



Federal Aviation
Administration



2007-2011

FAA Flight Plan

Charting the Path for the Next Generation

WE ARE THE FAA. We are 44,000 people whose Mission is to provide the safest, most efficient aerospace system in the world.

This is our corporate strategy, our report card, and our plan for moving forward.



Photo by Jon Ross, FAA

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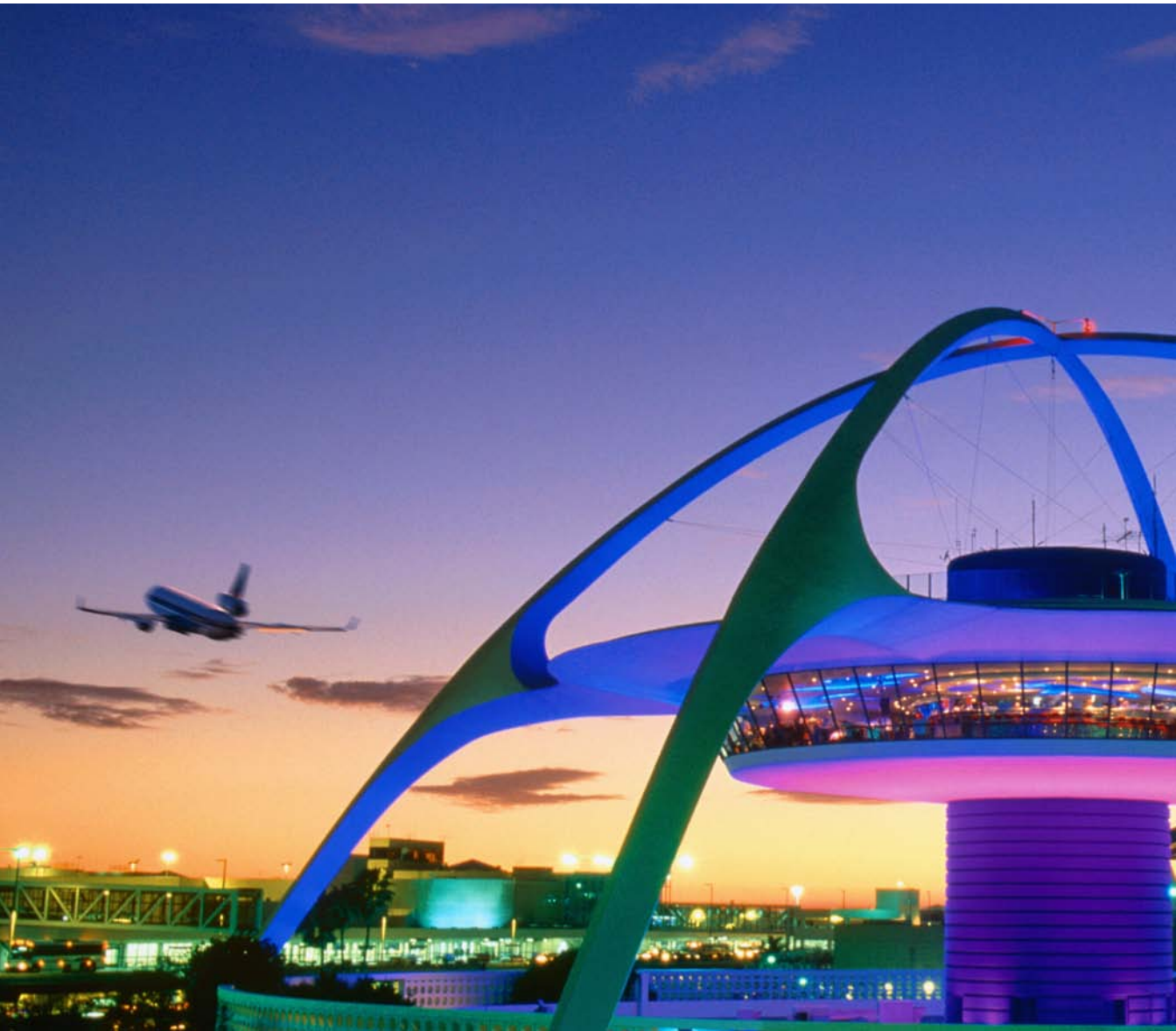
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Moving
America safely.
It's what we do.

OUR VISION

We continue to improve the safety and efficiency of flight.

We are responsive to our customers.

We are accountable to the public.

OUR VALUES

- **Safety Is Our Passion.** We're the world leaders in aerospace safety.
- **Quality Is Our Trademark.** We serve our country, our customers, and each other.
- **Integrity Is Our Character.** We do the right thing, even when no one is looking.
- **People Are Our Strength.** We treat people as we want to be treated.



Safety...wherever you go.





INTRODUCTION

Taking Stock of Where We Are Today.

The United States sets the pace for aviation. When it comes to performance, we lead the way. This fourth edition of the *Flight Plan* is a report card of how we got there.

Our safety record is unparalleled in the history of transportation. We've achieved it by systematically identifying, analyzing and addressing each facet. The results are without issue. Travel aboard a commercial jet is so safe that the odds of an accident are described by a fraction of a decimal.

We've never been content to accept the status quo and we're still focused on making it better. We've trained our sights on the year 2025 ... 19 years away. The demand for air travel could triple by that time, and the need to fly safely and on time will not change. But to reach that place, we've got to begin laying the foundation now. We are. It's called NextGen.

The *Flight Plan* is the roadmap that leads us there. It's especially important because even though our system remains safe, events like the Comair 5191 accident point to the need for continuous improvement. Indeed, before that crash, a record 2.7 billion passengers flew aboard commercial jets without an onboard fatality. That's nine times the population of this country. Our commitment to continuously improve that track record is unwavering.

We're confident we'll get there. When we launched the *Flight Plan* three years ago, we asked our employees and stakeholders to make sure we were on the right track. They did, and we listened. This broad buy-in has made a significant difference in our bottom line results. In 2003, the FAA met 75 percent of its annual performance goals. In 2006, we met 90 percent. Still, each year, we take a fresh look at ourselves and ask our employees and stakeholders the same questions: Are we providing taxpayers with a return on the investment they make in us? And how can we do better?

What follows is a summary of major accomplishments over the last three years. Call it a report to the shareholders.

GENERAL AVIATION AND ALASKA ACCIDENTS •

Our collaboration on training and education initiatives with the general aviation community is paying off. In 2006, we're at the lowest accident levels ever.

CREATION OF THE AIR TRAFFIC ORGANIZATION •

The biggest step toward becoming a customer focused, cost-driven organization came with the reorganization of the FAA's largest line of business, air traffic services, in 2004.

MAJOR ACQUISITIONS ON SCHEDULE AND ON

BUDGET • In FY 2004, for the first time, the FAA met its annual major acquisitions goal—91 percent of major acquisitions

were on schedule and within 10 percent of budget. We had repeat performances in FY 2005 and 2006. In FY 2006, 100 percent of our critical acquisitions were within 10 percent of budget and 97.4 percent were on schedule.



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OFF OF GAO'S HIGH RISK LIST • Our financial management was designated by the Government Accountability Office as a high risk in 1999. Through our commitment and progress in implementing new financial management systems, we were removed in January 2005.

SIX NEW RUNWAYS • Since October 2003, we have commissioned six runways – all on schedule. These six runways provide 52,000 feet, or over 9.8 miles, of new concrete. This in turn provides the capability to accommodate 1,025,000 additional operations per year.

ON-TIME ARRIVAL PERFORMANCE • For two years, we've met or exceeded our targets for on-time arrivals and operational availability. While we cannot control the weather, we have collaborated with our stakeholders to develop tools that better manage the impact it has on the system and help keep traffic moving. In addition,

we've ensured consistently high levels of operational availability of the facilities and equipment (such as radars and communications systems) necessary to provide service to our customers.

THE FINAL FRONTIER • In the three years since 2003, there have been no fatalities to the public during commercial space launch and reentry activities. In addition, on June 21, 2004, test pilot Mike Melvill successfully flew SpaceShipOne, the world's first commercial manned space vehicle. The flight culminated years of work by the FAA with the Scaled Composites Company to make the trip possible.

EMERGENCY AND DISASTER RESPONSE • Katrina and the hurricanes of 2005 tested our ability to respond to emergency and disaster. After Katrina wreaked its havoc on the Gulf Coast, dozens of FAA employees had the system back on-line—within 48 hours—long before anyone expected it could be done.



© Vincent Laforet/Pool/Reuters/Corbis

ASSISTANCE AROUND THE WORLD • Since 2004, the FAA has provided technical assistance and training to over 76 countries around the globe.

UNMANNED AIRCRAFT SYSTEMS • In FY 2005, the FAA issued the first experimental airworthiness certificate for a civilian unmanned aircraft operating in the national airspace system—the General Atomics ALTAIR.

FLIGHT SERVICE CONTRACT • In October 2005, we completed the largest non-military, federal outsourcing competition in history. The nation’s network of automated flight service stations, which provide weather guidance and aeronautical information to pilots of small airplanes, will be reduced from 58 to 20. We will see the first installment of cost savings—\$66 million—in 2007. The initiative is expected to save \$2.2 billion over the life of the program.

RUNWAY SAFETY • We’ve reduced the most serious types of runway incursions each year since 2003. From 2003 to 2006, we met our goal by improving 159 runway safety areas—portions of ground at the ends of runways that give planes extra room to stop.

REDUCED VERTICAL SEPARATIONS • Working with the aviation industry, and the governments of Canada and Mexico, we implemented Domestic Reduced Vertical Separation Minimum—DRVSM—on January 20, 2005. By decreasing the required minimum vertical distance between aircraft, reduced vertical separation allows more aircraft to fly in a given airspace, greatly increasing the total number of aircraft that can fly safely at one time. DRVSM is expected to save more than \$5 billion in fuel costs for air carriers through 2016.

10-YEAR CONTROLLER HIRING PLAN • On December 21, 2004, we sent to Congress a plan to hire 12,500 new controllers over the next 10 years to replace the large number of controllers expected to retire during that time. We’re on track and in 2006 we increased our controller ranks to over 14,670.

