. We will see potential accidents and incidents through data analysis and put our resources into resolving key risk areas.

## Strategic Measure: Commercial Air Carrier Fatality Rate

Reduce the commercial air carrier fatalities per 100 million persons on board by 24 percent over 9-year period (2010-2018). No more than 6.2 in 2018. FY 2012 Target: 7.6

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## Strategic Initiative: Runway Safety Areas (CIP#:N17.01-01)

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:

Provide RSA completion status report. Due June 30, 2012

#### Activity Target 2:

Identify RSA improvement projects to be considered for AIP funding in FY 2013. Due August 15, 2012

#### Activity Target 3:

Complete 24 RSA improvements as follows: AAL-2; ACE-0; AEA-6; AGL-8; ANE-3; ANM-0; ASO-1; ASW-1; AWP-3. Due September 30, 2012

## Strategic Measure: Runway Incursions (Category A and B)

Maintain the rate of serious runway incursions at or below 20 per 1000 events. FY 2012 Target: 20/1000 events

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## Strategic Initiative: Human Error Risk Reduction (CIP#:X01.00-00)

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 and tug operators.

## Strategic Activity: Improved Training and Analysis for Reducing Runway Incursions

Maintain the rate of serious runway incursions (Category A and B) caused by VPDs at or below 2% of total VPDs.

#### Activity Target 1:

Issue final AC for vehicle transponders. Due December 31, 2011

#### Activity Target 2:

Update quarterly the Runway incursion and excursion action plan, review metrics and milestones to determine if any new actions are required. Quarterly reports are due: January 15, 2012; April 15, 2012; July 15, 2012; September 30, 2012. Due September 30, 2012

#### Activity Target 3:

Final report on moving maps for vehicles Due September 30, 2012

#### Activity Target 4:

Category A and B VPDs (minus maintenance taxi events and ADW events) are three (3) or less in FY 2012. Due September 30, 2012

## Strategic Measure: Airport Safety

Implement 40 percent of mitigating strategies for the top 5 airport risk areas. FY 2012 Target: Establish baseline and formulate mitigation plan

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## Strategic Initiative: Top 5 Airport Risk Areas

Use data mining and analysis to identify the top 5 airport risk areas.

### Strategic Activity: Airport Risk Areas

Identify the top 5 airport risk areas.

#### Activity Target 1:

Update airport database and issue updated analysis report. Due June 30, 2012

#### Activity Target 2:

Establish baseline and formulate mitigation plan for the top airport risk area. Due August 30, 2012

### Strategic Activity: Airports Geographic Information System (GIS)

In support of NextGen, provide a single FAA source of digital geographic airport data that reduces costs, increases accuracy, and enhances safety and capacity. To get to our 2018 goal of Airports GIS fully adopted by certificated and towered airports, the Office of Airports will, in 2012, reduce data bottlenecks, continue system tool development and transition activities.

#### Activity Target 1:

Award contract for third party review of aerial photography. Due January 31, 2012

#### Activity Target 2:

Complete training of all FAA ARP Regional offices, and update training materials on the Airports GIS website. Due January 31, 2012

#### Activity Target 3:

Reduce validation time for aerial photography from an average of 90 days to an average of 60 days via the third party contract. Due February 28, 2012

#### Activity Target 4:

Develop a data collection strategy and funding plan to meet the agency needs for the airport information. Due March 31, 2012

#### Activity Target 5:

Complete the Airports GIS Modifications to Standards tool development and implementation. Due April 30, 2012

#### Activity Target 6:

Initiate development of a comprehensive Airports GIS Training Course for FAA personnel to be offered at the FAA Training Academy, including

course syllabus, schedule, and instruction materials. Due June 30, 2012

#### Activity Target 7:

Analyze and report on the results of the Airports GIS pilot program including overall progress, costs, benefits, challenges, and applications. Due quarterly, as follows: October 15, 2011, January 15, 2012, April 15, 2012, and July 15, 2012. Due July 15, 2012

#### Activity Target 8:

Compile and internally disseminate Phase II pilot lessons learned. Due August 31, 2012

#### Activity Target 9:

Complete field review and release operational version of AGIS eALP module. Due September 30, 2012

## Strategic Activity: Wildlife Hazard Mitigation

To reduce hazard to aircraft from bird strikes, all 139 airports will initiate wildlife hazard assessments in 2012.

#### Activity Target 1:

Distribute copies of both wildlife mitigation at GA airport ACRP reports with cover letter to GA airports. Due November 30, 2011

#### Activity Target 2:

Issue federal register notice and draft wildlife hazard advisory circular. Due December 1, 2011

#### Activity Target 3:

Provide quarterly status report of Part 139 certificated airports wildlife hazard assessment activity. Due December 31, 2011

#### Activity Target 4:

Publish wildlife hazard advisory circular. Due May 31, 2012

#### Activity Target 5:

Initiate feasibility study/demonstration of use of bird radar in ATC. Due July 31, 2012

#### Activity Target 6:

100% of 139 airports have initiated a wildlife hazard assessment. Due September 30, 2012

## Strategic Initiative: Airports Safety Management System

Develop a pro-active safety culture at Part 139 certificated airports through rulemaking, airport design standards and inspections.

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

Implement SMS for Part 139 airports.

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

Issue draft Airport SMS AC for public comment. Due February 29, 2012

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

Develop internal and external communication plan at least 90 days before submission of SMS Final Rule to OST. Due June 30, 2012

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

Publish final SMS Advisory Circular. Due July 31, 2012

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

Submit SMS Final Rule to OST in accordance with Council-approved schedule. Due September 30, 2012

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

Implement Office of Airports Safety Management System (SMS).

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

Establish an internal SMS tracking tool Due January 31, 2012

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

Provide quarterly reports on SMS activity on June 30, and September 30, 2012 Due June 30, 2012

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

Conduct a workload and staffing analysis to support decision whether to expand internal SMS beyond Large Hub airports. Due August 31, 2012

### **Strategic Measure: Information Systems Security**

Ensure no cyber security event significantly degrades or disables a mission-critical FAA system. FY 2012 Target: 0

### **Strategic Initiative: FAA Privacy Program**

Protect FAA sensitive and individual privacy information from unauthorized disclosure.

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

Mature the Data Loss Prevention and reduce the PII vulnerabilities throughout the FAA.

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

Participate in remediation efforts with the Privacy office to monitor, track, and report remediation of personally identifiable information (PII) vulnerabilities identified during Data Loss Prevention (DLP)/Security scanning to ensure reduction rate occurs within risk defined by the CIO. Interim report dates are January 20, 2012, March 3, 2012, May 12, 2012, July 2, 2012, September 8, 2012. Due September 30, 2012

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

Implement LOB/SO data lifecycle reviews (e.g. reviewing the flow of PII from collection through destruction) of functions/sub-functions determined to be high risk due to a number of criteria including volume and sensitivity of PII held. Report status of milestone activities to the Privacy office. Interim dates are March 31, 2012, June 30, 2012. Due September 30, 2012

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

Report status of enterprise activities to Reduce/Eliminate Social Security Numbers (SSNs) as detailed in the SSN Reduction/Elimination Plan. Due September 30, 2012

### **Strategic Activity: Ensure Privacy Program Compliance**

Develop Privacy Program plans and controls and assess compliance.

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

Participate in privacy compliance reviews of PII systems in accordance with approved plan. Develop a schedule to remediate identified vulnerabilities and ensure remediation activities are completed according to schedule. Report LOB/SO progress against schedule monthly to the FAA Privacy Compliance Officer. Due September 30, 2012

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

Participate in third party privacy controls evaluations for LOB/SO contractor operated systems in accordance with approved plan. Develop a schedule to remediate identified vulnerabilities and ensure remediation activities

are completed according to schedule. Report progress against schedule monthly to the FAA Privacy Compliance Officer. Due September 30, 2012

**Activity Target 3:**

Complete 100% of all PTAs, PIAs and SORNs as required. Ensure PTA/PIA and SORNs are reviewed by the Privacy Office. Due September 30, 2012

## **Core Measure: 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.

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

Improve safety at Part 139 airports.

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

Improve safety at Part 139 airports.

