



**A.B. WON PAT**  
INTERNATIONAL AIRPORT AUTHORITY, GUAM  
A FURBIAT KUETTON BATR ON AIREN GUAHAN ENI INASIONAT

P.O. Box 8770  
Tamuning, GU 96931

Tel (671) 646-0300  
Fax (671) 646-8823

www.guamairport.com

April 3, 2009

The Honorable Judith T. Won Pat, Ed.D.  
Speaker  
I Mina' Trenta Na Liheslaturan Guahan  
Thirtieth Guam Legislature  
155 Hesler Place  
Hagatna, Guam 96910

**RE: 5 GCA, §43202**

2009 APR - 6 PM 3: 38 M

Dear Speaker Won Pat:

Further to my letter of March 20, 2009 regarding subject matter, I am enclosing a copy of the GIAA Board of Directors Performance Review of its Executive Manager (Chief Executive), Mr. Carlos H. Salas. The review was made at the Board's regular meeting of March 26, 2009. The notice of this review is posted on GIAA's website, and published in the Marianas Variety.

As always, thank you for your concern in ensuring the cooperation and compliance of all Government Boards and Commissions.

Sincerely,

MARTIN J. GERBER  
Chairman of the Board

Enclosure

cc: Senator Tina Muna-Barnes  
GIAA Board of Directors  
Executive Manager

30-09-0401  
Office of the Speaker  
Judith T. Won Pat, Ed. D.  
Date 4/6/09  
Time 4/6/09 10:28am  
Received by [Signature]

0409





GOVERNMENT OF GUAM  
HAGATNA, GUAM 96910  
**Performance Review of Chief Executive**  
(Pursuant to P.L. 29-61)

Date: March 26, 2009

By: Board of Directors  
Antonio B. Won Pat International Airport Authority, Guam

Person Reviewed: Carlos H. Salas, Executive Manager (Chief Executive)

Period of Review: 6 months, or more, prior to this review.

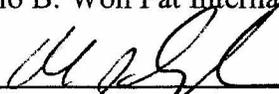
This review was made at a monthly meeting, during an executive session on personal matters, held on March 26, 2009, in the Board Room, at the Antonio B. Won Pat International Airport Authority, Guam.

The Board of Directors have reviewed the past performance and accomplishments of Mr. Carlos Salas, the Executive Manager of the Antonio B. Won Pat International Airport Authority, Guam. The results of the review are as follows:

- a. **Performance.** For the past performance, the Board has concluded that his performance: has met expectations
- b. **Accomplishments.** The Board has reviewed his accomplishments and the Board has made the following conclusion: has met expectations; see attachment on his accomplishments.
- c. **Retention of Chief Executive.** The Board has concluded to: retain Mr. Carlos Salas as the Executive Manager (Chief Executive)  
Reason: Mr. Carlos Salas has met the expectations of the Board.

End of Review.

Certified and Confirmed by:  
Antonio B. Won Pat International Airport Authority, Guam

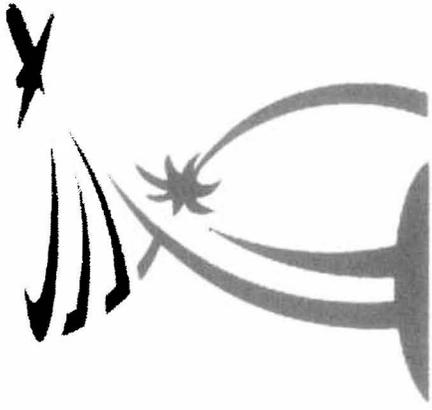
by:   
**Martin J. Gerber**, Chairman  
GIAA Board of Directors



