

Federal Aviation Administration

National Airspace System

Capital Investment Plan

Appendix A

Fiscal Years 2009 – 2013

APPENDIX A

GOAL MATRIX

The Capital Investment Plan (CIP) projects have been aligned to the goals, objectives, and performance targets in the Federal Aviation Administration (FAA) Flight Plan 2008-2012 and the Department of Transportation's (DOT) strategic plan. Many FAA projects will contribute to more than one goal, objective, or performance target. The project linkages in Appendix A are aligned to the goal, objective, and performance target where its contribution is most significant. Only CIP projects with Fiscal Year (FY) 2009-2013 funding are included in this Appendix.

Budget Line Item (BLI) numbers with an X (i.e., 1A09X) are used to designate programs/projects that are not in the FY 2009 President's Budget. These Programs/projects are new starts or future programs not currently in the President's budget and will report future year planned activities based on projected funding.

For clarification, the following definitions generally describe the elements of the FAA Flight Plan 2008-2012 and can be used to relate the objectives and performance targets to the CIP projects.

STRATEGIC GOAL

A general statement of the broad agency purpose in carrying out its mission, such as: "To achieve the lowest possible accident rate and constantly improve safety."

OBJECTIVE

A statement of a specific emphasis area that will contribute to the overall goal, such as: "Reduce the commercial airline fatal accident rate."

PERFORMANCE TARGET

A quantifiable measure of the improvement in a goal area that sets a target for specific improvements in outcomes that affect FAA customers, such as: "Maintain the three-year rolling average fatal accident rate below 0.010 per 100,000 departures".

1. STRATEGIC GOAL: INCREASED SAFETY

FAA Strategic Goal: To achieve the lowest possible accident rate and constantly improve safety.

- **FAA Objective 1:** Reduce commercial air carrier fatalities.
 - **FAA Performance Target 1:** Cut the rate of fatalities per 100 million persons on board in half by 2025.

FY 2009 BLI	CIP #	CIP Name
1A01K	A28.01-01	Traffic Alert & Collision Avoidance System (TCAS)
1A14C		Local Area Augmentation System (LAAS) – ATDP
2B02	W03.03-01	Terminal Doppler Weather Radar – Service Life Extension Program (SLEP)
2D05	N04.03-00	Visual Nav aids – ALSIP Continuation
2D07	N04.01-00	Visual Nav aids – Visual Nav aids for New Qualifiers
2E04A	M12.00-00	Aircraft Related Equipment Program
2E04B	M12.01-01	Aircraft Related Equipment Program – Boeing Simulator Replacement
2E04X	M12.01-03	Airbus Simulator Purchase – Advanced Fly-By-Wire Simulator – Technical Refresh
2E09	M11.02-00	Flight Standards Inspector Aircraft Replacement
2E10	M11.03-00	International Flight Inspection Aircraft – Bombardier Challenger Purchase
3A02	A17.01-01	Regulation and Certification Infrastructure System Safety (RCISS) – Segment 1
3A02	A17.01-02	Regulation and Certification Infrastructure System Safety (RCISS) – Segment 2
3A07	A25.01-00	System Approach for Safety Oversight (SASO)
3A07X	A25.02-01	System Approach for Safety Oversight (SASO) – Phase 2
3A08	A26.01-00	Aviation Safety Knowledge Management Environment (ASKME)
4A10	A08.03-01	Aeronautical Information Management (AIM) Modernization

- **FAA Objective 2:** Reduce the number of fatal accidents in general aviation.
 - **FAA Performance Target 1:** 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.

FY 2009 BLI	CIP #	CIP Name
2D03A	N12.01-00	Wide Area Augmentation System (WAAS) – LPV Segment
2D03B	N12.01-06	Wide Area Augmentation System (WAAS) – Survey and Procedures

1. Strategic Goal: Increased Safety

- **FAA Performance Target 2:** 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.

FY 2009 BLI	CIP #	CIP Name
1A01I	W10.01-00	Juneau Airport Wind System (JAWS), Alaska Weather Research
2C02	F05.04-01	Alaska Flight Services Modernization
2C03	M08.31-01	Weather Camera Program – Segment 1
2E06	C17.02-01	Alaskan NAS Interfacility Communications System (ANICS) Satellite Network – ANICS Modernization – Phase I

- **FAA Objective 3:** Reduce the risk of runway incursions.