“LIKE A BUSINESS”

The FAA’s business is safety. To achieve the FAA’s mission to provide the safest, most efficient aerospace system in the world, we have to get the most value from every dollar we spend. One of the ways to do that is to provide customer-focused services and higher value at a lower unit cost to ensure that more money is available to acquire new technologies, enhance existing safety programs, and cover essential operating and capital costs targeted at improving safety. By prioritizing resources and being accountable, we keep a razor sharp focus on the most important safety areas and on the development of innovative technologies that improve aviation safety now and in the future.

Our safety results speak for themselves—a phenomenally low commercial fatal accident rate, reduced fatal accidents in general aviation and Alaska, and an impeccable safety record in commercial space transportation.



CHARTING THE PATH TO TOMORROW



The Next Generation Air Transportation System takes wing.

Our *Flight Plan* sets the course toward the future and sets our compass to make sure we're ready when we get there. It sets specific, measurable performance targets to achieve our goals, with all our activities aligned. These are the steps that chart our path to the Next Generation Air Transportation System (NextGen).


This is the fourth edition of the *Flight Plan*, reflecting both continuity and change. One major change this year is to strengthen our focus on reducing congestion, both at airports and in the skies, as part of a Department of Transportation initiative launched in May 2006. Bottom line: Our charge is to reduce aviation congestion and manage the growth of the system, without compromising safety.

A major step in reducing congestion is to expand our support for NextGen. Congress chartered the Joint Planning and Development Office (JPDO) to develop a blueprint for the aviation system of 2025—and more importantly—a plan to get there. The next generation system recognizes that air traffic demand will double to triple over the next 20 years. It anticipates handling new aircraft

types, ranging from low-orbit spacecraft such as SpaceShipOne, to tilt-rotor aircraft, to very light jets being used as air taxis and unmanned aircraft, and all must have room to fly.

The long and short of it is that the FAA needs to transform the system to avert gridlock in the sky and on the ground. NextGen takes care of both.

Through the NextGen plan, we're developing a roadmap of new technologies and procedures such as Required Navigation Performance (RNP) and Automatic Dependent Surveillance-Broadcast (ADS-B) that will transform the National Airspace System (NAS) over the next two decades. We also can more effectively use the largely untapped capabilities of more than 2,800 small airports throughout the nation.

This *Flight Plan* features several major initiatives that support NextGen. As you go through our plan this year, look for the NextGen symbol——which signifies a NextGen initiative.



INCREASED SAFETY

Our goal is to achieve the lowest possible accident rate and constantly improve safety.

Over the last three years, the accident trends in both commercial and general aviation have been at all-time lows. Commercial space transportation has never had a fatality, injury, or any significant property damage to the public. This *Flight Plan* continues our commitment to reduce commercial and general aviation fatal accidents. We strive to cut runway incursions, operational errors, and hazardous materials incidents. We continue to strive toward a three-year rolling average for our commercial airline fatal accident rate of 0.010 fatal accidents per 100,000 departures or below.

We have set the highest safety standards in the history of aviation. Even so, our goal is—as always—to continue to improve aviation safety. We address our operational vulnerabilities to reduce risk. We work to improve airport infrastructure, safety management systems awareness, runway safety training, and new procedures.

One major key to our successful safety efforts is cooperation among our stakeholders. We constantly work with our stakeholder groups to meet our safety goal. Each group helps us with technology, communications, and its own unique expertise. In our responsibility for safety oversight, we work with them to establish their own safety management systems that meet the highest standards of quality.

To help reduce runway incursions, we deployed the Airport Surface Detection Equipment-Model X (ASDE-X) warning system at five major airports. We also strengthened the airfield paint markings standard for taxiway centerlines at 72 large airports to alert pilots when they are approaching hold short lines so they won't inadvertently enter a runway without a clearance.

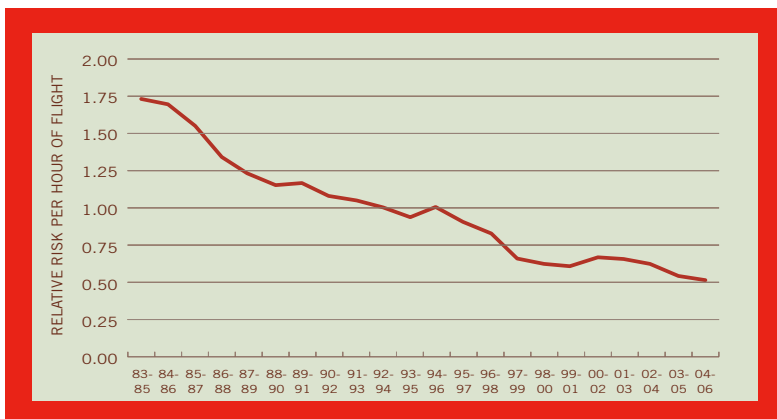
Our efforts also are helping controllers do their jobs more safely, especially when it comes to tracking and eliminating operational errors. In response to a long-standing recommendation by the Department of Transportation Inspector General and the National Transportation Safety Board to improve reports of operational errors, we've added a new initiative to automate data collection. The Traffic Analysis and Review Program—known as “TARP”—is a state-of-the-art traffic analysis and playback system that will improve operational error identification and quality assurance. We're putting the software in place for use next year, with all installations complete by 2011. The high fidelity, near-real time playback feature of TARP will also support more effective and efficient air traffic controller training.

Three operating capabilities are key to handling the traffic demands forecast for 2025 and beyond: Navigation, Communications, and Surveillance. We have already developed design criteria as well as aircraft and operator requirements for Required Navigation Performance approaches. We published six special RNP approaches in 2005, 28 in 2006, and set a goal of 25 each for FY 2007 and FY 2008. We will continue to develop and implement RNP procedures to reduce our already low airline fatal accident rate.

The work of the Commercial Aviation Safety Team (CAST), which includes representatives from government, industry, and employee groups, has been instrumental in using data to drive decisions. The team's disciplined and focused approach to analyzing accidents and incidents, identifying

precursors, and developing targeted implementation strategies helped to reduce the airline fatal accident rate over 60 percent in the last 10 years. We are also working with this team to develop new targets to more effectively measure performance in commercial aviation safety.

Finally, we continue our work to expand the growing field of commercial space transportation. In 2006, there were seven commercial launches. We are granting safety approvals of commercial space launch and reentry vehicles, safety systems, processes, services and personnel. We met our commercial space launch target and continued improvement of internal processes and partnerships with the Air Force, other government agencies, and the commercial space transportation industry.



THE SAFETY INDEX

The Composite Safety Index was developed as part of the FAA Administrator's 2005 Flight Plan. It is intended to be a measure of the relative risk and performance of the U.S. civil aviation system. The index is the three rolling average of yearly values for "Fatalities per Person Departure." The base period of 1994-1996 was selected as 1.00 and the index is calculated as a ratio to the base period. As can be seen from the chart the index decreased in 2006 for the fourth year in a row.



TOP INCREASED SAFETY ACCOMPLISHMENTS FOR FY 2006

Reduced General Aviation Fatal Accidents. Through efforts focused on training and education, we reduced general aviation fatal accidents to 297 in FY 2006 compared to a not-to-exceed ceiling of 337. That's 15 percent less than the same time period last year. There were 102 accidents in Alaska in FY 2006, well below our not-to-exceed ceiling of 115.

Reduced Runway Incursions. Through September, the rate of Category A and B runway incursions—the most serious—is over 16 percent below its ceiling rate. Fewer runway incursions caused by operational errors accounts for most of the improvement. We completed improvements on 39 Runway Safety Areas in FY 2006 to provide a graded area of as much as 1,000 feet at the end of runways in case of an aircraft overrun.

Required Navigation Performance Approaches. The FAA has created and implemented 28 planned RNP approaches this year throughout the U.S. These procedures take advantage of modern flight management systems that can use Global Positioning Systems (GPS), inertial navigation and other sensors to precisely contain an aircraft in a narrow corridor of airspace. With RNP, airports can add instrument approaches to avoid hazardous terrain or restricted airspace without having to add expensive ground-based navigation aids.

New Standardized Radar Weather Phraseology. The FAA created standardized radar weather phraseology to provide more accurate, standardized descriptions of precipitation to pilots. Now our air traffic controllers and flight service specialists relay weather information to pilots unambiguously, reducing communications errors and thereby enhancing safety.

New Certifications. FAA certified two new Very Light Jets (VLJs), the Eclipse 500 and the Cessna Citation Mustang, representative of a new category of aircraft for business and personal use. They also cost significantly less than traditional jets. FAA also certified the Adam 500 twin-engine aircraft.

Commercial Space Launches. The FAA again met its target of no fatalities, serious injuries, or significant property damage to the uninvolved public during licensed space launch and reentry activities.

ISO:9001 Certification. The FAA's Aviation Safety Organization made another step to continuously improve safety by achieving International Organization for Standardization (ISO) registration. (See sidebar on p.16 for more information.)

OBJECTIVE 1


Reduce the commercial airline fatal accident rate.

Strategy

Continue the evolution toward a performance-based National Airspace System (NAS) by using a space-based navigation system and onboard technologies. These improvements allow aircraft greater flexibility to

navigate airspace more safely, efficiently, and in a more environmentally sound way than the current ground-based navigation system.

Initiative

- Develop and implement Required Navigation Performance (RNP) approach procedures. Through FY 2011, we will publish at least 200 RNP approach procedures. 

“WHAT ISO STANDS FOR AT THE FAA”

ISO stands for International Organization for Standardization, but to the FAA, it stands for “continuous improvement of safety” and “consistency.” This past year, our Aviation Safety Organization (AVS) achieved ISO:9001 registration. AVS is the arm of FAA that certifies and inspects existing and new aircraft for flight and develops and revises safety regulations. We set a very high bar for all the processes that support our safety mission. And having a systematic approach to safety that is checked and continuously improved is one way to ensure that we’re working in the interest of millions of people who rely on aviation day in and day out.