A.B. WON PAT  
INTERNATIONAL AIRPORT  
GUAM

1000 A. B. WON PAT AVENUE, AGANA, GUAM

# Accomplishments of 2008 & Goals for Fiscal Year 2009



A.B. WON PAT  
INTERNATIONAL AIRPORT  
GUAM

1000 A.B. WON PAT AVENUE, AGANA, GUAM

# Accomplishments of 2008



# Accomplishments of 2008

In 2008, the A.B. Won Pat International Airport Authority, Guam (GIAA) carried out over 109 ongoing projects in various phases of development and progress. These projects represented more than \$169M dollars of valuable infusion into the local economy. Primarily funded by US federal agencies, mainly the Federal Aviation Administration (FAA), along with the Economic Development Authority (EDA), the Federal Highway Administration (FHWA), the Federal Emergency Management Authority (FEMA) and the Department of Interior (DOI). Significant accomplishments by GIAA In the area of Capital Improvements is as follows:

## Capital Improvement Program

### Airfield

- **Runway 6L Extension and Rehabilitation and Parallel Taxiway (Phase 2) Groundbreaking**
  - Description: Provided shortest point of travel from the airport terminal gates to the take-off ends of Runways 6L and 6R and eliminated unsafe back-taxiing of aircraft on an active runway. Taxiing is now being performed on Runway 6R). September 16, 2008.
  - Project total is \$10.37M, funded by FAA.
  
- **Runway 6R New ILS Glide Slope, Localizer Facilities, MALSR & PAPI Control Equipment Installation**
  - Description: Installation of a new Instrument Landing system and visual aids on Runway 6R. Flight Checks and final commissioning of the ILS system was August 18, 2008.
  - Project Cost: \$4,773,825.82.
  
- **Extension of Runway 24R 1,000 Feet - Phase 1 Earthworks**
  - Description: Project entailed the excavation of dirt and coral from the approach end of runway 24R to clear the approach surface in preparation of the actual runway pavement extension.
  - Project Cost: 2,370,000.00.



# Accomplishments of 2008

## Capital Improvement Program (cont'd.)

### Infrastructure

- **Seismic Zone Upgrade to the Main Terminal West Concourse - Phase 2A**
  - Description: Project involved the structural upgrade of the Main Terminals West concourse wing to better withstand large earthquakes forces.
  - Project Cost: \$3,676,059.00.
  
- **Improve Utility Infrastructure, Well Development**
  - Description: Project included the installation of three (3) Deep Wells with submersible pumps, chlorination system, and electrical systems with back generators. Each well is capable of producing 250-350 gallons per minute (GPM).
  - Project Cost: \$2,193,996.00.
  
- **Improve Utility Infrastructure, Water Distribution System**
  - Description: Installation of 6-8 miles of 10" water pipe from the Deep Wells looping around the airport property up to the new water-tank reservoir.
  - Project Cost: \$3,467,177.00.
  
- **Utility Power Hardening For Critical Airport Facilities (ARFF, Air Field Lighting Vault, ATCT/CERAP, CMI Hangar, ACI Hangar, VQ-5 Hangar, Nose Dock Hangar, & NWS)**
  - Description: FEMA funding project that involves the installation of primary power supply lines underground and new switchgear facility.
  - Project Cost: \$6,500,00.00 (FEMA Grant).



# Accomplishments of 2008

## Capital Improvement Program (cont'd.)

### Terminal

- **International Transfer Facility Ribbon-cutting**
  - Description: Improvement of Baggage Transfer System for screening of international transfer baggage. Equipped with 2 large CTX machines to x-ray transfer baggage. An in-line hybrid system, ITF will reduce the check-in/baggage transfer process, and provide the potential to move screening equipment to the back of the house. December 1, 2008
  - Project Cost: \$4.95M.
  
- **Carpet Replacement, Main Terminal (Various Locations)**
  - Description: New carpeting installed in the Main INS Hall, Baggage Claim area, Airline Ticket Counters, and GIAA Administration offices. Carpet comprises 2'-square tiles for ease of replacement due to damages.
  - Project Cost: \$532,678.00.
  
- **Car Rental Facilities Upgrade**
  - Description: Project involved the complete renovation and new look to the car rental booths in the main terminal building.
  - Project Cost: \$139,000.00.
  