- **FAA Performance Target 1:** 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 2012.

FY 2009 BLI	CIP #	CIP Name
1A01A	S09.02-00	Runway Incursion Reduction Program (RIRP) – ATDP
2B01	S09.01-00	Airport Surface Detection Equipment – Model X (ASDE-X)
2B01X	S09.01-01	ASDE-X –Tech Refresh & Disposition
2B14	S11.01-02	Runway Status Lights (RWSL) – Segment 1

- **FAA Objective 4:** Ensure the safety of commercial space launches.

- **FAA Performance Target 1:** No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

- **FAA Objective 5:** Enhance the safety of FAA's air traffic systems.

- **FAA Performance Target 1:** Limit Category A and B (most serious) operational errors to a rate of no more than 1.95 per million activities by FY 2012.

FY 2009 BLI	CIP #	CIP Name
1A01E	M08.28-02	Airspace and Aeronautical Information Management Lab – ATDP

- **FAA Objective 6:** Implement a Safety Management System (SMS) for the FAA.

- **FAA Performance Target 1:** By FY 2010, implement Safety Management System (SMS) in the Air Traffic Organization, Office of Aviation Safety, and Office of Airports. By FY 2012, implement SMS policy in all appropriate FAA organizations.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

**** END OF INCREASE SAFETY STRATEGIC GOAL****

2. STRATEGIC GOAL: GREATER CAPACITY

FAA Strategic Goal: 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.

- **FAA Objective 1:** Increase capacity to meet projected demand and reduce congestion.
 - **FAA Performance Target 1:** Achieve an average daily airport capacity for the 35 OEP airports of 104,338 arrivals and departures per day by FY 2011 and maintain through FY 2012.

FY 2009 BLI	CIP #	CIP Name
1A01B	M08.28-00	System Capacity, Planning, and Improvements – ATDP
1A01C	M08.29-00	Operations Concept Validation and Infrastructure Evolution – ATDP
1A01D	M08.27-01	NAS Wide Weather Requirements & Strategic Planning
1A01F	M08.28-04	Airspace Management Program (AMP) – ATDP
1A01X	M08.36-01	Wake Turbulence Research
1A02	A24.03-00	Traffic Management Advisor (TMA) – Single Center (SC)
1A06	W11.01-01	NextGen – NextGen Network Enabled Weather (NNEW)
1A07	C27.01-01	NextGen Data Communications
1A08	M49.01-01	NextGen – Demonstrations and Infrastructure Development
1A09	M49.01-02	NextGen – Systems Development
1A10	M48.01-03	NextGen – Trajectory Based Operations
1A11	M48.01-07	NextGen – Reduce Weather Impact
1A12	M48.01-04	NextGen – Arrivals/Departures at High Density Airports
1A13	M48.01-08	NextGen – Collaborative Air Traffic Management
1A14A	M48.01-09	NextGen – Flexible Terminal Environment
1A14B		Wake Turbulence Mitigation for Departures (WTMD)
1A15	M48.01-10	NextGen – Safety, Security, and Environment
1A16	M48.01-05	NextGen – Networked Facilities
2A01	A01.10-01	En Route Automation Modernization (ERAM)
2A01X	A01.10-03	En Route Automation Modernization (ERAM) – Technical Refresh
2A12	W07.02-00	Corridor Integrated Weather System (CIWS)
2B13	S08.00-00	Precision Runway Monitor (PRM)
2B21	W07.01-00	ITWS – Development/Procurement/Pre-Planned Product Improvement (P3I)
2B21	W07.01-01	ITWS – Segments 2 and 3
2D02	N03.01-00	Instrument Landing Systems (ILS)
2D06	N09.00-00	Sustain Distance Measuring Equipment (DME)
2D11	N12.03-01	GPS Civil Requirements

2. Strategic Goal: Greater Capacity

- **FAA Performance Target 2:** Commission nine new runway/taxiway 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 2012.

FY 2009 BLI	CIP #	CIP Name
2B18	F02.11-01	Large TRACONs – Houston Area Air Traffic System (HAATS)

- **FAA Performance Target 3:** Sustain adjusted operational availability of 99.7 percent for the reportable facilities that support the 35 OEP airports through FY 2012.

