



U.S. Department  
of Transportation

**Federal Aviation  
Administration**

# **ADMINISTRATOR'S FACT BOOK**

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(Updated quarterly)

Produced by:  
Assistant Administrator for Financial Services  
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Web site: <http://www.atctraining.faa.gov/factbook>

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For further information call APF-100 (202-267-9946)

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\*Updated this issue

Distribution: A-WXYZE-3; A-FOF-O(STD)

## Aviation Accidents by Type of Operation

Type of Operation	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Large Air Carrier	2003	5	3	4	8	5	7	2	5	6	3	3	3	54
	2004	0	2	2	5	3	1	3	2	1				19
Commuter	2003	0	0	0	0	0	0	2	0	0	0	0	0	2
	2004	0	1	0	2	0	0	0	0	1				4
Air Taxi	2003	7	6	4	7	6	7	8	4	7	3	10	7	76
	2004	5	1	8	4	3	3	10	7	10				51
General Aviation	2003	103	88	138	147	157	210	202	172	157	154	101	111	1,740
	2004	92	107	99	130	155	155	186	146	147				1,217
Rotorcraft*	2003	15	10	16	16	21	31	31	13	15	13	16	16	213
	2004	7	13	8	13	16	16	26	23	15				137

\* Part 135 and US registered general aviation rotorcraft accidents.

Note: Preliminary data and subject to change.  
As of: 10/25/04

Source: AAI-200  
(202) 267-3279

## Aviation Accident Rates by Type of Operation

Type of Operation	2000		2001		2002		2003		% Chg 03-02	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Large Air Carriers.....	56	.31	46	.24	41	.24	54	.32	32%	33%
Commuter.....	12	3.25	7	2.33	8	3.18	2	0.72	-75%	-77%
Air Taxi.....	80	2.04	72	2.40	59	2.03	76	2.61	29%	29%
General Aviation.....	1,837	6.57	1,726	6.78	1,713	6.69	1,740	6.71	2%	0%

Accident Rates are per 100,000 Flight Hours. Flight hours compiled by FAA  
Rotorcraft rates discontinued, currently under review

Note: 2003 data preliminary.  
As of: 10/25/04

Source: NTSB  
[www.nts.gov/aviation](http://www.nts.gov/aviation)

# Airspace Incidents by Incident Type

Incident Type	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Near Midair Collisions	2003	10	13	10	9	13	17	13	20	19	25	7	6	162
	2004	11	16	10	8	14	11	15						85
Pilot Deviations	2003	127	150	287	248	184	238	267	271	239	243	248	188	2,690
	2004	160	149	212	219	211	252	261						1,464
Operational Errors	2003	69	86	99	106	109	106	134	134	102	98	91	78	1,212
	2004	74	79	91	78	100	116	132						670
Vehicle Pedestrian Deviations	2003	26	27	31	20	29	21	32	27	22	27	21	18	301
	2004	17	21	23	27	20	29	15						152
Surface Incidents	2003	67	72	83	59	83	80	89	94	73	83	75	63	921
	2004	49	64	69	75	73	93	82						505
Runway Incursions*	2003	29	26	31	20	26	29	24	36	24	32	25	30	332
	2004	13	27	29	25	20	39	31	37	17				238

Note: Preliminary data and subject to change.

Source: ATX-400

(202) 385-4802

\*ATS

(202) 385-4788

As of: 08/20/04

\*As of: 10/06/04

## Airspace Incident Rates by Incident Type

Incident Type									Percent Change	
	2000		2001		2002		2003		2002 - 2003 (4)	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Operational Errors (1).....	1,138	.69	1,181	.74	1,041	.66	1,212	.78	16%	19%
Pilot Deviations (2).....	1,900	1.15	1,975	1.20	1,922	1.17	2,690	1.63	40%	39%
Surface Incidents (3).....	1,391	2.06	1,249	1.91	1,009	1.55	921	1.47	-9%	-5%

(1) Per 100,000 Facility Activities

(2) Per 100,000 Flight Hours

(3) Per 1,000,000 Airport Operations

(4) Calculations use fifteen decimal places for rates (rounded two places for display).

