

SECTION ONE

Purpose of the RAP	We publish the Regional Airport Plan (RAP) to outline Federal Aviation Administration (FAA) priorities for airport system development in the Northwest Mountain Region (ANM). The RAP describes plans for addressing these priorities, and shares with the airport community the measures of our progress.
Relationship to Flight Plan and other Objectives	The FAA’s annual Flight Plan sets out agency goals to increase aviation safety and capacity, provide international leadership, and achieve organizational excellence. Please see www.faa.gov for more information about the Flight Plan. The FAA Airports (ARP) line-of-business generates its Business Plan, a bridge between the Flight Plan and regional Airports Divisions, which guides the regions in setting their own goals and objectives. The RAP defines the focus, priority, and measurement of our area airport projects that contribute to Flight Plan and Business Plan goals. In addition to the RAP, which takes a multi-year, macro-view of our objectives, we also publish and follow our Annual Work Plan each fiscal year, to establish and track progress on specific, single-year objectives.
Role of Airports Division	Our mission statement below defines the role of the Airports Division and is the foundation of the philosophy behind the RAP. <i>"The mission of the organization is to provide leadership in planning and developing a safe and efficient national airport system to satisfy the needs of aviation interests of the United States, with due consideration for economics, environmental compatibility, local proprietary rights, and safeguarding the public investment."</i>
Focus Airports	Priority development planned for 136 “focus” airports is part of this report. These focus airports include certificated commercial-service and general-aviation airports with more than 75 based aircraft. Focus airports account for more than 70 percent of aircraft operations, and 100 percent of enplaned passengers in our region. Please see the appendix for a list of the RAP’s focus airports.
Project Selection	Projects listed in the RAP are a subset of our 5-year Airports Capital Improvement Program (ACIP). We develop the ACIP from master plans, state system plans, and sponsor proposals, as well as information obtained at joint planning conferences. We take projects that support RAP initiatives and highlight them in this report.

Sea-Tac Intl. Airport, with Completed Runway 16R-34L
(Photo courtesy of Sky-Pix)



Funding

Funding: Airport Improvement Program (AIP) discretionary funds are key to our ability to complete RAP initiatives. The following factors set priorities for AIP discretionary funding decisions:

- (1) Safety projects identified in the RAP.
- (2) Letter-of-Intent (LOI) commitments, including those supporting the FAA’s NextGen Implementation Plan (formerly the Operational Evolution Partnership—OEP).
- (3) Noise projects using discretionary amounts available nationally for the AIP noise set aside.
- (4) Completion of phased projects underway.
- (5) Pavement preservation.
- (6) Non-safety RAP items, e.g., new runways and extensions.
- (7) Other (non-RAP) items.

In fiscal year 2008, this region provided airports with over \$214 million in AIP discretionary funds. This was a substantial increase from the \$149 million the previous year, when national allocations were reduced, in part due to disaster reserve funds. Despite complexities and uncertainties due to pending AIP reauthorization, we hope to see a further modest increase in FY-2009 to help meet our priority needs. For planning purposes, however, we are using a somewhat more conservative range of \$160 to \$200 million annually (note: **this does not include the additional funds expected from the economic recovery legislation**—see next page). Our recent and current distribution of discretionary funds by project priority factor is shown in Table 1-1. That table notes a projected decreasing trend in safety

expenditures, as we approach our goal of bringing all runway safety areas (RSA's) up to standard (for more discussion on this, see page 2-1). It is also typical that the "out-years" of a plan are not yet completely formulated; however we fully expect that new projects, especially ongoing pavement preservation, will be able to use all the funding resources we can provide.

To make strategic corporate decisions on the use of AIP discretionary funds, our region employs a "Board of Directors" approach. The board consists of managers from the three Airports District Offices (ADO's) and the Airports Division office. The board balances competing needs in a spirit of cooperation that considers the overall benefits and/or consequences to the region (see also our Investment Strategy, page 1-5).