**Activity Target 1:**

Regions conduct airport safety inspections per their FY 2012 work plan. Due September 30, 2012

**Activity Target 2:**

Regions develop work plan for conducting airport safety plans for FY 2013 and provide copies to Airport Safety and Operations Division. Due September 30, 2012

#### **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, 2012

**Activity Target 2:**

Execute Airport Technology Research Program per approved FY 2012 Research & Development (R&D) Plan. Due September 30, 2012

**Activity Target 3:**

Develop FY 2013 Airport Technology Plan in coordination with Research Engineering Development Advisory Committee (REDAC) Airports Subcommittee. Due August 30, 2012

### **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:**

Issue final Change to AC 5300.13 to address parachute operations. Due January 31, 2012

**Activity Target 2:**

Publish 12 AC's. Due September 30, 2012

**Activity Target 3:**

Maintain average age of ACs at 5.0 years or less. Due September 30, 2012

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

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

**Activity Target 1:**

Identify standards-related projects (i.e., other than capacity projects) to be considered for Airport Improvement Program (AIP) funding in FY 2013. Due August 15, 2012

**Activity Target 2:**

Direct AIP funding to ensure infrastructure development meets safety and design standards. Due September 30, 2012

### **Core 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, 2012

## **Core Measure: Total Number of Runway Incursions**

By the end of FY2013, reduce total runway incursions by 10 percent to 909 from the FY2008 baseline number of 1009.

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### **Core Initiative: Total Number of 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 2012 Target: 939

## **Core Activity: Achieve 2% Reduction in FY12 of the 10% Total RI Goal for FY2013**

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 FY12 is 182

### **Activity Target 1:**

Update the ARP Action Plan from FY 2011 to meet the 2% reduction in VPDs for FY 2012. An Action Plan will be submitted to Director, Runway Safety, AJS, by the end of the calendar year. Due December 31, 2011

### **Activity Target 2:**

Update schedule from FY 2011 on implementation of your plan Due March 31, 2012

### **Activity Target 3:**

Provide monthly progress to AJS on Airports progress in meeting the FP Goal for FY 2012 Due September 30, 2012

### **Activity Target 1:**

Participate in the development of orders, regulations or legislation to address NextGen equipage-related policy implications as needed. Due September 30, 2012

## **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, 2012

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

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

## **Strategic Activity: NY Operational Initiatives - Stakeholder Support**

Provide oversight of all activities related to implementation of NextGen in the NY Metro Area.

### **Activity Target 1:**

Provide support to implement FY12 Delay Reduction Plan activities. Due September 30, 2012

## **Aviation Access**

The Office of Airports will protect the availability of existing airport facilities and use them as efficiently as possible, while making strategic investments in new facilities consistent with evolving aviation needs. Using NextGen technologies and procedures, we will maximize predictability, reliability, and efficiency of flight operations at the nation's airports during nearly all weather conditions.

## **Strategic Measure: Core Airports Throughput**

Increase throughput at core airports by 12 percent to reduce delays by 27 percent using a 2009 operations baseline. FY 2012 Target: Finalize metric and Target

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## **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.

## **Strategic Measure: Major System Investments**

Maintain 90 percent of major system investments within 10 percent variance of current baseline total budget at completion. FY 2012 Target: 90% within 10% variance of current baseline

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## **Strategic Initiative: NextGen Implementation Plan (CIP#:X01.00-00)**

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:**

Working through the cross-agency workgroup, develop key messages and annotated outline for incorporation into the NextGen Implementation Plan for approval by FAA executives. Due October 14, 2011

**Activity Target 2:**

Working through the cross-agency workgroup, develop, review, and provide comments on draft 1 NextGen Implementation Plan. Due December 16, 2011

**Activity Target 3:**

Working through the cross-agency workgroup, develop, review, provide comments, and resolve comments on draft 2 NextGen Implementation Plan. Due February 6, 2012

**Activity Target 4:**

Publish NextGen Implementation Plan on FAA website thirty days after the President's budget submission. Due March 12, 2012

LPV/LP or other FAA survey data. Due March 31, 2012

**Activity Target 3:**

Explore options to ensure timely data verification for vertically-guided approaches in compliance with AC 150/5300-18. Due March 31, 2012

**Activity Target 4:**

Assist in identifying feasible projects eligible for AIP funding. Due September 30, 2012

## Strategic Measure: Taxi Time Reduction

Achieve a 5 percent reduction in average taxi-time at Core airports, identified by the Future Airport Capacity Task 3 (FACT 3) for surface traffic management. FY 2012 Target: Develop delay and performance criteria

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## Strategic Initiative: Surface Traffic Management

Evaluate benefits of surface traffic management (STM), including departure queue management.

### Strategic Activity: Surface Traffic Management (STM) and Departure Queue Management Evaluation

Improve how we manage the movement of aircraft on the ground, eliminating bottlenecks and reducing constraints on aircraft getting to and from gates. This will reduce costs for airlines, enable us to make better use of limited airport capacity and reduce emissions.

**Activity Target 1:**

Conduct a synthesis review of at least 5 Core U.S. airports (and selected international airports) with prototype or proprietary surface traffic management systems in place, focused on understanding the efficiency and safety benefits gained. Due July 31, 2012

**Activity Target 2:**

Prepare an internal draft report. Due September 30, 2012

## Strategic Initiative: Future Airport Capacity Task 3 Report

The Future Airport Capacity Task (FACT) 3 report will identify airports that are expected to be congested by 2020 or 2030, taking into consideration all anticipated airfield capacity improvements and anticipated NextGen procedures and technologies.

## Strategic Measure: LPV Procedures

Ensure Localizer Performance with Vertical (LPV) or Localizer Performance (LP) procedures are available at 5,218 runways in the NAS by 2018. FY 2012 Target: 500

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### Strategic Initiative: Localizer Performance and Vertical Guidance (LPV) Procedures (CIP#:N12.01-06)

Develop and deploy Localizer Performance and Vertical Guidance (LPV) procedures at qualified general aviation airports on schedule.

### Strategic Activity: Develop and publish Wide Area Augmentation System (WAAS) approaches.

Develop and publish Wide Area Augmentation System (WAAS) approaches.

**Activity Target 1:**

Coordinate with the WAAS Program Office to identify candidate sites for new WAAS LPV/LP approaches or sites where infrastructure or obstruction removal could improve existing WAAS LPV/LP minimums. Due February 28, 2012

**Activity Target 2:**

Explore options of extrapolating AC 150/5300-16, -17, and -18 compliant data from existing WAAS

## **Strategic Activity: Future Airport Capacity Task (FACT) 3 Report**

Draft Future Airport Capacity Task (FACT) 3 report will be developed in conjunction with various FAA LOBs and airports. The study will identify airports that are expected to be congested by 2020 or 2030 taking into consideration all anticipated airfield capacity improvements and anticipated NextGen procedures and technologies.

### **Activity Target 1:**

In coordination with AJP, incorporate appropriate NextGen performance levels into FACT 3 capacity modeling for FY 2020 and FY 2030. Due November 30, 2011

### **Activity Target 2:**

Develop delay and performance criteria for identification of congested airports in FACT 3. Due June 30, 2012

## **Core Measure: Improve Access and Ensure Availability of Federally Obligated Airports**

Improve access and ensure availability of airports by increasing the financial health and viability of federally obligated airports. Achieve a 50 percent reduction in land-use compliance findings at federally obligated airports compared to a FY 2010 baseline. In order to achieve the 2018 measure of a 25 percent reduction in land-use and revenue-use compliance findings at federally obligated airports compared to a FY 2010 baseline, in 2012 we will complete all of the following.

### **Core Initiative: Ensure Safety, Access and Financial Self-sustainability of Airports**

To ensure safety, access and financial self-sustainability, General Aviation airports receiving AIP grants or surplus federal property agree to adhere to 39 airport grant assurances. The FAA conducts land-use inspections of general aviation airports to ensure airport compliance with those grant assurances. Fewer findings will mean greater compliance with the grant assurance requirements, leading to a safer, more accessible and financially stable airport system.