- **TSA Office Consolidation**
  - Description: Consolidation of TSA's leased office space on the second floor is 70% complete and will be ready for rent for first quarter of 2009. Expected rental revenue over \$705,000.00.
  - Project Cost: \$617,000.00



# Accomplishments of 2008

## Capital Improvement Program (cont'd.)

### Surrounding Areas

- **Sound Solutions (Noise Mitigation Program)**

- Description: Insulation of a total of 130 homes situated around the airport at an average of \$55,000.00 worth of improvements per home. The home insulation program is a multi-year FAA program and paid for by AIP grants.
- Project Cost: \$7.3M (to date)



# Accomplishments of 2008

In 2008, GIAA negotiated public-private partnerships with several firms which increased the Airport's non-airline revenue and contributed to the development air cargo support facilities in the Tiyan Business Park and Industrial Park. The projected third party investment for these projects is \$35.5M. Significant accomplishment in GIAA's property development program include the following projects:

## Property Development Program

- **MSA Logistics Groundbreaking Ceremony**
  - Description: New building project to consist of approximately 20,000 square feet of warehouse and office space occupying about 8,190 square meters of property on Block 1, Lots 5 and 6. Property lease payments to GIAA valued at \$2.78M over 30-year term. June 20, 2008.
  - Project Investment: \$1.5M
- **Triple B Freight Forwarders (Guam), Inc. Groundbreaking Ceremony**
  - Description: New building comprises 22,000 square foot air and sea multi-modal cargo facility. August 30, 2007.
  - Project Investment: \$2.5M
- **Integrated Air Cargo Facility (PacAir Properties LLC) Groundbreaking Ceremony**
  - Description: PacAir to build a 140,000 square foot state-of-the-art integrated cargo facility. GIAA's financial return in lease rentals is \$28 Million over the course of the 50-year lease term. March 18, 2008.
  - Project Investment: \$23.8M
- **CTSI Groundbreaking**
  - Airport to realize \$3.5M in lease payments throughout the lease term, and title to the asset upon lease expiration. December 18, 2008
  - Project Investment: \$4M
- **Tiyan Land Survey & Retracement for Parcel 1**
  - Survey covering 90% of Airport Tiyan property completed May 2008, filed and recorded with the Department of Land Management. Survey has been approved and a certificate of title has been issued to the GIAA.
  - GPD MOA is fully executed outlining plans to relocate GPD's headquarters from airport property by September 2011



# Accomplishments of 2008

As part of GIAA's Integrated Strategic Plan adopted in 2008, the Board adopted an initiative for GIAA to attract, develop and retain people who have the talent to sustain our industry-leading, high performing organization. Significant accomplishments relative to human resource development made are noted as follows:

## Human Resource Development

- **Compensation and Benefit Study Completion** pursuant to Public Law 29-24 on airport certified, technical and professional positions.
- **Revision of GIAA's Personnel Rules and Regulations** as it relates to the independent Compensation and Benefit Study. The 29<sup>th</sup> Legislature subsequently passed Bill 384 approving GIAA's revisions.
- **10% Salary increase for law enforcement/fire fighting personnel** – Timely compliance of new public law mandate providing 10% salary increase for law enforcement personnel and fire fighters (Airport Police & ARFF). This law mandated GIAA to extend same increase at every fiscal year for a total of 4 years (aggregate of 40%).
- **ACE Certification** – Four (4) Airport Police Officers (Noel Dela Cruz, Lenny Hernandez, Marsha Quintanilla and Citadel Sablan) received Airport Certified Employee (A.C.E.) certification from the American Association of Airport Executives (AAAE) after completing a training program with a stringent curriculum based on 49 code of Federal Regulations, (CFR-1540 Series, TSA Regulations and ICAO Annex 17).
- **Launching of the GIAA Regional Aviation Training Academy (RATA)**
  - 1<sup>st</sup> course Basic AAAE Airport Safety & Operations Specialist (ASOS) School Workshop held April 28 through May 1, 2008.
  - 2<sup>nd</sup> course Advanced AAAE Airport Safety & Operations Specialist (ASOS) School Workshop December 9 – 10, 2008.