ISO requires that an organization establish a quality management system (QMS) that includes formally developed critical processes and measurement of those processes. The AVS QMS ensures customer satisfaction, meeting customer and regulatory requirements, audit of the system, and continuous improvement. We’ve done all of the above and the achievement of this standard reflects our commitment to transparency and accountability.

ISO 9001 points to the importance of managing an organization that is ready for the future and all it brings. Our ability to improve processes and better integrate policies will only increase our ability to improve safety in the aviation industry. And that’s what counts.



Ted Hutton

Staff Specialist for Airworthiness, Aviation Safety Organization
Northwest Mountain Region

Ted, your suggestions to assess the effectiveness of our certification and inspection programs and focus on quality and compliance with safety standards are the reasons we initiated the ISO-9001 process in the Aviation Safety Organization. The ISO program will help assess the effectiveness of our processes, such as inspections. We owe the highest quality, integrity, and accountability to our employees and to our stakeholders. You’re keeping us honest.



Photo by Laurie Zaleski, FAA William J. Hughes Technical Center

- Provide third parties the ability to design, flight check, and implement RNP approach procedures.

Strategy

Address safety concerns and issues, expand cost-effective safety oversight and surveillance, and continue research into the causal factors of accidents.

Initiatives

- Send critical safety rules to the Office of the Secretary of Transportation within 90 days of the planned date.
- Address the National Transportation Safety Board's identified safety issues.
- Ensure that safety oversight keeps pace with changes occurring in the aviation environment by targeting our inspections resources better, improving our oversight systems, and providing training for safety critical employees on time.

- Maintain ISO:9001 registration to certify that FAA's Aviation Safety Organization meets the same standards expected of those we regulate in the aviation industry.

- Continue research to identify human factors that may contribute to accidents. Develop and implement strategies, methods, and technologies that reduce safety risk. 🇺🇸

- Identify and implement activities designed to streamline and improve the Notice to Airmen process.

- Where practical, upgrade Runway Safety Areas to meet standards.

- Implement Safety Management Systems for certificated airport operators.

Strategy

Promote and expand safety information sharing efforts, including FAA-industry partnerships and data-driven safety programs that identify, prioritize, and address risks before they lead to accidents.

Initiatives

- Promote national data sharing and analysis programs (for example, Voluntary Aviation Safety Information Program (VASIP), Flight Operational Quality Assurance (FOQA), Aviation Safety Action Program (ASAP), and Continued Operational Safety Program (COSP)). 🛩️
- Continue implementing the Air Transportation Oversight System.
- Continue implementing Commercial Aviation Safety Team (CAST) initiatives.
- Working with CAST, develop new targets to measure performance in commercial aviation safety.
- Improve the safety of transporting hazardous materials by air.

Performance Target

- Limit the three-year rolling average fatal accident rate to 0.010 fatal accidents per 100,000 departures.



Photo by Laurie Zaleski, FAA William J. Hughes Technical Center

OBJECTIVE 2.

Reduce the number of fatal accidents in general aviation.

Strategy

Implement technologies and systems that will help pilots operate aircraft as safely as possible.

Initiatives

- Continue delivery of dependent surveillance to key sites. Provide text and graphical data through programs such as Automatic Dependent Surveillance-Broadcast/Traffic Information Service-Broadcast, and Flight Information Service Broadcast to the cockpit through flight information services. Increase situational awareness by improving the capabilities of small aircraft with integrated displays, data-link, and traffic information. 🛩️
- Develop and publish Wide Area Augmentation System (WAAS) approaches. In FY 2007, we will publish 300 WAAS approaches.

Strategy

Update and improve standard procedures and guidelines for general aviation operators.

Initiatives

- Ensure that safety oversight and regulatory compliance keep pace with changes in the general aviation environment.
- Continue to implement General Aviation Joint Steering Committee initiatives.

- Continue research to identify human factors that may contribute to accidents. Develop and implement strategies, methods, and technologies that reduce safety risk.
- Develop policies, procedures, and approval processes to enable operation of unmanned aircraft systems (UASs).
- Support the Medallion, Circle of Safety, and Alaska Flight Service Safety programs.
- Improve rural airports to permit 24-hour Visual Flight Rules (VFR) access.
- By FY 2009, establish an improved statewide public RNP/RNAV WAAS enabled route structure.




FAA Photo

- Working with industry, by FY 2009, develop and baseline a target rate for general aviation fatal accidents to replace the current performance measure.

Strategy

Expand and accelerate implementing safety and air navigation improvement programs in Alaska.

Initiatives

- Achieve full operational capability of WAAS.
- Expand the Capstone Program as part of the NAS through a phased approach starting with Bethel and Southeast Alaska with the goal of statewide implementation. 
- Continue to optimize weather camera benefits and explore alternative technologies.

Performance Targets

- By FY 2009, reduce the number of general aviation and nonscheduled Part 135 fatal accidents from the 1996-1998 average of 385 per year to no more than 319 accidents per year. This measure will be converted from a number to a rate after FY 2009. The targets for FY

2010-2011 are under development.

- By FY 2009, reduce accidents in Alaska for general aviation and all Part 135 operations from the 2000-2002 average of 130 accidents per year to no more than 99 accidents per year. This measure will be converted from a number to a rate after FY 2009. The targets for FY 2010-2011 are under development.

OBJECTIVE 3.

Reduce the risk of runway incursions.

Strategy

Identify and reduce runway incursion collision risks.

Initiative

- Improve training, procedures, evaluation, analysis, testing, and certification to reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, and pedestrians, vehicle operators, tug operators, and mechanics conducting aircraft taxi operations.

Strategy

Modify and improve existing surface movement infrastructure.

Initiatives

- Install Airport Surface Detection Equipment-Model X (ASDE-X) and retrofit of ASDE-X equipment capability into selected Airport Movement Area Safety System (AMASS) installations.
- Continue developing, testing, evaluating,

and deploying runway status lights at AMASS and ASDE-X airports.

Performance Target

- By FY 2010, limit Category A and B (most serious) runway incursions to a rate of no more than 0.450 per million operations, and maintain or improve through FY 2011.

OBJECTIVE 4.

Ensure the safety of commercial space launches.

Strategy

Continue developing tools, guidance, and regulations for reducing the safety risks for commercial space launch and reentry operations, including those involving human space flight.



© The Sea Launch Limited Duration Company (LDC)

Initiatives

- Ensure that safety oversight keeps pace with changes in the commercial space transportation environment.
- Partner with National Aeronautics and Space Administration (NASA) and Department of Defense (DOD) to manage the integration of emerging space transportation operations into the National Airspace System.
- Conduct research to identify commercial human space flight safety requirements.

Performance Target

- No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities.

OBJECTIVE 5.


Enhance the safety of FAA's air traffic systems.

Strategy

Identify and reduce operational error collision risks and influence their reduction.

Initiatives


- Modify evaluations to help reduce operational errors.
- Improve measurement and analysis of safety performance by implementing automated tools (Traffic Analysis and Review Program) and developing enhanced safety metrics and more efficient performance reporting processes.

- Provide pilots with safe access to the NAS by analyzing and disseminating aeronautical and meteorological information to pilots and controllers through innovative systems. 

Strategy

Design, develop, and implement a Safety Management System (SMS) that complies with the International Civil Aviation Organization's (ICAO) requirements and applies a system safety approach to the FAA's delivery of air traffic services.

Initiatives

- Implement Safety Risk Management (SRM) using a phased approach with initial implementation focusing on targeted NAS changes.
- Implement SRM processes FAA-wide to assess safety risk and to monitor effectiveness of strategies to reduce risk.
- Improve collecting, consolidating, and analyzing safety data to enhance reporting and assessment. 

Performance Targets

- Limit Category A and B (most serious) operational errors to a rate of no more than 4.27 per million activities through FY 2008.
- By FY 2010, apply Safety Risk Management to at least 19 significant changes in the NAS.



↑ INTERIM TERMINAL 101
DELTA USAR
DELTA CONN USAR EXP
LEFT LANE

B Parking Garage

GREATER CAPACITY

Our goal is to work with local governments and airspace users to provide increased capacity in the United States airspace system that reduces congestion and meets projected demand in an environmentally sound manner.

We must increase airport and airspace capacity to meet future demands on our aviation system. The number of passengers continues to increase each year, and we continue to work with all airspace users to increase the reliability and predictability of air travel. Congestion causes delays and delays cost time and money. That's why we're spearheading an initiative to combat congestion across the entire network in concert with a Department of Transportation effort to reduce congestion across all modes of transportation.

We commissioned four new runways this year, which will significantly increase annual operations and reduce delays. We're redesigning constrained airspace over New York, New Jersey, Philadelphia, and



© Russell Munson/CORBIS

In this *Flight Plan*, we have made cutting congestion our first capacity objective. We're part of an interagency effort with six cabinet-level organizations and private industry to develop the Next Generation Air Transportation System. The vision of NextGen is to modernize aviation to support greater capacity and less congestion.

Chicago. We're also working to manage congestion where adding new or expanding existing runways are not options.

Every year, after thorough data analysis, we update the list of metropolitan areas that will most affect total system delays. For years,

we've had eight—New York, Philadelphia, Miami, Atlanta, Chicago, Washington/Baltimore, Los Angeles and San Francisco. Atlanta is now off the list. In June 2006, we commissioned a new runway there, allowing the airport to handle 33 percent more operations a year. In addition, we will open a new taxiway next year to provide even more efficiency.

Lastly, we added a new initiative to implement environmental systems. We build and renovate thousands of facilities to manage and maintain the NAS infrastructure. Incorporating environmentally friendly design concepts allows us to keep our commitment to build capacity while protecting the environment.



Photo by John Rodriguez

Four New Runways. The FAA commissioned four new runways this fiscal year—Minneapolis-St. Paul on October 27, 2005; Cincinnati on December 22, 2005; St. Louis on April 13, 2006; and Atlanta on June 8, 2006. These additional miles of concrete provide the capability to accommodate 655,000 additional operations per year.