Note: 2002 data preliminary and subject to change.

Source: ATX-400

(202) 385-4802

As of: 08/20/04

# National Transportation Safety Board

## 2002-2003 U.S. Transportation Fatalities

	2002	2003 <sup>1</sup>
<b>Highway</b>		
Passenger cars.....	20,569	19,460
Light Trucks and Vans.....	12,274	12,444
Pedestrians.....	4,851	4,749
Motorcycles.....	3,270	3,661
Pedalcycles <sup>2</sup> .....	665	622
Medium and heavy trucks.....	689	723
Buses.....	45	40
All Other <sup>3</sup> .....	642	944
<b>Total.....</b>	<b>43,005</b>	<b>42,643</b>
<b>Grade Crossings</b> <sup>4</sup>	<b>(357)</b>	<b>(329)</b>
<b>Rail</b>		
Intercity <sup>5</sup>		
Trespassers and nontrespassers..... <sup>6</sup>	603	568
Employees and contractors.....	31	24
Passengers on trains.....	7	2
Light, heavy, and commuter rail..... <sup>7</sup>	220	173
<b>Total.....</b>	<b>861</b>	<b>767</b>
<b>Marine</b>		
Recreational Boating.....	750	703
Cargo Transport.....	22	15
Commercial fishing..... <sup>8</sup>	28	25
Commercial Passengers.....	9	16
<b>Total.....</b>	<b>809</b>	<b>759</b>
<b>Aviation</b>		
General Aviation.....	581	626
Airlines.....	0	22
Air Taxi.....	35	45
Commuter.....	0	2
Foreign/Unregistered..... <sup>9</sup>	9	12
<b>Total.....</b>	<b>625</b>	<b>707</b>
<b>Pipeline</b>		
Gas.....	10	12
Liquids.....	1	0
<b>Total.....</b>	<b>11</b>	<b>12</b>
<b>GRAND TOTAL.....</b>	<b>45,311</b>	<b>44,888</b>

1 2003 preliminary estimates. Aviation data from NTSB; all other from DOT. 2 Includes bicycles or other cycles. 3 Includes vehicle occupant fatalities in vehicle types; ex. farm or construction equipment. 4 Grade crossing fatalities not counted separately for determining the grand totals because they are included in the highway and rail categories, as appropriate. 5 Data reported to Federal Rail Administration (FRA). 6 Includes persons on railroad property with and without permission. Does not include motor vehicle occupants killed at grade crossings. 7 Data reported to the FTA. Fatalities for commuter rail operations may also be reported to the FRA and may be included in the intercity railroad fatalities. 8 Refers to only operational fatalities. 9 Includes non-U.S. registered aircraft involved in accidents in the U.S.



# Air Traffic

## FAA Air Traffic Activity (In Thousands)

Aircraft Handled by	Jan-Jul 2004*	Jan-Jul 2003	Jan-Dec 2003
<b>FAA ARTCC's</b>			
Air Carrier.....	14,000	13,174	22,749
Air Taxi.....	5,900	5,330	9,337
General Aviation.....	4,901	4,652	8,060
Military.....	2,359	2,254	3,877
<b>TOTAL....</b>	<b>27,160</b>	<b>25,410</b>	<b>44,023</b>
<b>Airport Operations</b>			
<b>Logged by FAA Towers</b>			
Air Carrier.....	7,464	7,288	12,461
Air Taxi.....	6,190	5,749	10,092
General Aviation.....	12,730	13,137	22,350
Military.....	1,083	1,134	1,930
<b>TOTAL....</b>	<b>27,467</b>	<b>27,308</b>	<b>46,833</b>
<b>Instrument Operations</b>			
<b>Logged by FAA Towers</b>			
Air Carrier.....	8,291	8,002	13,689
Air Taxi.....	7,470	6,974	12,200
General Aviation.....	10,594	10,602	18,428
Military.....	1,828	1,893	3,225
<b>TOTAL....</b>	<b>28,183</b>	<b>27,471</b>	<b>47,542</b>
<b>Flight Services</b>			
<b>Logged by: **</b>	<b>Jan-Aug 2004*</b>	<b>Jan-Aug 2003</b>	<b>Jan-Dec 2003</b>
Flight Service Stations.....	635	649	891
Automated Flight Service Stations.....	17,737	18,146	26,570
<b>TOTAL....</b>	<b>18,372</b>	<b>18,795</b>	