# Accomplishments of 2008

## Human Resource Development (cont'd.)

- **Grievance Resolution** – GIAA Human Resources section successfully resolved two (2) employee grievances.
- **Troop Deployment Support** – GIAA supported nineteen (19) employees on military orders, eight (8) of which were deployed in conflict areas, and eleven (11) were on various assignments during 2008.
- **Negative Drug Results** – GIAA conducted several random drug test as part of our random drug testing program, with all with negative results.



# Accomplishments of 2008

The A.B. Won Pat International Airport Authority, Guam aggressively pursued federal funding and grants. The airport's successful applications and grant awards include the following:

## Grant Awards

- **\$1.5M US EDA Grant (Sept 2008)** for site grading and filling of Blocks 10 through 16, Tiyan, installation of utility (water, power, sewer and telecommunication transmission) infrastructure, and upgrade of storm water drainage system
- **\$28.8M (Oct. 2007)** in FAA MAP funding set aside for Guam for FY 2008.
  - \$1.75M – Phase IV Demolition of Naval Housing
  - \$6.8M – Utilities Improvement
  - \$10.27M – for Fuel Fire Alarm and Protection Systems, Pipeline and Hydrant System (North and South Ramp), Hangar Fire Alarm and Fire Suppression system upgrades.
- **\$23.8M (June 2008)** in FAA funding
  - \$14M – Extension of Runway 06L/24R Phase IV
  - \$5,797,441 – Complete Construction of Parallel Taxiway
  - \$2M – Demolition of Former Naval Housing in Tiyan
  - \$2M – Noise Insulation
- **\$300,000 Department of Interior Grant Award** – requiring no local matching fund, DOI Office of Insular Affairs', Operations and Maintenance Improvement Program (OMIP) fully funded the first year of aviation courses of the newly implemented Regional Aviation Training Academy at GIAA.



# Accomplishments of 2008

Significant achievement in air service development capitalized on the authorities granted by the federal government to GIAA.

## Air Service Development

- **Korean Air** began new service 3 times weekly Seoul/Osaka/Guam flight, effective Dec. 17, 2008. 3,540 monthly increase in seat capacity resulted monthly from both Korea and Osaka.
- **Continental Airlines** operates direct charter flights from Taipei and Shanghai in January and February 2008
- **China Airlines** increases seat capacity in response to strong market demand between Guam and Taiwan by utilizing an Airbus 330 aircraft with a seat capacity of 313 passengers on its Guam/Taiwan route beginning September 2, 2008 upgaged from a B737 with an estimated capacity of 155 seats.
- **GIAA's Air Cargo Exemption Renewal** efforts engaged the Washington firm, Hogan and Hartson LLP via legal counsel to represent the Authority in its application for renewal of the authorization granted by the US DOT for expanded air services relative to cargo which expired in December 2008. The Application was submitted and docketed with the USDOT on December 30, 2008, under Docket ID No. DOT-OST-2006-23918.



# Accomplishments of 2008

The Authority continued its critical development of the Financial Management System (FMS), completing another technological component of tracking revenue, expenses and tenant occupancy. Significant technological advancement included the following:

## Technological Advancement

- **Property Management Module (FMS)**
  - Set up and data entry for all PMO leases and business permits and full implementation and invoicing have been completed. This eliminates the time and effort for Accounting staff with the billing process; allows for easy and immediate access to lease information; helps manage used and unused properties/spaces; and directs all revenue stream to specific accounts to assist Accounting with their processes.



# Accomplishments of 2008

In the pursuit of increasing non-airline revenue, the Authority issued request for proposals (RFPs), awarded and vigorously negotiated agreements for significant increases in concession revenue. These include the following revenue enhancements:

## Concession Revenue

- **Interspace Advertising Concession Agreement**
  - An option to renew was approved by GIAA BOD, extending the agreement to March, 2013. This contract increased GIAA's revenue share for new Static Displays from 40% to 45% and Technology Displays from 35% to 40%. It also committed Interspace to add over \$200,000 in additional capital investment into GIAA's advertising program, which they have accomplished already.
  