The User Request Evaluation Tool. Software that enables controllers to assess new altitudes or changes in course instantly is now up and running at all 20 air route traffic control centers in the U.S. This technology offers air carriers significant fuel savings. In the Memphis area alone, airlines save almost \$1.5 million per month.

Reducing the Number of People Exposed to Airport Noise. The FAA seeks to ensure that at least 20,000 people a year experience reduced airport noise. Thanks to FAA regional and field offices, we exceeded our performance target of 20,000 people this year—we reached 21,364.

Implementing Environmental Management Systems. This Administration is focusing on EMS to integrate environmental concerns in daily operational decisions as set out in a Presidential Executive Order. The FAA has already realized significant operating improvements as a result of implementing EMS. The FAA Technical Center reduced air emissions fees by 90%, hazardous waste disposal costs by \$17,075, and storm water operating costs by \$9,330.

On-Time Performance. For the second year in a row, we met and exceeded our goal for on-time arrivals. Our ability to meet this target is attributed, in part, to traffic flow initiatives like the Airspace Flow Program, which began in 2006.






OBJECTIVE 1.

Increase capacity to meet projected demand and reduce congestion.

Strategy

Meet the new and growing demands for air transportation services through 2025 through the interagency effort of the Joint Planning and Development Office.

Initiatives

- Expand FAA's existing Operational Evolution Plan to incorporate critical NextGen operational concepts and changes, and detailed milestones of key NAS modernization programs through 2025. 
- By FY 2010, operationally implement Automatic Dependent Surveillance-Broadcast (ADS-B) for air traffic services at selected sites. 
- Strategically link funding requests with the acquisition of research products or services that support FAA's transition to NextGen. 
- Ensure that the environmental approach for capacity expansion is compatible with the road map developed by the Environmental Integrated Product Team (IPT) for NextGen. 
- Develop the Airports Integrated Product Team road map to support NextGen. 

Strategy

Evaluate existing airport capacity levels and set investment and infrastructure priorities and policies that enhance capacity.

Initiatives

- Work with the aviation community to establish the most feasible policies to enhance capacity and manage congestion.
- Update the Future Airport Capacity Team (FACT) Report titled "Capacity Needs in the National Airspace System."
- Establish priorities for infrastructure investments to maintain existing capacity in a cost-effective manner.
- Support master plans for airfield improvements at the Ivanpah (Las Vegas) and San Diego airports.
- Ensure that all necessary activities are accomplished to meet new OEP runway capability commitments established in partnership with stakeholders.
- Support environmental processing of airfield improvements at the 35 OEP airports including projects that support Vision 100 environmental streamlining.


Strategy

Improve airspace access and modify separation standards to increase capacity and allow more efficient use of congested airspace.

Initiatives

- Redesign terminal airspace and change procedures to increase capacity.
- Implement the performance-based navigation roadmap by the continued development and implementation of Area Navigation (RNAV) routes, standard instrument departures (SIDs), and standard terminal arrivals (STARs). In FY

2007, we will publish 50 RNAV SIDs and STARs and 12 RNAV routes.

- Using the cross-organizational Airport Obstructions Standards Committee (AOSC), develop recommended standards and action plans for runway procedures, such as end-around taxiways, and establish databases and data collection tools to improve airport flight operations, while maintaining an optimal balance among safety, capacity, and efficiency considerations.
- Conduct research to improve safety and increase throughput using wake turbulence monitoring, operational procedures, and controller tools. 

- Enhance NAS performance for 35 OEP airports through advanced engineering and program support.

Strategy


Improve bad weather departure and landing capacity with new technologies and procedures.

Initiatives

- Capitalize on Spring/Summer Plan data, developed in partnership with the airlines and other segments of aviation, to improve traffic flow in bad weather.



Photo provided courtesy of Denver International Airport

- Implement Precision Runway Monitor at Atlanta-Hartsfield International Airport to increase arrival rates during inclement weather.
- Increase airport capacity through the use of Traffic Management Advisor.
- Identify and implement procedures and technology to improve the dissemination of weather information to pilots and controllers. 
- Develop an FAA weather index to better quantify and improve on-time performance during good and bad weather.

Strategy

Increase aviation capacity and reduce congestion in the seven major metropolitan areas and corridors that most affect total system delay. For FY 2007, those areas are: New York, Philadelphia, South Central Florida, Chicago, Washington/Baltimore, Los Angeles Basin, and San Francisco Bay.


Initiatives

- Monitor and maintain scheduled progress for Environmental Impact Statements at West Palm Beach, South Suburban (Chicago), Ft. Lauderdale, and Philadelphia Airports.

- Support master plans for airfield improvements at Baltimore/Washington, South Suburban (Chicago), and Philadelphia airports.
- Conduct regional studies for capacity and congestion in the New York, New England, and Los Angeles metropolitan areas.
- Direct Airport Improvement Program (AIP) funding to reduce capacity constraints of secondary and reliever airports located within those metropolitan areas.
- Update our projections on which metropolitan areas will have the greatest impact on the total system for delays over the period of the *Flight Plan*.
- Redesign the airspace of the seven major metropolitan areas.
- Expand use of time-based metering at air traffic control centers.

Performance Targets

- Achieve an average daily airport capacity for the 35 OEP airports of 104,338 arrivals and departures per day by FY 2011.



Chuck Dennis
 Strategic Planning Branch Manager, Office of Aviation Policy, Planning, and Environment, Washington Headquarters

You told us we need to plan better for the future and that the future is NextGen. We've included a number of initiatives this year to demonstrate how what we do over the next five years will help get us to a NextGen system. Near-term initiatives like RNP procedure development and ADS-B implementation make it clear that the future is now.

- Commission six new runway projects, increasing the annual service volume of the 35 OEP airports by at least 1 percent annually, measured as a five-year moving average, through FY 2011.
- Sustain adjusted operational availability of 99.7 percent for the reportable facilities that support the 35 OEP airports through FY 2011.
- Achieve an average daily airport capacity for the seven major metropolitan areas of 64,060 arrivals and departures per day by FY 2009, and maintain through FY 2011.

OBJECTIVE 2.

Increase reliability and on-time performance of scheduled carriers.

Strategy

Promote the use of automated systems that provide more accurate and timely information for all system users.

Initiative

- Improve on-time performance and operator and passenger access to information by using Traffic Flow Management (TFM), Traffic Management Advisor (TMA), and Collaborative Air Traffic Management Technologies (CATMT), such as Airspace Flow Programs (AFPs).



Top left: © Royalty-Free/Corbis; top right: FAA Photo; Bottom: © Ralf-Finn Hestoft/Corbis

Strategy

Restructure airspace to ensure efficient traffic flow between oceanic and domestic airspace.

Initiatives

- Use new equipment and technology to reduce en-route congestion.
- Implement high-altitude airspace redesign to reduce congestion.
- Reduce oceanic separation in the Pacific.
- Develop ocean capacity metrics and targets for FY 2007 and beyond, by using a comprehensive Advanced Technologies and Oceanic Procedures (ATOP) data collection and analysis capability and oceanic simulation and modeling capability.

Performance Target

- Achieve a NAS on-time arrival rate of 88.76 percent at the 35 OEP airports by FY 2011.


OBJECTIVE 3.

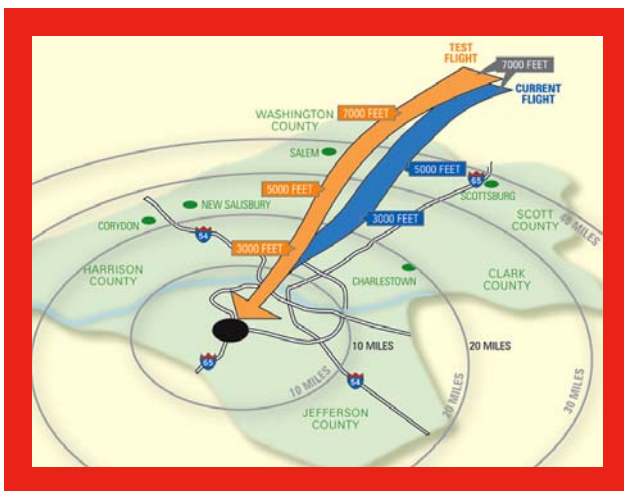
Address environmental issues associated with capacity enhancements.

Strategy

Develop better systems, technologies, and analytical tools to evaluate aircraft noise and emissions, and ensure environmental stewardship.

Initiatives

- Along with stakeholders, increase aircraft noise and emissions mitigation activities at the environmental Center of Excellence.
- Work with several airports to implement Continuous Descent Approach (CDA) for night operations, and initiate research into CDA applicability to airports with greater traffic levels, general mixed fleet, and mixed operations. 



Standard flight paths, such as the one at Louisville (shown in blue) involve a series of stepped descents. New continuous descent approach (CDA) procedures reduce noise impacts, fuel burn, and pollutant emissions. (Adapted from a Mike Covington illustration for The [Louisville] Courier Journal.)



© Kevin Fleming/CORBIS

- Conduct research and develop, verify, and validate analytical tools to better understand the relationship between noise and emissions and different types of emissions, and to provide the cost benefit analysis capability necessary for data-driven decision-making.
- Implement Environmental Management Systems to ensure that FAA operations protect the environment, meet statutory and regulatory environmental requirements, and improve reliability and cost effectiveness.

Performance Targets

- Reduce the number of people exposed to significant noise by 1 percent each year through FY 2011, as measured by a three-year moving average, from the three-year average for calendar years 2000-2002.
- Improve aviation fuel efficiency per revenue plane-mile by 1 percent each year through FY 2011, as measured by a three-year moving average, from the three-year average for calendar years 2000-2002.