### **Core Activity: Compliance Database**

Develop a nation-wide relational compliance database for each federally obligated airport encompassing information on land-use inspections, the outcome of Part 13 informal complaints and Part 16 formal complaints, links to FAA form 5010 Airport Master Record, types of obligated property, financial

issues, temporary airport closures, compliance action and other pertinent information.

### **Activity Target 1:**

Develop program objectives and define the scope of work for the project. Due March 31, 2012

### **Activity Target 2:**

Each region will conduct at least two land use inspections at General Aviation airports. Due August 31, 2012

### **Activity Target 3:**

Develop and pilot a compliance tool to track "informal" queries to track trends and identify problems at an earlier stage, mitigating the number of formal legal complaints, such as Part 16 complaints. Due September 30, 2012

## **Core Activity: Achieve a Targeted Reduction in Part 16 Processing Time**

Efficient processing helps airports address compliance concerns earlier, reducing inspection findings. Fewer findings will mean greater compliance with the grant assurance requirements, leading to a safer, more accessible and financially stable airport system.

### **Activity Target 1:**

Examine process change ideas, including electronic filing. Due March 31, 2012

### **Activity Target 2:**

Provide external guidance regarding Part 16 process. Due September 30, 2012

### **Activity Target 3:**

Publish, develop or update, external guidance on sponsor assurances. Due September 30, 2012

## **Core Activity: Reduce Agency Processing Times for Resolving Airport Access Issues**

Reduce agency processing times for resolving access issues involving skydiving on federally obligated airports.

### **Activity Target 1:**

Issue guidance. Due September 30, 2012

### **Activity Target 2:**

Baseline measurement tool to assess agency processing times. Due September 30, 2012



## **Core Initiative: Encourage Strong Airport Revenue Management**

Airports need to be as self-sustaining as possible. To encourage strong airport revenue management, FAA will strengthen its guidance, develop a toolbox to support revenue generation and re-evaluate applicable regulations.

### **Core Activity: Self-Sustaining Airports**

Create and Publish Airports Financial Health Report.

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

Hold informal discussions with stakeholders to generate ideas on how to better present airport financial information. Due June 30, 2012

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

Analyze airport financial information and present findings on airport financial health in revised ACO annual airport financial report. Due September 30, 2012

## **Core Initiative: 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.

### **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 and Regions approve 75 percent of airport single audit findings and corrective actions within 60 days of receiving the report. Due September 30, 2012

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

ACO provide status of resolution of all single audits within OST established timelines. Due September 30, 2012

## **Core Initiative: Explore Planning for Compliance Concepts Through a Pilot Program**

Explore ways to update and improve planning processes and guidance to ensure sponsor adherence to grant assurances through implementation and

lessons learned from a Northwest Mountain Region pilot program begun in FY 2011.

### **Core Activity: Planning for Compliance Pilot Project**

Explore ways to update and improve planning processes and guidance to ensure sponsor adherence to grant assurances through implementation and lessons learned from a Northwest Mountain Region pilot project begun in FY 2011.

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

Airports Northwest Mountain Division (ANM) will provide a brief summary/status report on the planning for compliance elements underway in planning studies in the ANM pilot project. Compliance Division will share and discuss the report findings and initial lessons learned with the field Due December 31, 2011

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

ANM will provide a pilot project evaluation with lessons learned report on the planning for compliance elements underway in planning studies in the ANM pilot project. Due June 30, 2012

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

Based on the lessons learned through the ANM pilot, the Compliance Division will present a recommendation to ARP 1/2 supporting a decision about whether to pursue planning for compliance as a national initiative. Due September 30, 2012

## **Core Measure: Pavement Maintenance**

Maintain 93% of pavements in fair or better condition.

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### **Core 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 2012 Airport Technology Research. Due September 30, 2012

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

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

### **Activity Target 1:**

Identify projects for FY 2013 that will ensure that no less than 93% of runways at airports in the National Plan of Integrated Airport Systems (NPIAS) are maintained in excellent, good or fair condition. Due August 15, 2012

### **Activity Target 2:**

Implement funding plan (as established in Airport Capital Improvement Program (ACIP) process) to ensure that no less than 93% of runways at airports in the National Plan of Integrated Airport Systems (NPIAS) are maintained in excellent, good or fair condition. Due September 30, 2012

### **Activity Target 1:**

Complete determinations for all preliminary privatization proposals within 30 business days after initial submission. Due September 30, 2012

### **Activity Target 2:**

Within 30 business days of receiving final administrative approval, send a notice to the Federal Register to initiate a 60 day public comment period. Due September 30, 2012

## **Core Measure: NAS On-Time Arrivals**

Achieve a NAS on-time arrival rate of 88.0 percent at the CORE airports and maintain through FY 2013.

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## **Core Initiative: Delay Identification**

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

## **Core 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, 2011

### **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, 2012

## **Core Measure: Improve Access and Ensure Availability of Airports at Commercial Service Airports**

Achieve a 50 percent reduction in findings on airport revenue use audits at commercial service airports from a 2010 baseline. To achieve a 25 percent reduction in findings on airport revenue use audits at commercial service airports from a 2010 baseline by 2018, we will complete all of the following in 2012.

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## **Core Initiative: Reduce Revenue Use Audit Findings Based on Increased Oversight**

By law, revenue generated on an airport must stay in the airport system. Revenue may not be used for non-airport related purposes such as funding unrelated municipal costs. To ensure airport sponsors adhere to

## **Core Measure: Airport Compliance Capacity-Enhancing Support to Communities**

The Airport Privatization Pilot Program assists communities that pursue private-public partnerships to improve infrastructure funding by creating alternative sources of capital for airport development, with the goal of achieving public benefit through efficiencies. To accomplish this, the Office of Airports must engage multiple Departments and their Agencies, State and Local Authorities, DOT and FAA senior leadership in the decision processes, and must keep Congressional and Industry stakeholders informed throughout the process. To ensure we support communities' needs, we must complete no less than 95% of airport privatization applications under the pilot privatization program consistent with legislative and regulatory requirements.

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## **Core Initiative: Airport Compliance Capacity-Enhancing Support to Communities**

Support airport privatization applications under the pilot privatization program by completing no less than 95% of airport privatization applications, consistent with legislative and regulatory requirements.

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

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

this requirement for federally funded airports, FAA conducts regular audits of airports. A reduction in findings of these audits will ensure lower fees and costs to airport users and result in a stronger, more competitive airport system.

### **Core Activity: Re-Evaluate Rates and Charges Policy**

Review, update and publish audit guides to support increased oversight.

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

Consult with selected industry groups for recommendation on the need for public comment to update the Airport Rates and Charges current policy draft to include three 2003 policy amendments. Due October 31, 2011

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

Publish the policy as final or request public comment, based on industry coordination results Due December 31, 2011

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

Increase internal capabilities to develop policy options for Airports Rates and Charges by hiring Airports Policy Consultant and Economist. Due March 31, 2012

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

Develop a plan to explore the need for broader changes to the Airports Rates and Charges policy. Due September 30, 2012

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

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

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

Airport Compliance will conduct two airport revenue use compliance inspections for revenue diversion. Due August 31, 2012

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

The reports of each inspection will be completed. Due September 30, 2012

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

Complete a revenue use audit guide. Due September 30, 2012

## **Core Measure: Planning & Programming Resources**

By 2018, Airport Improvement Program (AIP) will: Reduce the improper use of funds through a robust risk-based

grant administration and oversight process, Be managed efficiently through timely obligations, reconciliations, and implement the AIP performance metric. As part of a three-year plan to reduce the average age of APP's Advisory Circulars to five (5) years and fundamentally restructure the Airport Improvement Program (AIP) Order, and a two-year process to update the Passenger Facility Charge (PFC) Order, we will complete all of the following activity targets in FY 2012.

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### **Core Initiative: Reduce the Average Age of APP Advisory Circulars**

As part of a three-year plan to reduce the average age of APP's Advisory Circulars to five (5) years or less by the end of FY 2014, complete four interim milestones in FY 2012.

#### **Core Activity: Review, Update and Draft Advisory Circulars**

As part of a three-year plan to reduce the average age of APP's Advisory Circulars to five (5) years or less by the end of FY 2014, complete four interim milestones in FY 2012.