\*Preliminary

As of: 10/22/04

\*\*As of: 09/08/04

Source: APO-130

(202) 267-3350

\*\*Source: ATX-400

(202) 385-4734

# Air Route Traffic Control Center Activity

CY 2003 Rank	Center	Aircraft Handled (000's)		
		Jan-Jul 2004*	Jan-Jul 2003	Jan-Dec 2003
1	Cleveland, OH.....	1,787	1,701	2,975
2	Atlanta, GA.....	1,836	1,697	2,959
3	Chicago, IL.....	1,728	1,624	2,852
4	New York, NY.....	1,733	1,630	2,805
5	Indianapolis, IN.....	1,662	1,545	2,713
6	Washington, DC.....	1,647	1,490	2,595
7	Jacksonville, FL.....	1,444	1,346	2,274
8	Memphis, TN.....	1,333	1,281	2,228
9	Miami, FL.....	1,495	1,321	2,182
10	Fort Worth, TX.....	1,300	1,229	2,131
11	Kansas City, KS.....	1,194	1,190	2,053
12	Minneapolis, MN.....	1,252	1,169	2,041
13	Los Angeles, CA.....	1,269	1,168	2,021
14	Houston, TX.....	1,239	1,160	2,005
15	Boston, MA.....	1,072	1,023	1,780
16	Albuquerque, NM.....	1,035	988	1,701
17	Denver, CO.....	1,072	968	1,684
18	Oakland, CA.....	987	913	1,601
19	Salt Lake City, UT.....	886	844	1,461
20	Seattle, WA.....	756	732	1,272
21	Anchorage, AK.....	350	326	572
22	Guam **.....	83	65	120

\*Preliminary

\*\*Center Radar Approach Control (CERAP)

Source: APO-130  
(202) 267-3350

As of: 10/22/04

# 50 Busiest FAA Airport Traffic Control Towers

CY 2003 Rank	Tower and State	Airport Operations (000's)		
		Jan-Jul 2004*	Jan-Jul 2003	Jan-Dec 2003
1	Chicago/O'Hare Int'l., IL.....	577	531	931
2	Atlanta International, GA.....	564	517	912
3	Dallas/Ft. Worth Int'l., TX.....	479	446	776
4	Los Angeles Int'l, CA.....	380	363	623
5	Phoenix Sky Harbor Int'l, AZ.....	349	345	591
6	Denver International, CO.....	333	293	510
7	Minneapolis-St. Paul Int'l, MN.....	313	293	508
8	Covington/Cincinnati Int'l, KY.....	299	287	506
9	Las Vegas/McCarran Int'l, NV.....	327	292	501
10	Detroit Metro Wayne Co., MI.....	301	287	492
11	Houston/G Bush Intercont'l, TX.....	302	274	479
12	Van Nuys, CA.....	266	268	461
13	Philadelphia Int'l, PA.....	262	258	446
14	Charlotte/Douglas Int'l, NC.....	267	253	442
15	Miami International, FL.....	237	249	411
16	Newark International, NJ.....	255	237	411
17	Memphis International, TN.....	217	234	402
18	Salt Lake City Int'l, UT.....	242	230	400
19	Lambert-St. Louis Int'l, MO.....	168	243	394
20	Phoenix-Deer Valley, AZ.....	203	225	389
21	Orlando/Sanford, FL.....	219	221	385
22	Boston/Logan Int'l, MA.....	239	218	379
23	La Guardia, NY.....	234	219	379
24	Washington Dulles Int'l, VA.....	240	212	366
25	Denver/Centennial.....	205	212	361