FY 2009 BLI	CIP #	CIP Name
2A02	A01.12-02	En Route Communication Gateway – Technology Refresh
2A03	W02.02-00	NEXRAD Open Systems Upgrades
2A05	F06.01-00	ARTCC Plant Modernization/Expansion – ARTCC Modernization
2A07	C04.01-01	Radio Control Equipment (RCE) – Sustainment
2A07	C06.01-00	Communications Facilities Enhancement – Expansion
2A07	C06.03-00	Communications Facilities Enhancement – Air/Ground Communications RFI Elimination
2A08	S02.03-00	ATC Beacon Interrogator (ATCBI) Replacement
2A08	S02.03-02	Beacon Only Sites – Facility Establishments
2A09	S04.02-03	LRR Improvements – Infrastructure Upgrades/Sustain
2A10	C01.02-03	Voice Switching and Control System (VSCS) – Tech Refresh – Phase 2
2A13	F08.01-01	San Juan Facility Remediation
2A14A	C21.01-01	Next-Generation VHF A/G Communication System (NEXCOM) – Segment 1a
2A14A	C21.02-01	Next-Generation VHF A/G Communication System (NEXCOM) – Segment 2
2A14B	C06.04-00	Communications Facilities Enhancement – UHF Replacement
2B03	A04.01-01	Standard Terminal Automation Replacement System – Technical Refresh (TAMR Phase 1)
2B03	A04.01-02	Standard Terminal Automation Replacement System – Terminal Enhancements
2B04	A04.07-01	Terminal Automation Modernization – Replacement (TAMR) – Phase 3
2B05A	A01.11-01	Flight Data Input/Output (FDIO) Replacement
2B05B	A03.04-01	Terminal Sustainment
2B06A	F01.02-00	ATCT/TRACON Replacement
2B07	F01.01-00	ATCT/TRACON Modernization
2B08	C05.02-00	Voice Switches – Terminal Voice Switch Replacement (TVSR) II
2B10	S03.01-05	ASR-9 / Mode S SLEP, Phase 1B – Transmitter Modification
2B10	S03.01-06	ASR-9 / Mode S SLEP, Phase 2
2B11A	S03.02-01	ASR-11 – ASR-7/ASR-8 Replacement, DOD Takeover, New Establishments

FY 2009 BLI	CIP #	CIP Name
2B11B	S03.02-04	ASR-11 – Tech Refresh
2B12	F04.01-00	DOD/FAA ATC Facility Transfer/Modernization – Original Program
2B15	C05.03-01	NAS Voice Switch
2B16	W09.01-00	ASR-WSP – Technology Refresh/Product Improvement
2B17	C23.01-00	Voice Recorder Replacement Program – Next Generation Recorders (VRRP)
2B19	A03.05-01	Integrated Display System (IDS) – Technical Refresh and Sustainment
2B20	S03.05-01	ASR-8 SLEP
2B22X	A04.05-02	Terminal Automation Modernization – Replacement (TAMR) – Phase 2 Tech Refresh
2C01	W01.02-02	Automated Surface Weather Observation Network (ASWON) – ASOS – Pre-Planned Product Improvements (P3I)
2D01	N06.00-00	Very High Frequency Omni-Directional Range (VOR) Collocated with Tactical Air Navigation (VORTAC)
2D04	N08.02-00	Runway Visual Range (RVR) – Replacement/Establishment
2D09	N04.04-00	Visual Nav aids – Sustain, Replace, Relocate
2E02	F12.00-00	FAA Buildings & Equipment Sustain Support – Unstaffed Infrastructure Sustainment
2E03	M08.04-00	Air Navigation Aids Facilities – Local Projects
2E05	F10.00-00	Airport Cable Loop Systems – Sustained Support
2E08	F11.00-00	Power Systems Sustained Support
4A06	M43.01-00	NAS Interference Detection, Locating and Mitigation (NAS IDLM)

- **FAA Performance Target 4:** Achieve an average daily airport capacity for the seven major metropolitan areas of 39,484 arrivals and departures per day by FY 2009, and maintain through FY 2012.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

- **FAA Objective 2:** Increase reliability and on-time performance of scheduled carriers.
 - **FAA Performance Target 1:** Achieve a NAS on-time arrival rate of 88.76 percent at the 35 OEP airports by FY 2011 and maintain through FY 2012.