**Table 1-1:
Historical
Discretionary
Funding
Distribution
(RAP airports
only)**

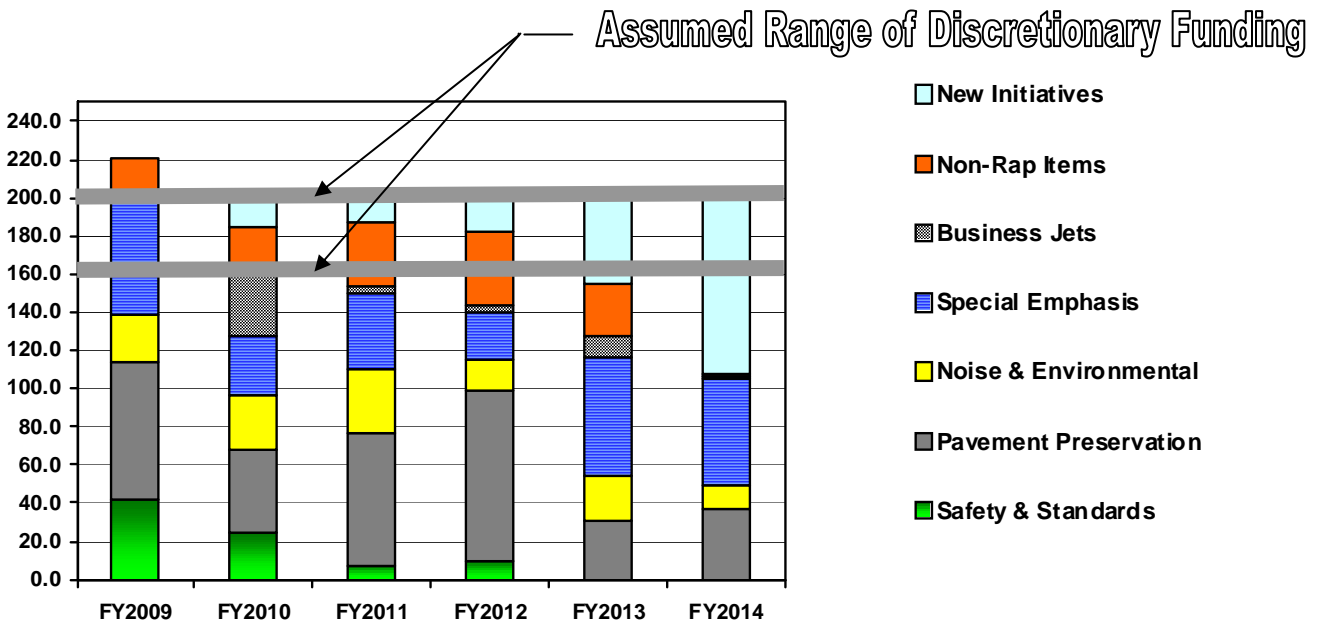
Project Type	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009 (est.)
Safety Projects	26%	22%	30%	6%	19%
New Pavements, including LOI	23%	30%	33%	31%	36%
Pavement Preservation	32%	36%	22%	38%	32%
Noise & Environmental	5%	8%	12%	10%	11%
Earmarks (non-RAP)	9%	3%	0%	11%	0%
Planning & Miscellaneous	5%	1%	2%	4%	1%

On the next page, Chart 1-2, Comparison of Regional Initiatives with Discretionary Planning Levels, shows future discretionary funding required for each RAP initiative, by priority category. This chart reflects our planning levels for new discretionary funds. Typically, we have an additional 10 percent obtained from surplus grant fund recoveries and deferred projects. Total needs typically exceed available funding in any given year, and projects are deferred to subsequent years. At this point, many needs for the years 2010 and beyond have not yet been finalized. We can expect, though, that some projects initially scheduled for prior years will begin or be continued in later years, thereby absorbing some of the discretionary funds.

**Economic
Recovery and
AIP**

At the time this report is being written, Congress has passed and the President has signed the "American Recovery and Reinvestment Act of 2009." The measure is designed to stimulate the national economy by, among other things, creating/retaining jobs through public works infrastructure investment, including airports. We are working with our states and airport sponsors to formulate a plan to expeditiously—but wisely—put this money to work improving airports and stimulating the economy. We anticipate robust reporting requirements for the expected recovery money; consequently, we are identifying such projects with unique codes in our databases. Because the recovery distribution is a work in progress at this time, and for purposes of the RAP, **the added economic recovery money is not included in any of the financial figures shown or discussed in this report.**

Chart 1-2: Comparison of Regional Initiatives with Discretionary Funding Levels



Note: does not include the extra funds expected from the economic recovery legislation

Commercial Service Apron Expansion, Jackson, WY



OUR INVESTMENT STRATEGY

Preamble

The Federal Aviation Administration (FAA) is a goal-driven, performance-based organization devoted to providing a safe and efficient national system of airports for the flying public. The FAA Airports organization is the nexus between the broader Agency and our customers, working with many in the aviation community: state aeronautics, airport sponsors and staff, citizens and planners, construction teams, environmentalists, and pilots. We follow FAA's *Flight Plan* and our regulatory mandates, and we are accountable to one another, our superiors, and ultimately, the American people.

With the high levels of safety we have achieved in aviation, we still strive to enhance safety. Further improvement will be more challenging and will require us to "think outside the box". Not only must we meet today's safety standards, but we must also be prepared for a future which will require us to utilize a systemic approach to evaluating safety improvements.