MH	007	WASHINGTON
DL	005	MADRID
IB	107	KUCHING-KUALA LUMPUR
TP	4397	NEW YORK
UA	573	BARCELONA
AF	901	LISSABON
AF	1619	SAN FRANCISCO
AF	5889	PARIS CH. DE GAULLE
	127	LYON
		CHICAGO
		HONGKONG

INTERNATIONAL LEADERSHIP

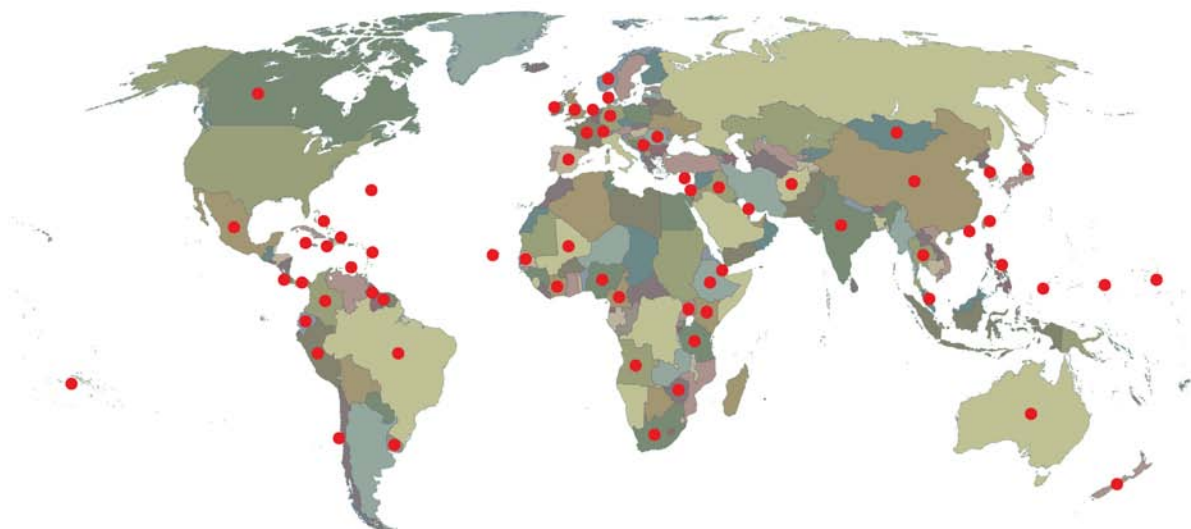
Our goal is to increase the safety and capacity of the global civil aerospace system in an environmentally sound manner.

The United States has established world leadership in aviation with the consistent commitment to make safety our most important export. Our daily goal is to advance safety and efficiency around the world—literally, anywhere Americans fly. We've continued our strong support of Presidential safety initiatives and of key regional aviation authorities across the globe.

Aviation is a fast-paced, dynamic sector that thrives on innovation and new concepts, and FAA is recognized as a global leader in implementing new procedures and technologies to improve safety and capacity worldwide. In this role, FAA's "reach" is

significant. We provide technical assistance in creating infrastructure, training, developing safety regulations and outreach to fund aviation programs. In FY 2006, we provided technical guidance and training to 66 countries and five international organizations in all parts of the world.

We position our FAA employees across the globe for a variety of assignments—from installing global positioning systems in our closest neighbors (Canada and Mexico) to leading the construction of air traffic management facilities (Baghdad).



FY 2006 Technical and Training Assistance Map

The FAA continues to support Safe Skies for Africa, the Third Border initiative (which promotes regulatory safety in the Caribbean), and special rebuilding programs in Afghanistan and Iraq. We promote U.S. aviation environmental policies with



FAA Photo

European partners. We also support implementing Required Navigation Performance (RNP) and Area Navigation (RNAV) technologies in Asia and the Americas. We cooperate with bilateral and multilateral partners in Europe and Asia to negotiate executive agreements and implementation procedures supporting the transfer of aviation products. During FY 2006, we opened FAA representative offices in Abu Dhabi, United Arab Emirates, and New Delhi, India.

To better reflect FAA's safety impact on other regions, we analyzed high growth areas to recommend proven safety enhancements today and in the future. China was a focus for FY 2006, and we will continue to work with China to help maintain its already low accident rate as it expands its commercial fleet and services. In the future, we will use this approach as a model for similar work in Latin America, and elsewhere. These enhancements are the best approach to influencing accident rates in areas that are experiencing substantial growth in operations.

Lastly, we've revised a strategy and several initiatives to extend the reach of NextGen into the international area. We will do this by collaborating with key international partners to implement NextGen technologies globally to improve aviation safety and capacity. We will also increase harmonization of equipment and procedures through our NextGen international partnerships and in our work with ICAO. We supported the ICAO Required Navigation Performance (RNP) study group to develop the final draft of the ICAO RNP procedures design manual. We also continue to assist with Performance Based Navigation (RNAV and RNP implementation) activities in Asia, South America, Central America, and Mexico. FAA is proposing a cooperative agreement with European aviation organizations to participate in each other's air traffic management modernization programs to harmonize operations. These efforts are essential to seamless operation of aircraft.



Rebuilding Infrastructure in War-Torn Countries. With civilian volunteers and military servicemen and women, the FAA is helping rebuild war-torn aviation systems in Iraq and Afghanistan. The FAA is guiding efforts to rebuild airports, radars, towers, runways, and terminals. A team of experts is also helping these countries redesign their airspace.

Raising Safety Levels. We've done intensive work and technical reviews of the civil aviation authorities of Argentina, the Eastern Caribbean States, and Venezuela. As a result, each authority achieved or maintained International Aviation Safety Assessments (IASA) program Category 1 status, which means these countries have adhered to safety standards for aircraft operation and maintenance set by ICAO.

External Funding. The FAA has secured FY 2006 funding commitments of \$33 million to support international aviation infrastructure projects. This includes \$25 million from the U.S. Agency for International Development for funding aviation assistance programs in Afghanistan.

GPS-Based Technologies. The FAA met its Flight Plan goal for FY 2006 to expand Global Positioning System-based technologies by installing two Wide Area Augmentation Systems (WAAS) reference stations in Mexico and Canada. Both stations will help create a North American regional WAAS capability.

Harmonizing Safety Standards. Under the Safe Skies for Africa program, we assisted Tanzania and Uganda in harmonizing their draft civil aviation regulations with those of Kenya. This harmonization is a critical step in meeting international safety standards regionally.

Assistance Around the Globe. This past year, the FAA helped aviation authorities in Asia, Africa and the Americas improve and sustain their safety oversight capabilities. Among these were the East African Community (Kenya, Tanzania, and Uganda), the Central America Agency for Aviation Safety (ACSA), the Regional Safety Oversight System in the Caribbean (RASOS), and the Latin American Civil Aviation Commission (LACAC).

OBJECTIVE 1.

Promote improved safety and regulatory oversight in cooperation with bilateral, regional, and multilateral aviation partners.

Strategy

Support the continued development of competent authorities worldwide.

Initiatives

- Provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation organizations in Asia and the Americas.

- Implement civil aviation safety programs to support the Administration's initiatives.
- Support creating government-industry partnerships to help transfer aeronautical products, services, and technologies to key developing regions.
- Provide technical assistance and training in creating at least four regional aviation authorities or organizations capable of meeting globally accepted safety and efficiency standards.

Strategy

Work with key international partners to implement safety enhancements that will



FAA Photo

improve worldwide aviation safety while enabling the transfer of aeronautical products, technologies, and services.

Initiatives

- Establish an effective partnership with the European Union and the European Aviation Safety Agency (EASA) to ensure the highest level of cooperation for aviation safety and an efficient exchange of products, services, and technologies.
- Establish coordinated safety agendas throughout the world to improve aviation safety.
- Negotiate and conclude bilateral agreements for safety, certification, and approval systems that enable technology transfer with global aviation partners.

Strategy

Support ICAO and other international organization initiatives.

Initiatives

- Provide U.S. technical participation and leadership in ICAO meetings to achieve U.S. objectives.
- Strategically influence international aviation safety, capacity, and efficiency by promoting FAA recommendations and policies at key international venues.

- Increase recruitment of qualified U.S. technical personnel to fill positions at ICAO.
- Reduce the number of filed U.S. differences with ICAO Standards and Recommended Practices (SARPs) and provide leadership in developing new SARPs, including those associated with the ICAO Universal Safety Oversight Audit Program (USOAP) review of the U.S. in FY 2008. 🇺🇸
- Work at ICAO to foster international environmental standards, recommended practices, and guidance materials that are technically feasible, economically reasonable, provide a measurable benefit and consider interdependencies between the various emissions and between emissions and noise.

Strategy

Secure external funding for global safety initiatives.

Initiative

- Increase international aviation development funding to strengthen the global aviation infrastructure.



Michelle Cappelle

International Specialist, Office of International Aviation, Washington Headquarters

Michelle told us that being prepared for ICAO's upcoming audit of the U.S. civil aviation oversight system is important and should appear in the Flight Plan. We agreed. We've highlighted the Universal Safety Oversight Audit Program as a crucial milestone in FY 2008.



© WorldFoto/Alamy

Strategy

Work with global partners and industry to develop and implement technologies and processes that enhance safety.

Initiative

- Seek global harmonization of fractional ownership regulatory policy.

Performance Targets

- Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011. This supports China's efforts to reduce fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012.

- Conclude at least eight (new or expanded) bilateral safety agreements that will facilitate an increase in the ability to exchange aviation products and services by FY 2011.
- Secure a yearly increase in international aviation development funding to strengthen the global aviation infrastructure. Achieve a 100% increase of the FY 2007 baseline target of \$12 million in \$3 million annual increments for an FY 2011 target of \$24 million.

OBJECTIVE 2.

Promote seamless operations around the globe in cooperation with bilateral, regional, and multi-lateral aviation partners.

Strategy

Collaborate with strategic global partners to implement Next Generation Air Transportation System (NextGen) performance-based systems and concepts to ensure harmonization with corresponding international modernization efforts.