- **TravelEx Money Exchange**
  - Concession Agreement effective April 2008, resulting in a MAG of \$180K plus gross turnover rate.



# Accomplishments of 2008

Strong partnership with our airlines assisted in establishing firm airline relations and commitments and resolving pending issues in 2008. They include

## Airline Relations

- **Demolition and Removal of Boeing 747**
  - After numerous months of negotiations, GIAA received \$80,000 from Global Aerospace to cover parking and apron fees. This project was completed in September of 2008.
  
- **New Signatory Partner**
  - Cape Air became a signatory partner, effective October 2008.



# Accomplishments of 2008

The A. B. Won Pat International Airport Authority, Guam (GIAA) continues to be FAA compliant, in 2008 exceeding requirements and increasing operational efficiency. Significant operational accomplishments include the following:

## Operations

- **FAA Runway Safety Action Team (RSAT) Inspection** – GIAA passed bi annual review on March 25, 2008. FAA RSAT team praised AOA driver's program; enhanced runway markings; and continued open communications between ATC and GIAA Operations.
- **PLB Maintenance MOU** – Effective October 1, 2008, responsibility for the maintenance and upkeep of the passenger loading bridges and related equipment including ground power units (GPU) and pre-conditioned air units (PCA) will be performed by Continental Airlines, with unanimous support by all signatory carriers.
- **Extended Runway 6R Flight inspections** and checks were conducted on and successfully met operating standards:
  - 6R Instrument Landing System Localizer/Glide Slope (ILS LOC/GS)
  - 6R Precision Approach Path Indicator (PAPI)
- **Full Scale Aircraft Disaster Exercise** – FAA commends GIAA on successful drill execution on June 6, 2008.
- **Airport Certification Inspection** – GIAA successfully passes the airport certification inspection on August 7, 2008.
- **New Runway Sweeper** – A new runway sweeper was added to GIAA's equipment fleet to ensure runway safety.
- **Outsourcing** – the outsourced repairs and maintenance of all loading bridges to bring all bridges to operational condition in shortest time.
- **Waterfall Restoration** – GIAA restored waterfall attraction located in check-in lobby of the terminal. Waterfall provides special experience and ambience to departing passengers.



# Accomplishments of 2008

An aggressive Airport Marketing and Community Relations program increased awareness of investment and air service opportunities available at the A. B. Won Pat International Airport Authority. Significant achievements include:

## Marketing & Community Relations

- GIAA promotion and exhibit at **The Low Cost Airline Congress** held in **Singapore**, January 20 through the 24, 2008.
- GIAA promotion at **14<sup>th</sup> World Route Development Forum**, **Kuala Lumpur, Malaysia** October 12 – 14, 2008.
- GIAA promotion and exhibit at **2008 Asia Regional Routes Forum**, **Macau**, April 13 through 15, 2008.
- **Won Pat Memorial** and permanent exhibit was unveiled on March 17, 2008.
- Maintained **Ambassador Program** in 2008 for arriving passengers as part of GIAA's customer services to visitors from different Asian countries.
- Developed **new Welcome Center** and relocated new **Airport Information Center** in central Arrivals lobby, expanded and incorporated high tech advertising opportunities in the Center
- GIAA successfully **hosted the 2008 ACI Asia Pacific Small Airports Seminar** from October 22 through 24, 2008, at the Sheraton Resort, with over 120 participants. The conference was fully underwritten by sponsorship and registration fees.
- GIAA and Airline Partners sponsored over 750 students on comprehensive **Airport, ARFF Station and plane tours**, and Airport Police K-9 Unit demonstrations.