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

Identify and officially cancel any Advisory Circulars that are no longer needed. Due April 1, 2012

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

Complete preliminary drafts for at least three Advisory Circulars that need to be retained. Due June 30, 2012

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

Publish the updated Advisory Circular on "Federal Surplus Personal Property for Public Airport Purposes." Due August 31, 2012

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

Complete drafts and initiate the internal regional and Headquarters review process for at least two Advisory Circulars. Due September 30, 2012

### **Core Initiative: Restructure the Airport Improvement Program (AIP) Order**

As part of a three-year process to fundamentally restructure the Airport Improvement Program (AIP) Order, complete three interim milestones in FY 2012.

#### **Core Activity: Restructure the Airport Improvement Program (AIP) Order**

As part of a three-year process to fundamentally restructure the Airport Improvement Program (AIP) Order, complete three interim milestones in FY 2012.

**Activity Target 1:**

Finish incorporating internal review comments into four of the seven draft chapters and submit to AGC for initial legal review. Due December 31, 2011

**Activity Target 2:**

Finish incorporating internal review comments into remaining chapters and submit to AGC for initial legal review Due April 1, 2012

**Activity Target 3:**

Following initial legal review by AGC, publish draft AIP handbook on FAA Airports' website for public review. Due August 31, 2012

**Core Initiative: Update the Passenger Facility Charge (PFC) Order**

As part of a two-year process to update the Passenger Facility Charge (PFC) Order, complete two interim milestones in FY 2012.

**Core Activity: Update the Passenger Facility Charge (PFC) Order**

As part of a two-year process to update the Passenger Facility Charge (PFC) Order, complete two interim milestones in FY 2012.

**Activity Target 1:**

Complete a review of the legal and policy framework and PFC decisions, and complete an interim technical report. Due January 31, 2012

**Activity Target 2:**

Complete a review of oversight, capital funding review, and useful life test; and complete an interim technical report. Due June 30, 2012

**Core Initiative: AIP Administration**

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

**Core Activity: AIP Administration**

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

**Activity Target 1:**

Review and report to senior management on grant documentation compliance results of Year-to-Date (YTD) Regional audits Due July 31, 2012

**Activity Target 2:**

Review AIP funding outlays and compare to annual performance metric on monthly basis. Due July 31, 2012

**Activity Target 3:**

Reconcile AIP and DELPHI records monthly so as to balance AIP with DELPHI records in FY 2011. Due September 30, 2012

**Activity Target 4:**

Submit project documentation in support of the Office of the Secretary of Transportation (OST) announcement process. 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, 2012

**Activity Target 5:**

Based on the inventory of LOI requests received by March 1, 2012, prepare a schedule of LOI review and decision milestones. Due March 31, 2012

**Activity Target 6:**

FAA shall issue decisions for at least 75% of LOI applications and amendments. Due September 30, 2012

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

Administer the Passenger Facility Charge (PFC) program to ensure proper fulfillment of all regulatory requirements, including closeout and reporting.

**Core Activity: Administer the PFC Program**

Administer the Passenger Facility Charge (PFC) program to ensure proper fulfillment of all regulatory requirements, including closeout and reporting.

**Activity Target 1:**

Close out 50% of the PFC applications with the potential of closure as noted in the 2012 inventory. Due September 30, 2012

## **Core Initiative: Maintain and Improve SOAR**

Ensure that SOAR provides critical, centralized data management in support of improved efficiencies and workflow for planning, environmental, financial, project management and associated functions, including coordination with Safety/Standards and Compliance functions.

### **Core Activity: Maintain and Improve SOAR**

Ensure that SOAR provides critical, centralized data management in support of improved efficiencies and workflow for planning, environmental, financial, project management and associated functions, including coordination with Safety/Standards and Compliance functions

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

Complete Concept Requirements Definition Review phase of the Acquisition Management System (AMS) process for SOAR II. Due January 15, 2012

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

Initiate Phase 2 field testing of Module V (project management module) at the Washington ADO. Due February 1, 2012

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

Complete Initial Investment Analysis phase documents of the AMS process for SOAR II. Due April 15, 2012

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

Update procurement documents (including the Screening Information Request or "SIR") for SOAR II Due April 15, 2012

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

Complete NFR recommendations according to agreed upon schedules by the end of 4th quarter, FY 2012. Due September 30, 2012

## **Core Measure: Flexible and Strategically Targeted Airport Capital Investment Program**

As part of a three-year process to establish a strategic approach to supporting the nation's nonprimary airports through the Airport System Strategic Evaluation Task (ASSET) study, and in order to publish a fundamental rewrite of the NPIAS and ACIP Orders in FY 2013, in 2012 we will work with internal and external stakeholders to publish the National ASSET study final report and establish the structure of a new Order.

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## **Core Initiative: Strategic Investment Plan for Nonprimary Airports**

Implement a strategic investment plan for Nonprimary airports.

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

As part of a three-year process to establish a strategic approach to supporting the nation's nonprimary airports through the Airport System Strategic Evaluation Task (ASSET) study, and in order to publish a fundamental rewrite of the NPIAS and ACIP Orders in FY 2013, complete four interim milestones in FY 2012.

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

Prepare a report on measuring the benefits of federal investments at nonprimary airports. Due December 31, 2011

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

Publish a final report including newly defined nonprimary airport roles and outlining next steps to address strategic issues identified in the analysis. Due March 31, 2012

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

Establish the structure of the new Order (combining the existing NPIAS and ACIP Orders, incorporating findings from the ASSET study). Due September 30, 2012

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

Incorporate the newly defined nonprimary airport roles into the biennial NPIAS Report to Congress. Due September 30, 2012

## **Core 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 the National Aviation System (NAS).

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

Ensure and maintain that at least 95% of the population of the U.S. lives within twenty miles of a federally funded airport providing access to the NAS. Due September 30, 2012

## Core Measure: Financial Oversight

In order to reduce improper payment findings below the established 2.5% level of significance, field Divisions will develop and implement a target and metric to measure increase AIP grant oversight and ARP will publish final AIP risk-based policy and supporting guidance.

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### Core Initiative: Financial Oversight and Audit

In order to reduce improper payment findings below the established 2.5% level of significance, complete all of the following steps in FY 2012.

#### Core Activity: Financial Oversight and Audit

In order to reduce improper payment findings below the established 2.5% level of significance, complete all of the following steps in FY 2012.

##### Activity Target 1:

Field Divisions will develop a target and a metric to measure increased AIP grant oversight during FY 2012. Due December 31, 2011

##### Activity Target 2:

Complete and submit draft of permanent risk-based policy for grant oversight to the OIG and ARP Management Team for review. Due June 30, 2012

##### Activity Target 3:

Publish final AIP risk-based policy and supporting guidance. Due September 30, 2012

##### Activity Target 4:

Within 14 days of initial OIG entrance audit meetings, Headquarters Representatives to provide written summary to regional and district offices containing pertinent issues to be reviewed, offices to be visited and schedule for completing audit. During the audit, Headquarters will seek field input and provide updates to regional and district offices until audit is closed. Due on a continuous basis. Due September 30, 2012

##### Activity Target 5:

Regional/ADOs to attend and provide a written internal summary report within 14 days of OIG meetings with FAA ARP and/or airport sponsors. Due on a continuous basis. Due September 30, 2012

##### Activity Target 6:

Within 90 days of the closure of all OIG audit

findings, Headquarters to provide regional and district offices a summary of FAA agreed upon resolution, guidance or best practices, and any associated changes to the policies of the AIP grant program. Due on a continuous basis. Due September 30, 2012

## Core Measure: Enterprise Architecture and Technology Insertion

Implement and manage Enterprise Architecture and eGov technology insertion to meet FAA, DOT, and OMB requirements. In FY2012 update and submit the FAA Enterprise Architecture Roadmap to OMB and meet all special project IPv6 requirements and targets by August 31, 2012.

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### Core Initiative: Enterprise Architecture Conformance

Promote and manage enterprise architecture development and governance.

#### Core Activity: Enterprise Architecture (EA) Compliance

Enhance the FAA Enterprise Architecture to support IT Investment Management and Portfolio Management. Coordinate NAS and Non-NAS EA alignment where possible with common policy, procedures and tools.