Initiatives

- Work with the international civil aviation community to adopt enabling systems, such as the Global Navigation Satellite System (GNSS) and Automatic Dependent Surveillance-Broadcast (ADS-B), to improve safety of flight operations. 🇺🇸
- Develop and implement capacity enhancing applications, such as Performance Based Navigation (PBN), embracing current operational capabilities to the maximum extent possible. 🇺🇸
- Improve global interoperability and harmonization of systems, concepts, automation tools and operational procedures in support of future seamless global operations. 🇺🇸

- Develop and implement an international strategy to support the NextGen Global Harmonization IPT and work with civil aviation and interagency partners to implement the strategy. 🇺🇸

Performance Target

- By FY 2011, expand the use of Next Generation Air Transportation System (NextGen) performance-based systems to five priority countries. 🇺🇸



Air traffic control in the NextGen system—ADS-B—will use signals from satellites to keep planes at a safe distance from one another, instead of using radars on the ground as we do now. Graphic: FAA.



ORGANIZATIONAL EXCELLENCE

Our goal is to ensure the success of the FAA's mission through stronger leadership, a better-trained and safer workforce, enhanced cost-control measures, and improved decision-making based on reliable data.

The FAA's power is its people. To build a next generation air transportation system, we need to train our people, provide them vision and support, and lead them in ways that gain the most value from their efforts. We need leaders who focus on the mission, cut waste and duplication, collaborate to achieve our mutual goals, and reward quality and performance. We also need leaders committed to eliminating barriers to equal opportunity. Fairness and diversity are sources of our strength.

We have refined our focus on human capital management and workforce planning in concert with the President's Management Agenda. We updated our 10-year Air Traffic Controller Workforce Plan to make sure we have the right number of controllers in the right places at the right time as controllers retire. We have also completed competency assessments for leaders and information technology professionals, and are conducting workforce analyses for human resource personnel and engineers. We will analyze other mission-critical occupations to ensure that our Nation's aerospace system continues to operate safely, reliably, and efficiently.

We are controlling our costs and using resources more efficiently to achieve our mission and give the taxpayers a full return on their investment. To that end, all FAA organizations are required to develop and track a cost control activity or a measure of operating efficiency. We are prioritizing Facilities and Equipment needs to modernize the airspace system; operating, maintaining, and training people to use these new capital assets; and addressing Congressional and Government Accountability Office (GAO) concerns. We use these cost savings and cost avoidances to absorb budget shortfalls such as unfunded pay raises.

A key to controlling costs will be the passage of effective programmatic and financing reauthorization legislation in 2007. We are working with the Administration, the Congress, and our stakeholders to seek financial reform that provides a stable source of funding for the FAA and a means of financing the air transportation system of the future.

As our response to Hurricane Katrina proved, the FAA is a leader in emergency security and disaster response efforts. We will improve our emergency preparedness tools to sustain essential services and provide support

for our employees in the affected areas. This *Flight Plan* includes a new objective with supporting strategies and initiatives to respond rapidly and effectively to security related threats and natural disasters.

Finally, the FAA is working with the aerospace community and our schools to assure that students have essential knowledge and

skills they will need to be successful in tomorrow's aviation workforce. Through FAA's partnerships with educational institutions, educators, and the aerospace community under the Aviation and Space Education Outreach Program, we leverage the FAA's resources and expertise to help teach aviation and related curricula.



Photo by Laurie Zaleski, FAA William J. Hughes Technical Center

GAO Points to the FAA as 'Leading Edge' in Providing Congress What It Needs for Oversight. A GAO study found that the FAA is a model across the Federal sector for making available on its website much of the information and analysis that Congress needs to conduct its oversight. GAO cited the *FAA's Flight Plan, Performance and Accountability Report*, business plans, and budget documents as valuable tools to help Members of Congress and congressional staff to conduct oversight.

CEAR (Certificate of Excellence in Accountability Reporting) Award. For the third year in a row, the Association of Government Accountants has given one of its top honors to the FAA for the agency's *2005 Performance and Accountability Report*.

Leading the Implementation of Earned Value Management. The FAA has become a recognized leader among civilian agencies in implementing Earned Value Management. "EVM" is a critical management tool used to prevent, detect, report, and correct problems in acquiring major systems. We use it to assure major programs are within cost and schedule targets (both of these are *Flight Plan* goals).

Cost-Saving Initiatives:

- The FAA created a consolidated Office of Workers Compensation Programs Division and has been migrating Regional OWCP offices to headquarters. FY 2006 cost avoidance was \$7 million.
- We cut layers of management in our Air Traffic Organization and implemented a cost accounting system to cut wasteful spending, reduce operating costs, and better link financial performance to mission objectives.
- We consolidated nine accounting operations into a single Finance Center in Oklahoma City.
- We created an Office of Financial Controls to ensure that the \$1.3 billion in contract services are invested wisely, avoid duplication of effort, and do not include excessive labor rates.
- We removed 227 obsolete and redundant navigation aids, surpassing our goal of 100 in FY 2006.

Early Dispute Resolution. In FY 2006, the FAA's new Center for Early Dispute Resolution received 120 requests for assistance, serving 270 employees. Clients rated different aspects of the process and reported an overall satisfaction rate approaching 100 percent.

Pandemic Avian Flu Planning. FAA drafted plans that will enable us to respond efficiently if a pandemic flu event or other similar disaster occurs, while maintaining essential services for our customers, employees, and stakeholders. This effort also improves our ability to respond to other significant incidents or disasters.

Air Traffic Controller Hiring. The FAA hired 1,116 new controllers this fiscal year, keeping us on target for the Air Traffic Controller Hiring Plan goal for FY 2006.

OBJECTIVE 1.

Make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained, safer, diverse workforce.

Strategy

Use workforce planning to identify and fulfill current and future human capital needs to meet FAA's mission.

Initiatives

- Sustain and improve agency human capital planning and measurement processes.
- Implement the hiring, training, staffing analysis, and management recommendations of the Air Traffic Controller Workforce Plan to support FAA's safety mission and meet external stakeholder requirements. Update and report annually on agency progress.

Strategy

Build stronger leadership to achieve strategic goals, manage people and resources effectively, and drive continuous improvement.

Initiatives

- Implement corporate policies to improve how we select managers and strengthen probationary requirements for managers.
- Establish corporate managerial training programs that ensure we use resources effectively, align with agency goals, drive continuous improvement.
- Establish a corporate, senior leadership development process to build executive-level competencies.

Strategy

Implement corporate systems, policies, programs, and tools to build a results-oriented, high performance workforce.

Initiatives

- Undertake a timely and effective corporate approach to conflict management.
- Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

Strategy

Make strategic people investments and provide a professional, safe and secure work



Todd A. Smith

Air Traffic Systems Specialist, Air Traffic Organization, Western-Pacific Region

Richard Ingham

Management & Program Analyst, Office of Financial Services, Washington, DC Headquarters

Employees like Todd and Rich had no problem pointing out areas where the Flight Plan could be improved—from dotting our i's and crossing our t's to the aggressiveness of our performance measures. Thanks for speaking up and making the FAA's plan *your plan*.

environment to attract, acquire, and retain a highly skilled workforce.

Initiatives

- In external recruitment efforts, implement corporate strategies that expand the applicant pool to ensure equal opportunity to all applicants and result in attracting high quality candidates to the FAA.
- Establish corporate employee training programs to build leadership competence within the FAA workforce, support professional development, and promote continuous learning.
- Evaluate using high fidelity simulation to improve air traffic controller training for local facilities.
- Integrate cockpit and tower cab simulation facilities to design and develop new equipment, procedures, and training for air traffic controllers.
- Reduce workplace injuries to enhance FAA worker safety.
- Provide our employees with a secure environment by identifying measures to protect our employees, our facilities, and our critical infrastructure.



Strategy

Improve and upgrade aviation related scientific, technical, engineering, and mathematical skills in the emerging and future aviation workforce.

Initiative

- Refocus and refine the Aviation and Space Education Program to integrate aerospace applications into existing scientific, technical, engineering and mathematical (STEM) curricula.



Photo courtesy of FAA Civil Aeromedical Institute (CAMI)



FAA Photo

Performance Targets

- Increase the score of the Employee Attitude Survey measure for the areas of management effectiveness and accountability by at least 5 percent, over the FY 2003 baseline of 35 percent by FY 2010.
- By FY 2011, reduce the time it takes to fill mission-critical positions by 7 percent (to 51 days) over the FY 2006 baseline of 55 days.

Strategy

Improve labor management relations while delivering quality service.

Initiatives

- Monitor labor relations service level agreements to ensure the requirements of lines of business and staff offices are met.
- Develop and provide labor relations training for agency supervisors and managers.
- Using the Grievance Electronic Tracking System (GETS), reduce grievance processing time compared to the baseline measure.
- Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, representing a cumulative 3 percent annual reduction from the FY 2003 baseline (3.12) set in the Safety, Health and Return to Employment (SHARE) Presidential Initiative.
- Reduce grievance processing time by 25 percent by FY 2010, and maintain the reduction through FY 2011.
- Maintain the air traffic control workforce at or up to 2% above the projected annual totals in the Air Traffic Controller Workforce Plan.

OBJECTIVE 2.

Improve financial management while delivering quality customer service.

Strategy

Develop and implement an agency-wide cost control and cost reduction program.

Initiatives

- Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include:
 - Cost per controlled flight
 - Research, Engineering, and Development (RE&D) Management Staff Efficiency Measure
 - Grant Administration Efficiency Measure
- Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.
- Improve the overall management of cost-reimbursable contracts through the Defense Contract Audit Agency (DCAA) audit process.
- Improve management of FAA's real property assets.

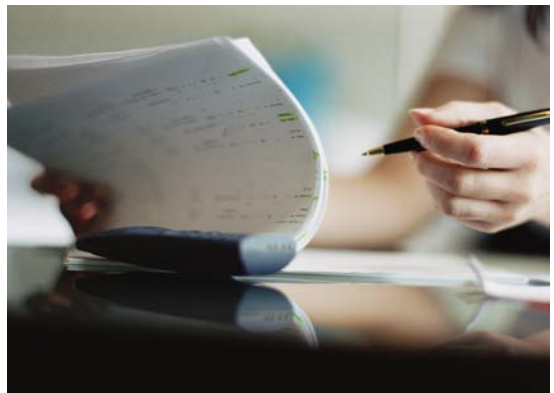
Strategy

Improve financial performance.