FY 2009 BLI	CIP #	CIP Name
2A06	A05.01-06	TFM Infrastructure – Infrastructure Modernization
2A06	A05.01-10	Collaborative Air Traffic Management Technologies (CATMT) – Work Package 1
2A06	A05.01-11	Collaborative Air Traffic Management Technologies (CATMT) – Work Package 2
2A06	A05.05-01	Route Availability Planning Tool (RAPT)
2A11	A10.03-00	Advanced Technologies and Oceanic Procedures (ATOP)
2A16	S10.04-01	Automatic Dependent Surveillance - Broadcast (ADS-B) – National Implementation – Segment 1 and 2
2D10	N04.02-00	Visual Nav aids – Replace Visual Approach Slope Indicator (VASI) with Precision Approach Path Indicator (PAPI)
4A09	M03.02-00	CIP Systems Engineering & Technical Assistance – MITRE

- **FAA Objective 3:** Address environmental issues associated with capacity enhancements.
 - **FAA Performance Target 1:** Reduce the number of people exposed to significant noise by 4 percent per year through FY 2012, as measured by a three-year moving average, from the three-year average for calendar years 2000-2002

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

- **FAA Performance Target 2:** Improve aviation fuel efficiency by another 1 percent over the FY 2007 level (for a total of 6 percent) through FY 2008, and 1 percent each subsequent year through FY 2012 to 10 percent, as measured by a three-year moving average of the fuel burned per revenue mile flown, from the three-year average for calendar years 2000-2002

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

****END OF GREATER CAPACITY STRATEGIC GOAL****

3. STRATEGIC GOAL: INTERNATIONAL LEADERSHIP

FAA Strategic Goal: Increase the safety and capacity of the global civil aerospace system in an environmentally sound manner.

- **FAA Objective 1:** Promote improved safety and regulatory oversight in cooperation with bilateral, regional, and multilateral aviation partners.
 - **FAA Performance Target 1:** 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 commercial fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012.
 - **FAA Performance Target 2:** 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 2012.
 - **FAA Performance Target 3:** Secure a yearly increase in international aviation development funding to strengthen the global aviation infrastructure. Increase the FY 2007 external funding baseline target of \$12 million in \$3 million annual increments for a FY 2012 target of \$27 million.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support these Targets

- **FAA Objective 2:** Promote seamless operations around the globe in cooperation with bilateral, regional, and multilateral aviation partners.
 - **FAA Performance Target 1:** By FY 2012, expand the use of Next Generation Air Transportation System (NextGen) performance-based systems to five priority countries.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

****END OF INTERNATIONAL LEADERSHIP STRATEGIC GOAL****

4. STRATEGIC GOAL: ENVIRONMENTAL STEWARDSHIP

DOT Outcome: Reduce pollution and other adverse effects of transportation and transportation facilities.

- **DOT Strategy:** Adopt transportation policies and promote technologies that reduce or eliminate environmental degradation.

FY 2009 BLI	CIP #	CIP Name
2E01	F13.01-00	Fuel Storage Tanks
3A01	F13.02-00	Environmental Cleanup / HAZMAT

****END OF ENVIRONMENTAL STRATEGIC GOAL****

5. STRATEGIC GOAL: HOMELAND AND NATIONAL SECURITY

DOT Outcome: Balance homeland and national security transportation requirements with the mobility needs of the Nation for personal travel and commerce.

- **DOT Strategy:** Support and implement U.S. security strategies and plans related to transportation.

FY 2009 BLI	CIP #	CIP Name
2A17X	A29.01-01	Automated Detection & Processing Terminal (ADAPT)
3A04	C18.00-00	Command & Control Communications (C3)
3A05A	F24.00-00	Facility Security Risk Management (FSRM)
3A05X	F24.01-01	Facility Security Risk Management (FSRM) – Phase 2
3A06	M31.00-00	NAS Information Security – Information Systems Security
3A09X	M31.02-01	Logical Access & Authorization Control Svc (LAACS)

****END OF SECURITY STRATEGIC GOAL****

6. STRATEGIC GOAL: ORGANIZATIONAL EXCELLENCE

FAA Strategic Goal: 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.

- **FAA 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.

- **FAA Performance Target 1:** 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 and maintain through 2012.
- **FAA Performance Target 2:** By FY 2010, 70 percent of FAA external hires will be filled within OPM's 45-day standard for government-wide hiring.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support these Targets

- **FAA Performance Target 3:** Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, and maintain through FY 2012.