##### Activity Target 1:

Provide Monthly review of LOB/SO EA repository/compliance questionnaire response and artifacts. Due September 30, 2012

##### Activity Target 2:

Provide assistance to load LOB/SO investment teams EA artifacts in the EA repository at each EA roadmap decision point. Due September 30, 2012

#### Core Activity: Enterprise Architecture (EA) Governance

Provide a Non-NAS Governance model and operational support for the development of architecture, configuration management, IT standards, and investment artifacts.

##### Activity Target 1:

Provide Quarterly Status of all investments for JRC program review packages at least three weeks prior to JRC schedule. Due September 30, 2012

## **Core Initiative: Enterprise Information Technology Transition**

Develop and implement strategies and requirements for Federally mandated enterprise eGov and cyber security technology insertion projects.

### **Core Activity: IT Research and Development (R&D)**

The agency will establish and manage partnerships with other Federal agencies and/or academia to leverage their cyber-security/IT research and development investments for the benefit of the FAA. These partnerships will focus on applied R&D, rather than basic research, to ensure that useful products, studies, and briefings are available for transition into the FAA in the near-term. The most important project for the next few years is the IPv6 transition.

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

Participate monthly in the established "FAA IPv6 Working Group". This includes attending meetings and disseminating information as appropriate. Due September 30, 2012

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

Update monthly IPv6 servers/services implementation plan for the LOB as identified in the "FAA FY 2012 Rollout Schedule". Due September 30, 2012

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

Represent U.S. at Aerodrome Panel and its Work Groups.

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

Participate in the ICAO Aerodrome Panel and its Work Groups, as scheduled by ICAO. Due September 30, 2012

## **Core 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, 2012

### **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, 2012

## **Global Collaboration**

The Office of Airports will improve global airport safety by harmonizing international airport standards and encouraging international adoption of new airport technology from our airport research. We will provide technical assistance and training to developing countries and regions to improve airport safety. Adoption of US standards and regulations will lead to economic benefits for the US aviation industry.

## **Core Measure: International Leadership Support and Guidance**

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

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### **Core Initiative: ICAO Support and Representation**

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

## **Core Measure: Develop International Fatal Accident Baseline**

Use ICAO data to develop international baseline for fatal accidents to use to measure progress.

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## **Core Initiative: Support Global Implementation of Improved Safety Standards and Recommended Practices in Annex 14**

To improve international airport safety, ARP will focus on supporting ICAO Aerodrome Panel and workgroups for implementing improved standards and recommended practices in Annex 14.

## **Core Activity: Training and Technical Assistance**

Provide training and technical assistance to developing countries with high fatal accident rates in areas of airport certification and inspection, and in the use of procedures and new technology for enhancing runway safety.

### **Activity Target 1:**

Support ICAO initiative for conducting first regional Runway Safety Seminar in 2012 in the Americas region. Due October 31, 2011

### **Activity Target 2:**

Support FAA APEC initiative for conducting Runway Safety Action Team training in developing countries in Asia. First seminar in Vietnam. Due December 31, 2011

### **Activity Target 3:**

Represent FAA on ICAO Aerodrome Panel, including work groups for Visual Aids, Heliports, Airport Design, Aircraft Rescue and Firefighting as scheduled by ICAO. Due September 30, 2012

### **Activity Target 4:**

Promote U.S runway Safety Technology at international forums and conferences. Due September 30, 2012

### **Activity Target 1:**

Launched one Idea Challenge through IdeaHub - (No Later Than 8/1/2012) Due August 1, 2012

### **Activity Target 2:**

100% of Challenge results will be published and communicated as appropriate. Due September 30, 2012

## **Core Measure: Information Technology, Policy, Guidance, Security and Enterprise Architecture**

In order to achieve at least an 80% satisfaction rating from key stakeholders in the use of ARP's information technology and services by 2013, in 2012 we will identify an internal platform for ARP employee engagement and implement a 25% technical refresh.

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## **Core Initiative: Develop Productivity Tools**

Develop tools for real time information dissemination and leverage technology to support increased communication, productivity, and standard work tools.

## **Core Activity: Technology Refresh for Employee Tools**

Enable employee innovation and creativity using technology. Ensure ARP IT technical refresh cycles are executed on an annual basis. Update 25% of ARP IT equipment using the following schedule; Desktops every 4 years, Laptops every 3 years, and Servers every 5 years.

### **Activity Target 1:**

Publish planned technical refresh to management team annually. Due July 31, 2012

### **Activity Target 2:**

Publish current state technology deployment to management team twice per year, in December and June. Due September 30, 2012

## **Core Activity: Increase Employee Engagement**

Enable employee innovation and creativity using technology. Develop and support the ARP employee engagement and innovation online community for knowledge sharing and dissemination, listing of ARP subject matter experts, and FAQs.

## **Workplace of Choice**

The Office of Airports will create a workplace of choice marked by integrity, fairness, diversity, accountability, and innovation. Our workforce will have the skills, abilities and support systems required to achieve and sustain NextGen.

## **Strategic Measure: FAA Ratings by Employees**

The FAA is rated in the top 25 percent of places to work in the federal government by employees. FY 2012 Target: 71%

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## **Strategic Initiative: Enable Innovation and Collaboration**

Empower FAA employees to build new ideas, participate in conversations about their ideas and the ideas of others through online communities that enable innovation and collaboration.

### **Strategic Activity: FAA Idea Challenges**

Launch, publish and communicate at least one FAA Idea Challenge.



**Activity Target 1:**

Identify IT platform for ARP employee engagement. Due September 30, 2012

**Core Activity: Improve Employee Technology Experience**

Improve employee technology experience by developing and deploying IT systems that are intuitive, simple, and easy to use. Integrate mission support applications (e.g., SOAR, CATS, CCMIS) into one ARP National Application System.

**Activity Target 1:**

Utilize logical access control system (LAACS) using the Federal Government issued Personal Identity Verification (PIV) card to login to ARP network resources and FAA email system. . Due January 1, 2012

**Activity Target 2:**

All ARP systems will submit plan for implementing PIV card login. Due March 31, 2012

**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 provides quarterly status report to ARP-10 and ARP DAA on progress (if needed). Due September 30, 2012

**Activity Target 2:**

Ensure all ARP employees and contractors have completed both SAVI training (Cyber security and Facilities/Personnel Awareness Training), ARP ISSM provides progress to Regions, ARP-10 and ARP DAA on a monthly basis. Due September 30, 2012

**Activity Target 3:**

Distribute annual rules of system use. Due September 30, 2012

Program, Airports Leadership Development Program, Senior Leadership Development Program and/or other leadership development programs, to develop future Airports leaders by meeting all timelines for the nomination and panel review processes.

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**Core Initiative: Support Leadership Development Opportunities**

Support Airports employees through agency leadership programs such as the Program for Emerging Leaders (PEL), Tuition Assistance Program, Airports Leadership Development Program, Senior Leadership Development Program and/or other leadership development programs, to develop future Airports leaders.

**Core Activity: Support Leadership Development Opportunities**

Support agency leadership programs such as the Program for Emerging Leaders (PEL), Tuition Assistance Program, Airports Leadership Development Program, Senior Leadership Development Program and/or other leadership development programs, to develop future Airports leaders.

**Activity Target 1:**

Support Airports Line of Business employee applications to leadership development programs. Due September 30, 2012

**Activity Target 2:**

Form review panels as needed and meet all program timelines to support employee nominations to leadership development programs. Due September 30, 2012

**Core Measure: Ensure ARP Employees Understand How Their Performance Impacts the FAA and Airports**

Track and analyze the extent to which employee performance plans reflect agency and organizational strategic goals and organizational business plans. Develop training and support tool options to support managers and provide at least one option for all managers in 2012.

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**Core Initiative: Ensure ARP Employees Understand How Their Performance Impacts the FAA and Airports****Core Measure: Support Airports Leadership Development Opportunities**

Support agency leadership programs such as the Program for Emerging Leaders (PEL), Tuition Assistance

Track and analyze the extent to which employee performance plans reflect agency and organizational strategic goals and organizational business plans. Develop training and support tool options to support managers and provide at least one option for all managers in 2012.