Initiatives

- Maintain and improve business processes and systems in order to provide timely and reliable financial information to FAA organizations.

- Comply with the Office of Management and Budget (OMB) guidance by performing routine testing of internal controls to improve the quality of financial information.
- Reduce improper payments.
- Continue integrating performance information into budgetary decision-making and presentation.



© Helen King/Corbis

- Improve the timeliness and accuracy of financial transactions related to capitalization of assets, management of suspense accounts, and reconciliation of accounts.

Strategy

Work with Congress to get new legislation enacted that furthers accomplishment of the FAA mission, provides stable, adequate funding, and supports cost control and reduction.



Photo by Jon Ross, FAA

Initiatives

- In partnership with the aerospace community, reform the way FAA is financed to provide stable, adequate funding more closely tied to FAA costs, services, and performance.
- Develop a legislative proposal to reauthorize the FAA.
- Consolidating facilities and services, such as service areas, real property management, and web services;
- 3% reduction in help desk operating costs through consolidations;
- Eliminating or reducing obsolete technology; and
- \$15 million reduction in Information Technology operating costs

Performance Targets

- Close out 85 percent of eligible cost reimbursable contracts during each fiscal year.
- Organizations throughout the agency will continue to implement cost efficiency initiatives including, but not limited to:
 - 10-15% savings for strategic sourcing for selected products and services;
- Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year.

OBJECTIVE 3.

Make decisions based on reliable data to improve our overall performance and customer satisfaction.

Strategy

Better prepare managers to use cost and performance data in making decisions.

Initiatives

- Provide training to all current executives and managers on using FAA cost data, as derived from FAA's acquisition, cost accounting, accounting, and payroll and personnel systems, to make management decisions.
- Monitor and report progress on Flight Plan targets and initiatives and establish the appropriate linkages and accountability in each line of business and staff office with annual Business Plans.

Strategy

Eliminate the reasons FAA is on the Government Accountability Office's High Risk List for Air Traffic Control Modernization by FY 2008.

Initiatives

- Develop, document, and use investment criteria to manage major capital programs.
- Implement and improve program management processes to remain within acquisition cost and schedule baselines.

Strategy

Improve customer communication and web-based business processes.

Initiatives

- Communicate the goals of the Flight Plan to the FAA employees and the aerospace community and gain feedback that helps the FAA meet their needs. Give employees a clear line of sight from their jobs to the goals of the Flight Plan.
- Review customer requirements annually and measure customer satisfaction more broadly for FAA services.
- Standardize FAA websites making them more useful for exchanging information and conducting business.

Strategy

Improve the security of our data.

Initiatives

- Protect FAA's information infrastructure using advanced cyber defense strategies.
- Enable enterprise-wide conformance to information technology enterprise architecture.

Performance Targets

- By FY 2008, 90 percent of major system acquisition investments are within 10 percent of annual budget and maintain through FY 2011.
- By FY 2008, 90 percent of major system acquisition investments are on schedule and maintain through FY 2011.
- Increase agency scores on the American Customer Satisfaction Index which surveys commercial pilots.
- Achieve zero cyber security events that disable or significantly degrade FAA services.

OBJECTIVE 4.

Enhance our ability to respond to crises rapidly and effectively, including security-related threats and natural disasters.

Strategy

Continue to build and improve emergency plans and preparedness tools that enable us to sustain essential services and provide for employee well-being during crisis events.



FAA Photo

Initiatives

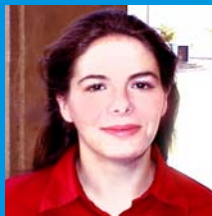
- Develop web-based emergency operation information-sharing tools that create a common operational picture and support effective decision-making.
- Standardize regional crisis response procedures.

Strategy

Strengthen operational coordination, communication, and command and control capabilities needed to prepare for, respond to, and recover from crises.

Initiatives

- Improve the use and functionality of operational and corporate crises response structures such as specialized hurricane coordination cells and continuity of operations programs.
- By October 1, 2008, develop performance targets that measure improvement in three outcome areas: readiness; providing a framework for effective decision-making; effective response.



Darrell Koewler, Great Lakes Region; **Cara Flores**, Southwest Region; **Chris Stock**, Great Lakes Region
Airway Transportation Systems Specialists, Air Traffic Organization

You were not left out. We admit it—everything we do is not captured in the Flight Plan—but Darrell, Cara, and Chris—your work contributes to our success in meeting the Flight Plan goal for Operational Availability. By making the NAS more reliable and efficient, your work supports the achievement of several other capacity goals as well. We are working with our managers to better communicate your role and reinforce that message through our performance management system.

“LINE OF SIGHT”

If we’re going to achieve the goals of this Flight Plan, FAA employees need to know how they fit in and what they’re asked to do. Telling them should be easy, but in a large organization, it’s often not. So an employee from our Air Traffic Organization’s Technical Operations service unit wrote, “I found no reference to Airway Transportation System Specialists or Technical Operations. How do we fit into the plan?”

The answer is easy. How can we hope to increase safety or gain greater capacity if the air traffic control system doesn’t work? There’s a lot in this plan about controllers, improving their tools, and planning to replace retiring controllers—but the Tech Ops folks are just as important. Without them, controllers can’t do their jobs.

Employees, however, want to see the whole chain. Nick Sabatini, FAA’s Associate Administrator for the Aviation Safety Organization (AVS), gave a good example of the chain for an aerospace engineer in Aircraft Certification (AIR), working in the Southwest Region (ASW), who had been asked to help certify the Eclipse Very Light Jet (VLJ). The chain went like this:

- The expectations and requirements for certification project leaders are outlined in ASW Directorate Performance Standards.
- ASW tracks project performance in its plan, which has an activity on certifying the Eclipse.
- That certification project is incorporated as a priority activity in the AIR Performance Plan, and is tracked by the Aircraft Certification Management Team.
- The certification project is also listed as an activity in the AVS Business Plan, to support the operation of VLJs in the NAS.
- Linking this activity to the Flight Plan: it directly supports the Increased Safety initiative to ensure that safety oversight and regulatory compliance keep pace with changes in the general aviation environment (p. 18), and the strategy to establish standard procedures and guidelines for general aviation operators, and the general aviation objective and performance target to reduce fatal general aviation accidents (VLJs used as unscheduled air taxis are general aviation). Chain complete.

In fact, every FAA employee can point to one or more of the four Flight Plan goals and say, “I do work that supports that.” How? Every employee has performance standards and at the top of each standard are the FAA goals and objectives your standard supports. Every organization has a detailed Business Plan that describes how the organization supports the Flight Plan with both strategic and day-to-day activities and responsibilities. Every employee is covered by this Flight Plan. So our employees, working with their supervisors, should be able to define exactly where they fit and what they are being asked to do to support the FAA mission.



ACRONYMS

ADS-B Automatic Dependent Surveillance Broadcast

AIP Airport Improvement Program

AMASS Airport Movement Area Safety System

ASAP Aviation Safety Action Program

ASDE-X Airport Surface Detection Equipment-Model X

CAEP ICAO Committee on Aviation Environmental Protection

CAST Commercial Aviation Safety Team

CEDR Center for Early Dispute Resolution

COSP Continued Operational Safety Program

EAS Employee Attitude Survey

EASA European Aviation Safety Agency

FOQA Flight Operational Quality Assurance

FY Fiscal Year

GNSS Global Navigation Satellite System

ICAO International Civil Aviation Organization

JPDO Joint Planning and Development Office

NAS National Airspace System

NextGen Next Generation Air Transportation System

OEP Operational Evolution Plan

PMA President's Management Agenda

PRM Precision Runway Monitor

RNAV Area Navigation

RNP Required Navigation Performance

SIDs Standard Instrument Departures

SRM Safety Risk Management

SMS Safety Management System

STARs Standard Terminal Arrival Routes

TFM Traffic Flow Management

TMA Traffic Management Advisor

UAS Unmanned Aerial System

VASIP Voluntary Aviation Safety Information Program

WAAS Wide Area Augmentation System



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OUR TRACK RECORD

FY 2004 (24 OUT OF 30)

MEASURE (Location)	Actual Data	TARGET	
		Data	Index Range
INCREASED SAFETY (FAA)	--	--	Green
TGT: Airline Fatal Accident Rate (FAA)	0	2	Green
TGT: GA & Nonsched 135 Fatal Accidents (FAA)	340	349	Green
TGT: Alaska GA & 135 Accidents (FAA)	99	125	Green
TGT: A&B Rwy Incursions (FAA)	28	40	Green
TGT: Injuries From Turbulence (FAA)	8	18	Green
TGT: Single Index 2006 (FAA)	3	3	Green
TGT: Fatalities or Injuries to Public (FAA)	0	0	Green
TGT: No Property Damage (FAA)	\$0	\$0	Green
TGT: A&B Op Errors (FAA)	637	629	Red
GREATER CAPACITY (FAA)	--	--	Green
TGT: Airport Arrival Efficiency (FAA)	95.03%	95.67%	Red
TGT: Airport Arrival Capacity (FAA)	51,587	51,332	Green
TGT: Annual Service Volume (FAA)	3	3	Green
TGT: % Operational Availability (FAA)	98.95%	99.00%	Red
TGT: Capacity in Metro Areas (FAA)	21,233	21,290	Red
TGT: On-Time Arrivals (FAA)	79.07%	82.10%	Red
TGT: Noise Exposure (FAA)	23.00%	2%	Green
TGT: Aviation Fuel Efficiency (FAA)	4.51%	1%	Green
INTERNATIONAL LEADERSHIP (FAA)	--	--	Green
TGT: Technical Assistance (FAA)	50.0	6	Green
TGT: # New Bilaterals (FAA)	3	2	Green
TGT: Intellectual & Financial Assistance (FAA)	177%	20%	Green
TGT: Techniques & Procedures (FAA)	3	3	Green
TGT: RVSM in North America (FAA)	90%	85%	Green
TGT: Global Environmental Standards (FAA)	3	3	Green
ORGANIZATIONAL EXCELLENCE (FAA)	--	--	Green
TGT: Perf Plans Aligned (FAA)	3	3	Green
TGT: Hire Mission Critical Positions (FAA)	58	79	Green
TGT: Fund Flight Plan (FAA)	10.00%	10%	Green
TGT: Cost Reimbursable Contracts (FAA)	135	180	Red
TGT: Critical Acquisitions on Sched & Budget (FAA)	91%	80%	Green
TGT: Cust Satisfaction Scores (FAA)	65	63	Green
TGT: Agency Infosec Plan (FAA)	100%	90%	Green