# Accomplishments of 2008

Despite daunting challenges airports worldwide are facing, GIAA's fiscal plan helped mitigate airline's financial woes. Throughout 2008, the Airport maintained responsible fiscal management to achieve significant results:

## Fiscal Measures

- Unaudited results of FY 2008 as of September 30<sup>th</sup> shows an increase in equity by \$20.1M.
- Unaudited FY 2008 revenue and expenditure resulted in comfortable debt service coverage of 1.50 (only 1.25 is required) and Cost Per Enplanement of \$14.44.
- Standard & Poor's issued an affirmation of Airport Senior Revenue Bonds at an investment grade rating of BBB w/Stable outlook.
- CIP costs in 2008 are funded mostly from AIP grants and other federal funds with minimal use of airport's own money.
- FY 2009 Budget concurred by signatory carriers with only a slight increase of 4% in Cost Per Enplanement despite significant increase in consumer price index attributed to unprecedented fuel prices.
- Majority of FY 2009 CIP will be funded from AIP and other federal grants and thus, minimal airport owned funds will be used.
- Pursuant to the new GPD Memorandum of Agreement, GIAA is authorized to recoup over \$880,050.00 in negotiated back rent per PL 29-82.



# Accomplishments of 2008

The Authority continued to pursue additional safety and security enhancements, administer training, and ensure recertification of personnel throughout 2008. Significant achievement in this regard includes:

## Safety & Security

- 3 additional TSA trained K-9 teams were added to the existing – GIAA now has a total of 6 TSA trained K-9 units. The \$300,000 training and cost for maintenance per annum is fully reimbursable.
- Airport Police Officers obtained the required annual fire arm re-certification.
- ARFF administered AED/CPR certification for 300 personnel
- Fire Fighters were annually recertified on live fire drills at Saipan's Regional ARFF Training Facility. This training is required every year for every fire fighter.

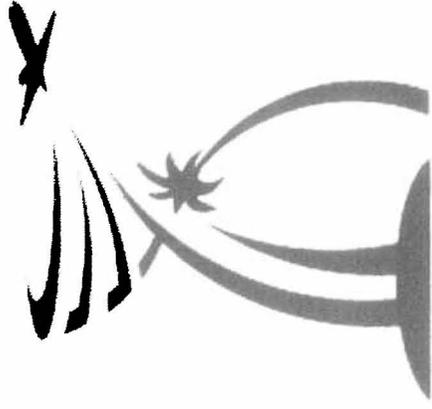


# Accomplishments of 2008

The A. B. Won Pat continued to support military functions as an alternate airport, and extended support services to returning units deployed to the War for Enduring Freedom.

## Military Support

- Accommodated landing and departure of military aircraft during suspension of Andersen Air Force Base operations (B-2 Stealth Bomber crash) on February 23 – 25, 2008
- GIAA is the first GovGuam agency to receive the “Minuteman Award”, the highest honor bestowed on an organization recognizing exceptional achievement, a patriotic act and outstanding contribution to a military organization for coordinating and executing Arrival ceremonies for Heroes Welcome, Receipt of Human Remains, and support of Family Support Activities.