### **Core Activity: Ensure ARP Employees Understand How Their Performance Impacts the FAA and Airports**

Track and analyze the extent to which employee performance plans reflect agency and organizational strategic goals and organizational business plans. Develop training and support tool options to support managers and provide at least one option for all managers in 2012.

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

Track the percentage of employees with performance plans in place, percentage of performance plans that are directly linked to agency strategic goals and organizational business plans. Due December 31 and May 31 each year. Due May 31, 2012

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

Provide all Airports managers the opportunity to receive training and refresher sessions and tools to improve the quality of coaching, performance feedback and development (performance evaluation) discussions with employees. Due September 30, 2012

## **Core Measure: 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 four percent (4%) of the FAA workforce and provide training to 60% of all new Air Traffic Student hires. Develop new EEO training course that will meet agency needs to include a new training module on the EEO Program Order and create a library of EEO materials.

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

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training four percent (4%) of the FAA workforce.

#### **Core Activity: Prevent Discrimination through EEO Training**

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training four percent (4%) of the FAA workforce.

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

ACR will coordinate with the LOB/SOs to conduct EEO training. Due September 30, 2012

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

ACR will conduct EEO training with regards to EEO responsibilities and appropriate behaviors to 4% of the FAA workforce. Due September 30, 2012

## **Core Measure: Information Technology Optimization**

Continuously improve the agency's infrastructure and applications through cost efficiencies, as well as increased performance and improved quality. Improve enterprise business services related to records management, directives, and forms. Successfully meet all activity measures for infrastructure governance and operations; applications governance and operations; IT cost savings/optimization; and enterprise business services.

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### **Core Initiative: Infrastructure Governance and Operations**

Manage enterprise infrastructure operations to identify and remediate Personally Identified Information (PII), assure efficient FAA-wide video teleconferencing, reduce employee user-ids and passwords, and lead aeronautical adaptation collaboration services. Continue the implementation of enterprise infrastructure services within an FAA IT shared service delivery model.

#### **Core Activity: Support FAA Electronic Stewardship Activities**

Support the agency's electronic stewardship initiative by facilitating quantifiable progress towards electronic stewardship activities identified in the FAA Strategic Sustainability Performance Plan (SSPP), as well as provide agency-wide data/metrics for various DOT/OMB/FEC reporting requirements.

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

Support AIO in demonstrating quantifiable progress towards electronic stewardship activities in the FAA SSPP, as well as provide AIO with data/metrics for SSPP reporting purposes on an annual basis. Due September 30, 2012

**Activity Target 2:**

Provide LOB/SO data/metrics on a quarterly basis for the DOT regulatory review. Interim due dates: 12/31/11, 3/31/12, and 6/30/12. Due September 30, 2012

**Activity Target 3:**

Provide LOB/SO data/metrics biannually for the OMB scorecard: Interim due date: 6/30/12. Due September 30, 2012

**Activity Target 4:**

Provide LOB/SO data/metrics for reporting to the FEC. Due September 30, 2012

## Core Measure: Small Business Goal and Corporate Citizenship

Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship.

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### Core Initiative: FAA Small Business Program (CIP#:X01.00-00)

Support the FAA FY 2012 Small Business 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, 2012

**Activity Target 2:**

Award at least 25% of the total direct procurement dollars to small business. Due by September 30 of each fiscal year. Due September 30, 2012

## Core Measure: 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.

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## Core 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, 2012

## Core Measure: 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.

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### Core Initiative: People with Targeted Disabilities Hires

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.

#### Core Activity: People with Targeted Disabilities Hiring

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.

**Activity Target 1:**

Report to ACR quarterly outlining actions taken to increase the workforce percentage of individuals with targeted disabilities. Due September 30, 2012

**Activity Target 2:**

Contribute to the DOT goal that 3 percent of all new hires are individuals with targeted (severe)

disabilities by hiring one person with a targeted disability. Due September 30, 2012

**Activity Target 4:**

Report FY 2012 3rd quarter results to ABA for ARP indirect overhead rate. Due August 25, 2012

**Core Measure: Cost Control**

Organizations throughout the agency will continue to implement cost efficiency initiatives in FY 2012. The FY 2012 Target: 90 percent of targeted savings.

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**Activity Target 5:**

Provide updated FY 2013 template for review and approval in time to be included in the FY 2013 Business Plan. Due May 31, 2012

**Core Initiative: Cost Control Program**

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.

**Core Activity: ARP Efficiency Measure: ARP Part 139 Safety Inspections**

This measure will track ARP Regional Offices' safety inspection labor hours per Part 139 airport. FY 2012 Target: 5% Increase over FY 2009 Labor Hours for Regional Part 139 Airport Safety Inspections.

**Core Activity: ARP Cost Control Activity TBD**

ARP will identify, submit and get approved at least one cost efficiency activity.

**Activity Target 1:**

Report FY11 4th quarter results to ABA for safety inspection labor hours per Part 139 airport. Due December 31, 2011

**Activity Target 1:**

The activity(s) will be submitted by May 27th, 2011. The activity(s) will be approved prior to inclusion into the next business plan cycle so that the business plans reflect approved activities at the beginning of the fiscal year. Due October 1, 2011

**Activity Target 2:**

Report FY 2012 1st quarter results to ABA for safety inspection labor hours per Part 139 airport. Due February 25, 2012

**Core 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.

**Activity Target 3:**

Report FY 2012 2nd quarter results to ABA for safety inspection labor hours per Part 139 airport. Due May 25, 2012

**Core Activity: ARP Indirect Overhead Rate**

ARP will track and report on indirect overhead allocated costs as a percentage of total overhead allocated costs. FY 2012 Target: 53% Indirect Overhead Rate.

**Activity Target 4:**

Report FY 2012 3rd quarter results to ABA for safety inspection labor hours per Part 139 airport. Due August 25, 2012

**Activity Target 1:**

Report FY11 4th quarter results to ABA for ARP indirect overhead rate. Due December 31, 2011

**Activity Target 5:**

Provide updated FY 2013 template for review and approval in time to be included in the FY 2013 Business Plan. Due May 31, 2012

**Activity Target 2:**

Report FY 2012 1st quarter results to ABA for ARP indirect overhead rate. Due February 25, 2012

**Core Measure: Unqualified Audit Opinion**

Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weakness) each fiscal year. FY 2012 Target: Unqualified audit opinion with no material weaknesses each fiscal year

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**Activity Target 3:**

Report FY 2012 2nd quarter results to ABA for ARP indirect overhead rate. Due May 25, 2012

**Core 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 (NFRs).

## **Core Activity: ARP IT Audit Findings**

Correct High and Medium Vulnerabilities and receive no Significant Deficiencies related to new IT Notices of Findings and Recommendations (NFRs).

### **Activity Target 1:**

Close out/complete corrective actions to prior year NFRs. Due March 31, 2012

### **Activity Target 2:**

Within a one 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, 2012

### **Activity Target 3:**

Within a two 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, 2012

### **Activity Target 4:**

Within a two month timeframe of being provided CIO produced scan report, system owners will develop plan of action and 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, 2012

### **Activity Target 5:**

Report on a monthly basis to the FAA CIO (Special Assistant for Audits), for the vulnerabilities found in the CIO (via ESC) produced scan report, indicate vulnerabilities fixed, dates for planned fixes, and risk acceptance letters in place if any. Due monthly. Due September 30, 2012

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

Support the Open Government Initiative to Streamline Service Delivery, Improve Customer Service (EO 13571), and leverage technology to increase productive collaboration with citizens, stakeholders and other government agencies by launching FAA.gov/mobile, including IdeaHub as a topic in at least two Town Hall or all-hands meetings, and using Twitter and Facebook to promote at least 3 FAA Safety related initiatives.

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

Support Open Government Initiative to make data available, improve on-line services and increase collaboration with citizens, stakeholders and government agencies by launching at least 2 data sets and/or social media sites to the public.

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

Support the Open Government Initiative, the President's Executive Order on Customer Service and OMB's memo on Streamlining Service Delivery and Improving Customer Service in leveraging technology to make data available, improve web services efficiencies and increase collaboration with citizens, stakeholders and government agencies while reducing duplicative efforts.