\*Preliminary

As of: 10/22/04

# 50 Busiest FAA Airport Traffic Control Towers

CY 2003 Rank	Tower and State	Airport Operations (000's)		
		Jan-Jul 2004*	Jan-Jul 2003	Jan-Dec 2003
26	Pittsburgh International, PA.....	208	210	361
27	Santa Ana/John Wayne, CA.....	217	207	358
28	Seattle Tacoma Int'l, WA.....	208	205	355
29	Metropolitan Oakland Int'l.....	200	201	343
30	Long Beach/Daughtery, CA.....	203	199	339
31	Daytona Beach Int'l, FL.....	201	201	337
32	San Francisco Int'l, CA.....	208	193	335
33	Chicago Midway, IL.....	197	186	328
34	Seattle/Boeing Field, WA.....	185	184	311
35	Honolulu International, HI.....	182	178	306
36	Orlando International, FL.....	191	174	301
37	Baltimore/Wash. Int'l, MD.....	179	171	300
38	Prescott/E. A. Love Field, AZ.....	180	192	297
39	Anchorage International, AK.....	181	170	293
40	Tulsa/Riverside, OK.....	164	174	292
41	John F. Kennedy Int'l, NY.....	185	169	291
42	Grand Forks International, FL.....	157	177	289
43	Fort Lauderdale/Hollywood, FL.....	191	172	288
44	Mesa/Falcon Field, AZ.....	165	168	282
45	Pontiac/Oakland Co. Int'l, MI.....	143	164	276
46	Portland International, OR.....	153	154	266
47	San Antonio International, TX.....	131	146	262
48	Cleveland Hopkins Int'l, OH.....	153	146	258
49	Washington National, DC.....	157	146	254
50	Tucson International, AZ.....	149	155	248

# 50 Busiest Radar Approach Control Facilities

CY 2003 Rank	Facilities/State	Instrument Ops (000s)		
		Jan-Jul 2004*	Jan-Jul 2003	Jan-Dec 2003
1	Southern Calif. TRACON, CA.....	1,244	1,201	2,053
2	New York TRACON, NY.....	1,178	1,124	1,947
3	North California TRACON, CA.....	942	913	1576
4	Potomac TRACON, DC.....	1,019	818	1,526
5	Chicago TRACON, IL.....	871	811	1,419
6	Atlanta TRACON, GA.....	814	749	1,324
7	Dallas/Ft Worth, TRACON, TX.....	764	726	1,265
8	Houston TRACON, TX.....	517	491	858
9	Miami International, FL.....	554	531	853
10	Phoenix TRACON, AZ.....	453	445	755
11	Denver TRACON, CO.....	452	405	707
12	Detroit TRACON, MI.....	407	391	684
13	Minneapolis TRACON, MN.....	395	375	648
14	Covington/Cincinnati Int'l, KY.....	386	361	644
15	Philadelphia International, PA.....	376	364	633
16	Las Vegas TRACON, NV.....	376	362	625
17	San Juan CERAP, PR.....	395	366	617
18	Salt Lake City TRACON, UT.....	312	348	597
19	Orlando International, FL.....	365	342	581
20	Charlotte/Douglas Int'l, NC.....	346	328	576
21	Daytona Beach Int'l, FL.....	340	333	562
22	Tampa International, FL.....	346	330	559
23	St Louis TRACON, MO.....	262	327	542
24	Seattle/Tacoma TRACON, WA.....	320	306	531
25	Boston TRACON, MA.....	381	294	513