A.B. WON PAT  
INTERNATIONAL AIRPORT  
**GUAM**

1000 E. GARFIELD BLVD. AGANA, GUAM 96910

# Goals for Fiscal Year 2009



**STRATEGIC GOALS AND OBJECTIVES  
FISCAL YEAR 2009**

<b>A. CUSTOMER SERVICE</b>	1. Public Restroom Makeover	Finalize Design Concepts	1st & 2nd Qtr
	2. ADA Accessibility Audit	Compliance Report & Action Plan	3rd Qtr
	3. FIDS/BIDS	Preliminary Engineering & FAA Application	2nd Qtr
	4. Passenger Lounge	Execute Agreement w/ Airlines	2nd Qtr
	5. Third Floor Arrivals Corridor	Finalize Federal or Alternative Funding Scheme to pursue with federal government	2nd Qtr
<b>B. FACILITIES &amp; ACCESS</b>	1. Energy Management	Implement and Complete Phase 1 Program	2nd Qtr
<b>INFRASTRUCTURE</b>	2. Master Plan Update	Initiate RFP Process Upon FAA Authorization	2nd Qtr
	3. Facility Maintenance	Resolve Voids and Deficiencies Through In-House or 3rd Party Resources with CMMS	3rd Qtr
	4. Airport Access Road System	Finalize Alignments and Construction Schedule with DPW/FHWA with FAA Concurrence	4th Qtr
	5. Water System	Complete New Water System with a Ready Operations/Maintenance Program	2nd Qtr
	6. Upgrade Food Court	Redesign Food Court Area to Increase Seating, Improve Aesthetics and Generate Sales	3rd Qtr
	7. Airfield Infrastructure	Secure Full Funding to Complete RWY 6L/24R Extensions and New 6L ILS	3rd & 4th Qtr



**STRATEGIC GOALS AND OBJECTIVES  
FISCAL YEAR 2009**

<b>C. ECONOMIC DEVELOPMENT</b>	1. Merchandising Concession	Expand Product Diversity and Sales Space, Position Small Enterprises in High Traffic Areas	2nd Qtr
	2. Regional Distribution Program	Petition for U.S. Customs (CBP) Pre-Clearance for CONUS Bound Cargo (with GEDCA & Gov)	2nd Qtr
	3. Property Development	Aggressive Marketing of Vacant Airport Properties - ad was issued in prior year	On-going
	4. Fuel System	Solicit Operations/Maintenance Package for Cost Efficiencies and CAPEX Improvements	2nd Qtr
	5. Increase Terms for Exclusive Contracts	Legislative Amendment to Permit Longer Exclusive Terms	1st Qtr
<b>D. COMPETITIVE POSITIONING</b>	1. DOT Air Service Exemptions	DOT Application for Extension of Air Cargo Service Exemptions - filed in December 2008	1st Qtr
	2. Air Cargo Operations	Transfer Operations to New Cargo Facility with Higher Through-Put Capacity	4th Qtr
	3. China Air Service Liberalization	Capitalize and Promote China Air Service Available Only to Guam/CNMI	2nd thru 3rd Qtr
	4. Visa Waiver Opportunities	Continue Support of Guam/CNMI Only Visa Waiver with Focus on China and Russia	2nd thru 3rd Qtr
	5. Air Service Development	Revise Strategies for Results Oriented Program using ASM & collaborating with GVB	On-going



**STRATEGIC GOALS AND OBJECTIVES  
FISCAL YEAR 2009**

<b>E. COMMUNITY RELATIONS</b>			
	1. Residential Sound Insulation	Secure FAA Funding and Implement Phase 2	2nd Qtr
	2. Noise Exposure	Update Noise Exposure Maps Based on RWY 6R/24L Utilization	3rd Qtr
	3. Town Hall Presentations	Periodic Meetings with Neighbor Villages on Airport Programs based phases	On-going
	4. Website Home Page	Major Upgrade of Airport Website for user-friendly mode, i.e. customer svce & attract investors	1st & 2nd Qtr
<b>F. GOVERNANCE &amp; ORGANIZATION</b>			
<i>Improve Workforce</i>	1. Classification & Compensation Plan	Secure Legislative Approval and Identify Funding Source for Implementation	2nd Qtr
<i>Reduce Costs/Eliminate Duplicative Processes</i>	2. Internal Controls	Review Policies and Streamline Practices	1st & 2nd Qtr
<i>Passenger Convenience &amp; Cost Efficiency</i>	3. Integrated Strategic Plan/ACIP	Consolidate Existing Plan for a 5-year Program	2nd Qtr
<i>Reduce Power Costs/Conserve</i>	4. Green Environmental Program	Develop Policies for Sustainable Environmental Practices to Include Recycling	4th Qtr
<i>Efficiency and Relevant to Today's Changes</i>	5. Rules and Regulations	Major Update and AAA Process	4th Qtr