### **Activity Target 1:**

Update web strategy and action plans in writing to the FAA Web Manager and brief Web Council on the office plans. Due November 30, 2011

### **Activity Target 2:**

Submit quarterly web progress reports to the FAA Web Manager. Due December 31, 2011

### **Activity Target 3:**

Submit quarterly web progress reports to the FAA Web Manager. Due March 31, 2012

### **Activity Target 4:**

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2012

### **Activity Target 5:**

Submit quarterly web progress reports to the FAA Web Manager. Due September 30, 2012

### **Activity Target 6:**

Certify to the Administrator in writing that 95 percent or more of web pages comply with FAA web standards, policies, and requirements including those outlined in the FY-2012 Web Strategy and Action Plan. Due September 30, 2012

### **Activity Target 7:**

Based on guidelines submitted by AOC, create short description content for each owned 2nd-level web page at faa.gov. Due September 30, 2012

### **Activity Target 8:**

Identify and submit to AOC Web Management at least 1 areas of existing "evergreen" content, or timely content, that could be used in external or internal social media channel publication. Due March 31, 2012

**Activity Target 9:**

Identify and submit to AOC Web Management at least 1 areas of existing "evergreen" content, or timely content, that could be used in external or internal social media channel publication. Due September 30, 2012

**Activity Target 10:**

Provide AOC Web Management read-only access to one database that would be useful and meaningful as a web service. AOC will work with LOB to determine usefulness and make a recommendation for a specific database. Due September 30, 2012

**Activity Target 11:**

Identify to AOC Web Management one static area of FAA.gov that could be optimized for mobile devices. Due March 31, 2012

**Activity Target 12:**

All headquarters and regional web points of contact complete at least 2 sessions of web-related training during the fiscal year. Due September 30, 2012

**Activity Target 13:**

Within 2 weeks after the close of each quarter, prepare and deliver dashboards showing ARP public web data (i.e. visitor usage, email subscriptions, and customer satisfaction) for that quarter. Interim dates are January 13, 2012; April 13, 2012; July 13, 2012 Due September 30, 2012

Become a more efficient organization by standardizing field operations.

**Activity Target 1:**

Develop a priority list (including survey of employees) of existing field activities that need to be standardized. Due December 31, 2011

**Activity Target 2:**

Adopt a detailed process for developing and approving standard operating procedures for existing field activities. Due January 31, 2012

**Activity Target 3:**

Brief aviation interest groups regarding implementation of standard operating procedures and effects of standardization on industry practices. Due March 31, 2012

**Activity Target 4:**

Pilot and complete two standard operating procedures (SOPs) for existing field activities following and testing the detailed process for developing and approving the SOPs. Due August 31, 2012

**Activity Target 5:**

Based on completed pilots, refine the detailed process and establish a timeline for completion of standard operating procedures for the priority list of field activities. Due September 30, 2012

## Core Measure: Standardize Operating Procedures

To get to an Airports field operation that utilizes standard operating procedures, allowing stakeholders to expect consistent delivery requirements from region to region by 2018, in FY 2012 we will work with employees and stakeholders to identify field activities that need to be standardized, adopt a detailed process for developing and approving standard operating procedures for existing field activities and pilot two standard operating procedures.

### Core Initiative: Standardize Operating Procedures

Work with employees and stakeholders to identify field activities that need to be standardized, adopt a detailed process for developing and approving standard operating procedures (SOPs) for existing field activities and pilot two SOPs.

#### Core Activity: Establish Standard Operating Procedures

## Core Measure: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SO, will ensure that 30% of all EEO pre-complaint cases engage in the ADR process to reduce the number of formal EEO complaints.

### Core Initiative: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SOs will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints.

#### Core Activity: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SOs will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints.

**Activity Target 1:**

ACR will provide each LOB/SO with a bi-annual report on their ADR participation. ACR will include best practices and suggestions on how to improve ADR participation. Due September 30, 2012

**Activity Target 2:**

LOB/SOs will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints. Due September 30, 2012

**Activity Target 4:**

Establish training plans for job functions within each of the program areas, including; Planning, Environmental, Financial, Compliance, and Certification and Safety. Due September 30, 2012

**Activity Target 5:**

Deliver at least 6 training events related to airport certification, planning and environmental requirements, engineering, compliance, and/or Airport Improvement Program/Passenger Facility Charge program. Due September 30, 2012

## Core Measure: Provide Relevant Technical Training

Provide relevant, up-to-date technical training for Airports program areas. Deliver at least 6 training events related to airport certification, planning and environmental requirements, engineering, compliance, and/or Airport Improvement Program/Passenger Facility Charge program.

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### Core Initiative: Technical Training

Provide relevant, up-to-date technical training for Airports program areas such as; Planning, Environmental, Financial, Compliance, and Certification and Safety.

#### Core Activity: Technical Training

Provide relevant, up-to-date technical training for Airports program areas such as; Planning, Environmental, Financial, Compliance, and Certification and Safety.

**Activity Target 1:**

Review resident training courses and determine what courses can be converted to distance learning technologies such as eLMS, Aviation Training Network (ATN), correspondence study, and IDLE. Due March 31, 2012

**Activity Target 2:**

Develop a plan for administering and documenting a training program to educate employees on standard operating procedures (SOP) and work instructions (WI) established to perform the high value activities in the program areas. Due July 31, 2012

**Activity Target 3:**

Develop a plan to revise current training courses and/or develop new courses to fill gaps as necessary, for major Airports program areas such as; Planning, Environmental, Financial, Compliance, and Certification and Safety. Due September 30, 2012

## Core Measure: Organizational Planning, Performance and Efficiencies

The airports community clearly understands their role in achieving FAA's Destination 2025 goals. ARP 2025 strategic plan supports the FAA long-term goals and outlines the steps to achieving ARP 2025 goals. The annual Business Plan contains initiatives that move ARP toward meeting the Destination and ARP 2025 goals, with clear links between long-term strategic goals and annual ARP business plan goals. Performance Reporting is streamlined for all ARP users, with prioritized reports available quarterly and as needed. Efficiency measures support resource requests by providing insight to the rate of return on risk-based prioritization and field standardization of mission activities such as airport master plan reviews, construction safety phasing plan reviews, revenue use audits and incorporating compliance reviews within the planning process. As part of a three year plan to achieve all of these, we will accomplish all of the 2012 initiative targets.

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### Core Initiative: Organizational Planning, Performance and Efficiencies

As part of a three year plan to achieve the outcome, we will accomplish all of the 2012 initiative targets.

#### Core Activity: Establish Internal Performance Measures

Establish internal performance measures to evaluate efficiencies gained by refocusing on highest value activities, return on invested staff time for areas of focus, such as additional value engineering/master plan review, revenue use audit findings and planning for compliance.

**Activity Target 1:**

Evaluate potential new ARP efficiency measures comparing the rate of return for value engineering

efforts at adequately staffed ARP field offices. Due January 31, 2012

**Activity Target 2:**

Examine airports, their projects and master plans where value engineering, revenue use audits or planning for compliance resulted in course corrections and adjustments leading to cost and schedule savings. Due July 31, 2012

**Activity Target 3:**

Identify cost savings from business re-engineering efforts, establishing measures in support of greater organizational efficiencies. Due September 30, 2012

**Core Activity: Airports Strategic Planning**

The airports community clearly understands their role in achieving FAA's Destination 2025 goals. ARP 2025 strategic plan supports the FAA long-term goals and outlines the steps to achieving ARP 2025 goals. The annual Business Plan contains initiatives that move ARP toward meeting the Destination and ARP 2025 goals, with clear links between long-term strategic goals and annual ARP business plan goals.

**Activity Target 1:**

Complete Airports 2025 by coordinating with Airports employees and external stakeholders. Due December 31, 2011

**Core Activity: Performance**

Performance Reporting is streamlined for all ARP users, with prioritized reports available quarterly and as needed.