The Next Generation Air(port) Transportation System (NextGen) is coming. We anticipate increased access to airports through growth in areas of technology such as global positioning systems (GPS) and real-time data in support of informed decision-making. For example, it would be easy to imagine small business-jets-for-hire using GPS to land at almost any airport. As the aviation community continues to grow with more sophisticated aircraft, we need to ensure our airports are prepared to meet the demand. This translates into meeting upgraded airport design standards, and facilitating NextGen-type technologies, for current and future operations by sophisticated aircraft capable of flying more precise flight paths. We will increasingly find that timing is indeed everything, and that preparing adequately for what is coming requires enlightened planning today.

We will continue to support programs that reduce the effects of airports on the community through the Part 150 noise reduction program, and mitigation actions pursuant to the National Environmental Policy Act (NEPA). In addition, expect to see an increased emphasis on a systems-approach to reviewing environmental impacts. Our Environmental Management System (EMS) is in its infancy, but it provides a mechanism to take a comprehensive view of our program; it also identifies areas where we can improve. We also are using more electronic resources than ever before in an effort to streamline our processes and reduce our paper consumption. We encourage those around us to help us find ways of "working smarter – and *greener*."

For the near-term, challenging forces approach. The federal deficit grows, the national economy weakens, and politics will affect policies and available resources. We anticipate fewer federal dollars and an increased emphasis on value, more accountability, and the need to prioritize initiatives; we will need to rely in no small part on automation, delegation, and innovation to meet our goals. The use of

e-filing and automation needs to become more and more integrated into the way we do business.

We will need to continually re-examine our standards; innovation is going to be a requirement. As we make these changes, our workload appears to be outstripping our resources, so we need to take measured steps in the right direction, to consider risk, and to evaluate effects of decisions before we implement them. We expect our transition will generate more work, that needs to be managed effectively before reaping the benefits.

We are ready to ensure safety, promote value, and seek green approaches and solutions. However, we are increasingly interdependent on one another for our mutual success and advancement. Our future is now and we look for support from the aviation community to help us integrate our Investment Strategy into our airport capital improvement program (ACIP) and Regional Airport Plan (RAP) Initiatives. Our success in moving forward is up to all of us.

Safety

Proposed Investment Strategy	
Initiative	Potential Implementation Steps
1. Safety and Standards	
Enhance and support safety at airports	<ul style="list-style-type: none"> • Continue to correct runway safety areas (RSA's) and line-of-sight* problems to meet standards, applying friction treatment*; avoiding vehicular crossings; and preventing wildlife encounters. • Link projected year of Part 139 requirements and equipment to ACIP. • Integrate Construction Safety Plans and Part 139 certification • Evaluate confusing airport pavement geometry in master plan studies where problems have been indicated. Fund recommendations, including reconfiguration and pavement removal as needed. • Improve and develop airports to meet anticipated demand, i.e. business-jet activity*.
Integrate Safety Management System (SMS) at appropriate stages of projects such that the process enhances our investment decisions.	<ul style="list-style-type: none"> • Evaluate impacts on funding and resources. • Develop regional procedures to implement and provide training to staff.

		<ul style="list-style-type: none"> • Work with ATO to develop mutually-acceptable guidance that establishes when/how SMS is to be undertaken.
Pavement	2. Pavement Preservation	
	<p>Preserve needed pavement. Use relevant data to make investment decisions.</p>	<ul style="list-style-type: none"> • Determine the best course of action considering BCA, PCI, useful life, use of pavement, risks, and other factors.
Access	3. Capacity and Enhanced Access	
	<p>Prepare busy GA airports for NextGen-type technologies; streamline BCA process.</p>	<ul style="list-style-type: none"> • Promote opportunities for implementing NextGen and RNP procedures*. • Define our region’s busy GA airports*. • Develop a SOW template for states to use in state system planning studies in support of NextGen. • Inventory airports and develop ACIP plan for needed infrastructure to meet NextGen (C-III standards and RNP precision approach procedures) at busy GA locations*. • Encourage airports to promote community understanding and support for implementing NextGen and RNP.
	<p>Develop 5-year regional ACIP to ensure aviation needs are met.</p>	<ul style="list-style-type: none"> • Develop guidance and prioritize projects so that discretionary funding is consistent with our investment strategy.
Green	4.Environmental	
	<p>Promote local efforts toward reduction of global CO² footprint from aviation activities.</p>	<ul style="list-style-type: none"> • Provide information and encourage the use of available programs to reduce emissions (VALE). • When conducting a Part 150 study with flight procedures, explore alternatives using RNP, RNAV, and other fuel saving approaches (CDA) if applicable*. • Encourage better use of limited resources (solar power, recycle etc).

- Develop specifications that allow locally available materials and promote economical specifications* (consider in design report).
- Encourage recycling and the use of “green” construction methods and materials* (require in design report).
- Encourage obtaining Leadership in Energy and Environmental Design (LEED) certification in all AIP-funded buildings.

* Carried in the RAP.

(Photo courtesy of Denver Intl. Airport)