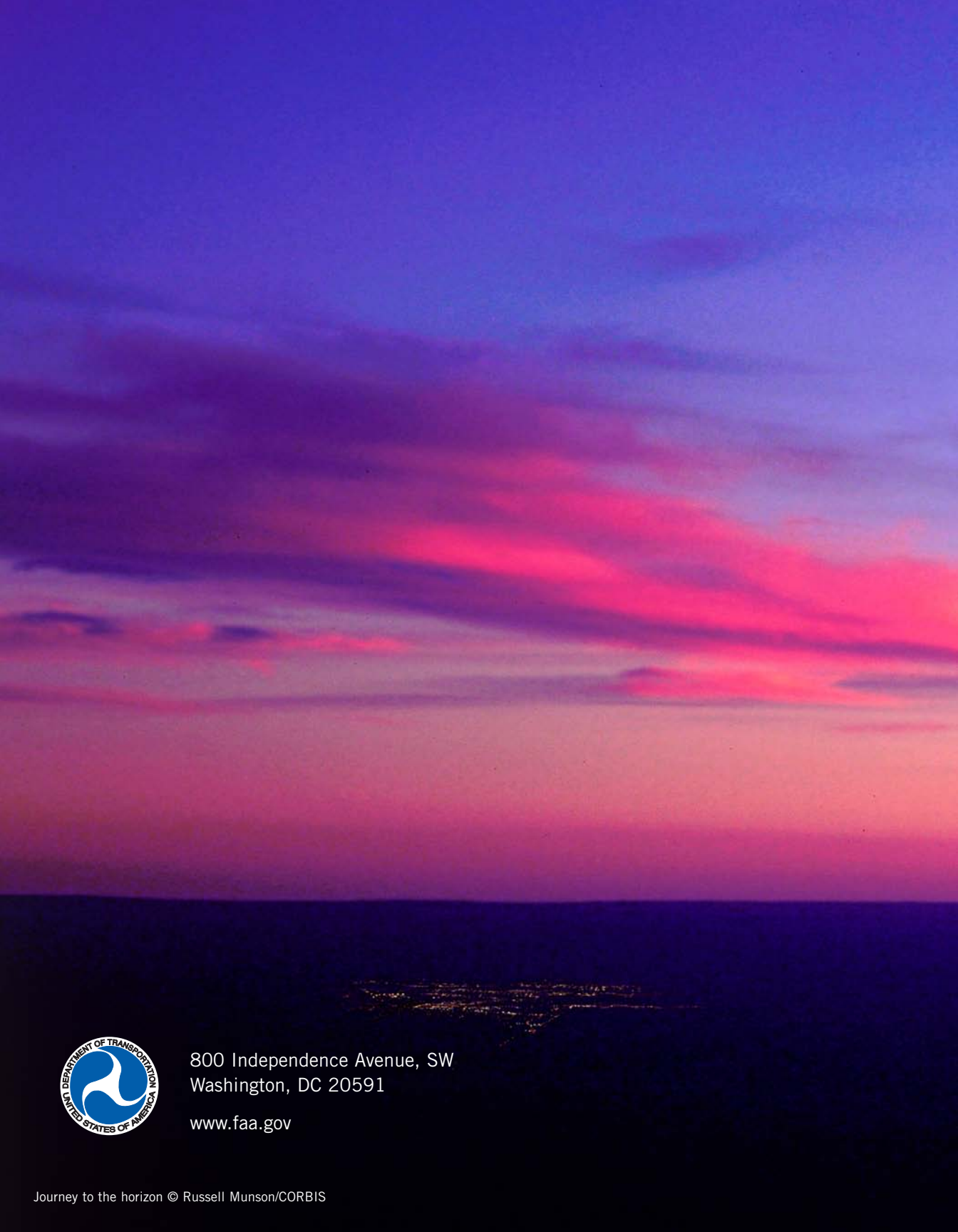
FY 2005 (28 OUT OF 31)

MEASURE (Location)	Actual Data	TARGET	
		Data	Index Range
INCREASED SAFETY 05 (FAA)	--	--	Green
05S1 Airline Fatal Accident Rate (FAA)	0.017	0.023	Green
05S2 GA Fatal Accidents (FAA)	350	343	Red
05S3 Alaska Accidents (FAA)	128	120	Red
05S4 Runway Incursions (FAA)	29	36	Green
05S5 Composite Safety Index (FAA)	3	3	Green
05S6 Space Launch Accidents (FAA)	0	0	Green
05S7 Operational Errors (FAA)	681	637	Red
05S8 Safety Risk Management (FAA)	3	3	Green
GREATER CAPACITY 05 (FAA)	--	--	Green
05C1 Airport Avg Daily Capacity (35 OEP) (FAA)	101,463	99,892	Green
05C2 Airport Avg Daily Capacity (8 Metro Areas) (FAA)	44,324	43,080	Green
05C3 Annual Service Volume (FAA)	3	3	Green
05C34 Oceanic En-route Change Requests (FAA)	75.86%	75.00%	Green
05C4 Operational Availability (35 OEP) (FAA)	99.76%	99.00%	Green
05C5 FAA On-Time NAS Arrivals (FAA)	88.44%	87.40%	Green
05C6 Noise Exposure (FAA)	27.00%	3.00%	Green
05C7 Aviation Fuel Efficiency (FAA)	5.84%	2.00%	Green
INTERNATIONAL LEADERSHIP 05 (FAA)	--	--	Green
05I1 Environ. Standards & Practices (AEP) (FAA)	3	3	Green
05I2 Aviation Safety Leadership (FAA)	3	3	Green
05I23 NAS Technologies (ATO) (FAA)	1	1	Green
05I3 Bilateral Agreements (Products & Services) (FAA)	2	2	Green
05I7 Intellectual & Financial Assistance (FAA)	3	3	Green
05I8 Support ICAO (FAA)	3	2	Green
ORGANIZATIONAL EXCELLENCE 05 (FAA)	--	--	Green
05E1 Employee Attitude Survey (FAA)	37.0	36.5	Green
05E2 Cost Control Program (FAA)	3	3	Green
05E3 Acquisition Cost (FAA)	97.00%	80.00%	Green
05E4 Acquisition Schedule (FAA)	92.00%	80.00%	Green
05E5 Information Security (FAA)	0	0	Green
05E6 Customer Satisfaction (FAA)	66	64	Green
05E61 Mission Critical Positions (FAA)	35.00%	6.00%	Green
05E8 Performance Plans (FAA)	3	3	Green
05E9 Cost Reimbursable Contracts (FAA)	170%	85%	Green

FY 2006 (27 OUT OF 30)

MEASURE (Location)	Actual Data	TARGET	
		Data	Index Range
INCREASED SAFETY 06 (FAA)	--	--	Green
06S1 Commercial Air Carrier Fatal Accident Rate (FAA)	0.020	0.018	Red
06S2 General Aviation Fatal Accidents (FAA)	297	337	Green
06S3 Alaska Accidents (FAA)	102	115	Green
06S4 Runway Incursions (FAA)	.458	.551	Green
06S6 Commercial Space Launch Accidents (FAA)	0	0	Green
06S7 Operational Errors (FAA)	4.090	4.270	Green
06S59 Safety Risk Management (FAA)	4	3	Green
GREATER CAPACITY 06 (FAA)	--	--	Green
06C1 Avg Daily Airport Cap (35 OEP Airports) (FAA)	101,949	101,191	Green
06C2 Avg Daily Airport Capacity (8 Metro Areas) (FAA)	69,700	68,750	Green
06C3 Annual Service Volume (FAA)	4	4	Green
06C4 Adjusted Operational Availability (FAA)	99.78%	99.50%	Green
06C5 NAS On-Time Arrivals (FAA)	88.33%	87.40%	Green
06C6 Noise Exposure (FAA)	27.00%	4.00%	Green
06C7 Aviation Fuel Efficiency (FAA)	8.23%	5.00%	Green
INTERNATIONAL LEADERSHIP 06 (FAA)	--	--	Green
06I2 Aviation Safety Leadership (FAA)	0.000	.599	Green
06I3 Bilateral Safety Agreements (FAA)	4	2	Green
06I7 External Funding (FAA)	\$33.00	\$23.4	Green
06I23 GPS-Based Technologies (FAA)	1	1	Green
ORGANIZATIONAL EXCELLENCE 06 (FAA)	--	--	Green
06E1 Employee Attitude Survey (FAA)	34.4	38.0	Red
06E2 Cost Control (FAA)	3	3	Green
06E3 Critical Acquisitions on Budget (FAA)	100.00%	85.00%	Green
06E4 Critical Acquisitions on Schedule (FAA)	97.40%	85.00%	Green
06E5 Information Security (FAA)	0	0	Green
06E6 Customer Satisfaction (FAA)	70	65	Green
06E9 Cost Reimbursable Contracts (FAA)	102%	85%	Green
06E61 Mission Critical Positions (FAA)	19.75%	10%	Green
06E102 Reduce Workplace Injuries (FAA)	2.21	2.85	Green
06E104 Clean Audit (FAA)	1	3	Red
06E107 Grievance Processing Time (FAA)	3	3	Green
06E108 Air Traffic Controller Hiring Plan (FAA)	1,116	1,129	Green

Acknowledgments
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