FY 2009 BLI	CIP #	CIP Name
2B09	F13.03-00	NAS Facilities OSHA & Environmental and Occupational Safety and Health Compliance and Fire/Life Safety for Airport Traffic Control Towers

6.Strategic Goal: Organizational Excellence

- **FAA Performance Target 4:** Reduce grievance processing time by 30 percent (to an average of 102 days) by FY 2010 over the FY 2006 baseline of 146 days, and maintain the reduction through FY 2012.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

- **FAA Performance Target 5:** Maintain the air traffic control workforce at or above the projected annual totals in the Air Traffic Controller Workforce Plan.

FY 2009 BLI	CIP #	CIP Name
3B02	M20.00-00	NAS Training – Equipment Modernization
3B04	M20.01-02	NAS Training Simulation – Tower Cab

- **FAA Objective 2:** Improve financial management while delivering quality customer service.

- **FAA Performance Target 1:** Increase cost reimbursable contract closeouts by 1 percent per year, from 86 percent in FY 2008 to 90 percent in FY 2012.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

- **FAA Performance Target 2:** Organizations throughout the agency will continue to implement cost efficiency initiatives such as:

10-15% savings for strategic sourcing for selected products and services;

By the end of FY 2009 reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet;

3% reduction in help desk operating costs through consolidations; and;

Annual reduction of \$15 million in Information Technology operating costs.

FY 2009 BLI	CIP #	CIP Name
1A03/ 1A04	F14.00-00	System Support Laboratory Sustained Support
1A05	F16.00-00	William J. Hughes Technical Center Building and Plan Support
2A04	F28.01-01	ATCSCC – Relocation
2A15	A31.01-01	System-Wide Information Management (SWIM)
2B06X	M51.01-01	Terminal PCS Moves
2D08	A14.02-01	Instrument Flight Procedures Automation (IFPA)
2E07	F26.01-01	Decommissioning
3A03	M21.04-01	Logistics Center Support System (LCSS)
3B01	F18.00-00	Aeronautical Center Infrastructure Modernization
3B03	M10.00-00	Distance Learning
4A01A	M03.01-00	CIP Systems Engineering & Technical Assistance – SETA and Other Contractors

6.Strategic Goal: Organizational Excellence

FY 2009 BLI	CIP #	CIP Name
4A01B	M08.01-00	Provide ANF/ATC Support (Quick Response)
4A01C	M03.01-01	Web CM
4A02	M08.06-00	Program Support Leases
4A03	M05.00-00	NAS Regional/Center Logistics Support Services
4A04	F19.00-00	Mike Monroney Aeronautical Center – Leases
4A05A	M22.00-00	NAS Implementation Support Contract (NISC)
4A05B	M22.01-01	NAS Implementation Support Contract (NISC) – Configuration Management
4A07	M02.00-00	Technical Support Services (TSS)

- **FAA Performance Target 3:** Obtain an unqualified opinion on the agency’s financial statements (Clean Audit with no material weaknesses) each fiscal year.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

- **FAA Objective 3:** Make decisions based on reliable data to improve our overall performance and customer satisfaction.

- **FAA Performance Target 1:** By FY 2008, 90 percent of major system acquisition investments are within 10 percent of annual budget and maintain through FY 2012.

FY 2009 BLI	CIP #	CIP Name
1A01G	M46.01-01	Strategy and Evaluation – ATDP
1A01H	M47.01-01	Dynamic Capital Planning

- **FAA Performance Target 2:** By FY 2008, 90 percent of major system acquisition investments are on schedule and maintain through FY 2012.

FY 2009 BLI	CIP #	CIP Name
4A08	M08.14-00	Resource Tracking Program (RTP)

- **FAA Performance Target 3:** Increase agency scores on the American Customer Satisfaction Index, which surveys commercial pilots.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

- **FAA Performance Target 4:** Achieve zero cyber security events that disable or significantly degrade FAA services.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Target

6.Strategic Goal: Organizational Excellence

- **FAA Objective 4:** Enhance our ability to respond to crises rapidly and effectively, including security-related threats and natural disasters.
 - **FAA Performance Target 1:** By October 1, 2008, develop performance targets that measure improvement in three outcome areas: readiness; providing a framework for effective decision-making; and effective response.

FY 2009 BLI	CIP #	CIP Name
None	None	Currently no Capital projects are required to support this Objective

****END OF ORGANIZATIONAL EXCELLENCE STRATEGIC GOAL****