\* Preliminary

Source: APO-130  
(202) 267-3350

As of: 10/22/04

# 50 Busiest Radar Approach Control Facilities

CY 2003 Rank	Facilities/State	Instrument Ops (000's)		
		Jan-Jul 2004*	Jan-Jul 2003	Jan-Dec 2003
26	Honolulu Control Facility, HI .....	303	292	496
27	Memphis International, TN.....	262	274	475
28	Pittsburgh International, PA.....	262	265	457
29	San Antonio Int'l, TX.....	225	256	451
30	Jacksonville Int'l, FL.....	254	257	437
31	Pensacola TRACON, FL.....	251	247	423
32	Port Columbus Int'l, OH.....	211	219	383
33	Cleveland Hopkins Int'l, OH.....	227	208	371
34	Palm Beach International, FL.....	230	222	358
35	Dayton International, OH.....	205	201	356
36	Corpus Christi, TX.....	207	202	346
37	Washington National, DC.....	207	205	340
38	Portland TRACON, OR.....	192	191	332
39	Baltimore-Washington Int'l, MD.....	187	199	332
40	Austin, TX.....	180	186	325
41	Milwaukee/Gen Mitchell Intl, WI....	180	186	324
42	Anchorage TRACON, AK.....	195	183	313
43	Indianapolis International, IN.....	180	172	303
44	Raleigh-Durham Int'l, NC.....	186	172	302
45	Norfolk International, VA.....	175	174	302
46	Nashville International, TN.....	178	169	299
47	Oklahoma City/Will Rogers, OK	139	171	292
48	Yankee TRACON, CT.....	141	177	283
49	Kansas City International, MO.....	167	158	274
50	Louisville Intl/Standiford, KY.....	149	160	272

# Automated Flight Service Stations Activity

CY 2003 Rank	AFSS/State	Flight Services (000's)		
		Jan-Aug 2004*	Jan-Aug 2003	Jan-Dec 2003
1	Miami AIFSS, FL.....	917	813	1,176
2	St. Petersburg, FL.....	640	786	1,115
3	Leesburg, VA.....	531	539	821
4	Fort Worth, TX.....	472	517	762
5	Lansing, MI.....	497	516	747
6	Macon, GA.....	461	506	735
7	Prescott, AZ.....	437	444	654
8	Denver, CO.....	402	429	630
9	Millville, NJ.....	389	427	623
10	Raleigh, NC.....	387	414	610
11	San Angelo, TX.....	405	395	603
12	Kankakee, IL.....	372	410	596
13	Seattle, WA.....	405	411	579
14	Bridgeport, CT.....	377	384	557
15	Princeton, MN.....	386	382	549
16	Conroe, TX.....	341	342	505
17	Green Bay, WI.....	351	350	499
18	Mc Alester, OK.....	325	328	491
19	Oakland AIFSS, CA.....	283	332	482
20	Gainesville, FL.....	295	338	476
21	Anniston, AL.....	326	321	475
22	Hawthorne, CA.....	320	317	475
23	Williamsport, PA.....	365	310	469
24	Altoona, PA.....	325	301	456
25	Columbia, MO.....	297	305	450
26	Terre Haute, IN.....	284	301	445
27	Anderson, SC.....	270	291	425
28	Kenai AIFSS, AK.....	323	298	421
29	Albuquerque, NM.....	280	278	387
30	Burlington, VT.....	263	270	392