**Activity Target 1:**

Determine ARP Dashboard components based on 2012 BP and ARP 2025 initiatives and targets. Due December 31, 2011

**Activity Target 2:**

Develop method of evaluating and reporting dashboard items. Due March 31, 2012

**Activity Target 3:**

Conduct 2013 STI selection and identify initiatives for coordination with FAA Lines of Business and Staff Offices and identify changes to corresponding initiatives, activities and targets in the 2013 business plan. Due June 30, 2012

**Activity Target 4:**

Roll out ARP dashboard reporting to the ARP Management Team for final coordination Due July 31, 2012

**Activity Target 5:**

Coordinate Draft 2013 STIs and business plan with the ARP Management Team and finalize Business Plan wording accordingly. Due August 31, 2012

**Activity Target 6:**

ARP dashboard accepted and in use for periodic reporting. Due September 15, 2012

**Core Measure: Standardize Airports Job Documentation**

By 2015 establish standardized job documentation for major field program areas to support field alignment and operations.

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**Core Initiative: Standardize Airports Job Documentation**

Evaluate data and existing documentation and make recommendations for next steps to streamline and standardize airports job documentation.

**Core Activity: Standardize Airports Job Documentation**

Evaluate data and existing documentation and make recommendations for next steps to streamline and standardize airports job documentation.

**Activity Target 1:**

Establish a team to develop recommendations for next steps, if any, to standardize job documentation for ARP positions in major program areas. Due December 31, 2011

**Activity Target 2:**

For selected program areas, baseline current job documentation to determine starting point for template(s). Due December 31, 2011

**Activity Target 3:**

Make recommendation to pilot one program area by January 31, 2012 and complete the pilot. Due June 30, 2012

**Sustain our Future**

The Office of Airports will develop a national system of airports that dramatically reduces environmental impacts and enhances economic vitality, livability and sustainability.



## **Core Measure: FAA Environmental Management Systems (EMS)**

APL is leading the FAA in maintaining an effective Environmental Management System pursuant to Executive Orders 13423/13514 and developing the NextGen environmental framework. APL is providing technical direction, oversight and support to the FAA in meeting these EO and NextGen environmental goals. The FAA EMS Steering Committee is led by AEE and is composed of the appropriate LOB's and staff offices. AEE will provide support to LOBs and staff offices in meetings, targets, developing FAA-wide training, and coordinating EMS performance reporting.

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### **Core Initiative: FAA Environmental Management Systems (EMS)**

APL is leading the FAA in maintaining an effective Environmental Management System pursuant to Executive Orders 13423/13514 and developing the NextGen environmental framework. APL is providing technical direction, oversight and support to the FAA in meeting these EO and NextGen environmental goals. The FAA EMS Steering Committee is led by AEE and is composed of the appropriate LOB's and staff offices. AEE will provide support to LOBs and staff offices in meetings, targets, developing FAA-wide training, and coordinating EMS performance reporting.

#### **Core Activity: ARP Support for 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:**

Conduct internal EMS audit and management review and report status to AEE. Due July 15, 2012

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

Work with AEE to complete a self-declaration audit. Report conformance status to AEE in accordance with FAA EMS Self-Declaration protocol. Due September 30, 2012

## **Core Measure: Airport Environmental Quality**

Improve airport environmental quality through a six year plan to develop guidance and establish final eligibility requirements to enable large hub airports to develop recycling and energy reduction programs and to reduce ozone emissions in EPA-designated nonattainment areas. As part of a six-year plan to develop guidance and establish final eligibility requirements to enable large hub airports to develop recycling programs; to enable large, medium, and small hub airports to develop energy reduction programs by the end of CY 2018; and reduce ozone emissions in EPA-designated nonattainment areas by 500 tons of nitrogen oxides (NO<sub>x</sub>) and 50 tons of volatile organic compounds (VOCs) over a five-year timeframe (FY 2012 - 2016), we will complete all of the following activity targets in FY 2012.

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### **Core Initiative: Recycling Guidance for Airports**

As part of a six-year plan to develop guidance and establish final eligibility requirements to enable large hub airports to develop recycling programs by the end of CY 2018, complete three interim milestones in FY 2012.

#### **Core Activity: Recycling Guidance for Airports**

Develop guidance and establish final eligibility requirements to enable large hub airports to develop recycling programs by 2018.

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

Convene an FAA/industry team to develop minimum standards for airport recycling programs Due November 1, 2011

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

Develop minimum standards and interim guidance for preparing airport recycling programs. Due July 31, 2012

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

Identify next steps in advancing airport recycling programs Due August 31, 2012

### **Core Initiative: Establish an Energy Reduction Program**

As part of a six-year process to develop guidance and establish final eligibility requirements to enable large, medium, and small hub airports to develop energy reduction programs, complete three interim milestones in FY 2012.

## **Core Activity: Establish an Energy Reduction Program**

To develop guidance and establish final eligibility requirements to enable large, medium, and small hub airports to develop energy reduction programs by CY 2018, complete three interim milestones in 2012.

### **Activity Target 1:**

Convene an FAA/industry team to develop standards for the development of airport energy reduction programs. Due November 1, 2011

### **Activity Target 2:**

Develop minimum standards and interim guidance for preparing airport energy reduction programs. Due July 1, 2012

### **Activity Target 3:**

Identify next steps in advancing airport energy reduction programs. Due August 31, 2012

## **Core Initiative: Reduce Airport Emissions**

As part of a multi-year program to reduce ozone emissions in EPA-designated nonattainment areas by 500 tons of nitrogen oxides (NO<sub>x</sub>) and 50 tons of volatile organic compounds (VOCs) over a five-year timeframe (FY 2012 - 2016), complete five interim milestones in FY 2012.

### **Core Activity: Reduce Airport Emissions**

As part of a multi-year program reduce ozone emissions in EPA-designated nonattainment areas by 500 tons of nitrogen oxides (NO<sub>x</sub>) and 50 tons of volatile organic compounds (VOCs) over a five year timeframe (FY 2012 - 2016), complete five interim milestones in FY 2012.

### **Activity Target 1:**

Implement outreach plan for working with airports and FTA on establishing and improving direct rail access to passenger terminals at Core airports that currently lack such access. Due January 15, 2012

### **Activity Target 2:**

Complete government and industry outreach effort on establishing and improving direct rail access to passenger terminals at Core airports. Due May 31, 2012

### **Activity Target 3:**

Identify at least 10 eligible VALE projects for AIP funding. Due June 1, 2012

### **Activity Target 4:**

Provide draft policy/program recommendations for establishing and improving direct rail access to passenger terminals at Core airports that currently lack such access. Due September 1, 2012

### **Activity Target 5:**

Complete funding of identified eligible VALE projects. Due September 30, 2012

## **Core Initiative: Improve Airport Environmental Quality**

Improve airport environmental quality through sustainability planning, recycling, energy reduction, emissions reduction, and Environmental Management Systems.

### **Core Activity: Sustainable Airport Planning**

Ensure sustainability becomes a core objective at our Nation's major airports through development of comprehensive sustainability plans.

### **Activity Target 1:**

Issue grants for at least ten additional airports to prepare sustainable master plans/management plans. Due March 31, 2012

### **Activity Target 2:**

Provide interim reports on lessons learned to date from the sustainability pilot program projects and update guidance. Reports due twice a year in December and April. Due April 1, 2012

## **Core Measure: Reduce Noise Impacts**

To accomplish reduced noise impacts through sound insulation for 50 percent of residents in noise impacted homes within significantly noise impacted areas at large, medium, and small hub airports by 2018, in 2012 we will determine the currency of Part 150 studies completed by large, medium, and small airports.

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### **Core Initiative: Reduce Noise Impacts on Residential Property**

Sound insulate 50 percent of noise impacted homes located in significantly noise impacted areas at large, medium, and small hub airports.

### **Core Activity: Reduce Noise Impacts on Residential Property**

Sound insulate 50 percent of noise impacted homes located in significantly noise impacted areas at large, medium, and small hub airports.

**Activity Target 1:**

Determine those Part 150 studies completed by large, medium, and small airports that are five years old or less, or are determined to be current. Due February 29, 2012

**Core Activity: Noise Compatibility**

Provide Airport Improvement Program (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).

**Activity Target 1:**

Ensure that a sufficient number of people (residents and school students) will receive benefits from noise compatibility projects funded under AIP. Due September 30, 2012