\* Preliminary

Source: ATX-400  
(202) 385-4734

Automated International Flight Service Station--AIFSS

As of: 10/22/04

# Automated Flight Service Stations Activity

CY 2003 Rank	AFSS/State	Flight Services (000's)		
		Jan-Aug 2004*	Jan-Aug 2003	Jan-Dec 2003
31	Riverside, CA.....	261	264	388
32	Reno, NV.....	267	245	383
33	Cleveland, OH.....	251	258	378
34	St. Louis, MO.....	257	254	377
35	Jonesboro, AR.....	245	253	374
36	Islip AIFSS, NY.....	231	257	370
37	Nashville, TN.....	250	241	361
38	Mc Minnville, OR.....	241	242	350
39	Grand Forks, ND.....	200	225	347
40	Rancho Murieta, CA.....	252	223	346
41	Bangor, ME.....	221	237	344
42	Dayton, OH.....	224	230	343
43	Wichita, KS.....	213	217	328
44	San Juan AIFSS, PR.....	175	224	321
45	Cedar City, UT.....	223	216	314
46	De Ridder, LA.....	202	210	308
47	Elkins, WV.....	185	185	285
48	San Diego, CA.....	185	185	276
49	Louisville, KY.....	173	181	266
50	Fort Dodge, IA.....	190	181	266
51	Greenwood, MS.....	161	175	258
52	Buffalo, NY.....	173	177	251
53	Honolulu, HI.....	186	162	246
54	Huron, SD.....	168	165	244
55	Columbus, NE.....	140	148	213
56	Great Falls, MT.....	145	143	205
57	Jackson, TN.....	125	132	191
58	Fairbanks, AK.....	125	125	182
59	Boise, ID.....	125	123	176
60	Casper, WY.....	111	113	166
61	Juneau, AK.....	102	104	142



# Airports

## Number of U.S. Airports <sup>1</sup> (As of December 31)

	2003	2002	2001
<b>Total Airports</b> .....	19,581	19,572	19,356
Public Use Airports.....	5,286	5,286	5,294
# with Paved Runways.....	3,938	3,940	3,947
# with Unpaved Runways....	1,348	1,346	1,347
# with Lighted Runways.....	4,026	4,024	4,034
# with Unlighted Runways...	1,260	1,262	1,260
Private Use Airports.....	14,295r	14,286	14,062
# with Paved Runways.....	4,678	4,632	4,555
# with Unpaved Runways...	9,617	9,654	9,507
# with Lighted Runways.....	1,223	1,183	1,118
# with Unlighted Runways..	13,072	13,103	12,944
<b>Public use airports abandoned...</b>	19	16	26
<b>Private use airports abandoned.</b>	214	121	220
<b>Certificated Airports*</b> .....	628	633	635
Civil .....	555	558	560
Military .....	73	75	75

<sup>1</sup> Includes civil and joint-use civil-military airports, heliports, STOLports, and seaplane bases in the U.S. and its territories.

<sup>2</sup> Preliminary

\* Certificated airports serve Air Carrier Operations with aircraft seating more than 30 passengers. (FAR Part 139).

r revised

Source: AAS-330  
(202) 267-8752

As of: 12/31/03

# National Airspace Total System Delays

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Total
<b>2004*</b>	28,104	32,274	34,001	32,459	50,800	52,121	46,894	43,770	30,385				350,808
<b>2003</b>	16,159	18,260	25,387	17,474	26,544	27,413	32,833	37,066	28,882	21,422	34,116	31,332	316,888
<b>2002</b>	14,158	13,821	20,020	24,027	28,533	33,770	32,304	29,056	24,493	25,266	17,712	22,489	285,649
<b>2001</b>	27,894	31,599	30,040	30,260	36,460	41,607	40,037	49,423	18,628	13,365	13,249	15,541	348,103 r/
<b>2000</b>	26,015	27,208	32,205	35,332	36,570	50,114	44,430	47,893	43,357	43,794	34,365	29,006	450,289 r/

Delays of 15 minutes or longer

r/ Revised

\* Preliminary information that is subjected to change

As of: 10/06/04

Source: ATT-220  
(703) 904-4470

# Aircraft

## U.S. Air Carrier Activity

	CY 2002	CY 2001	CY 2000
<b>Total Number of Aircraft<sup>1</sup>.....</b>	19,578	19,445	19,399
<b>Type of Carrier</b>			
Domestic, flag, supplemental, scheduled, cargo air carriers, and commercial operators.....	7,576	7,556	7,368
Commuter Air Carriers and Air Taxis.....	12,002	11,889	12,031
<b>Total Number of Aircraft<sup>1</sup>.....</b>	19,578	19,445	19,399
<b>Type of Aircraft</b>			
Jet.....	8,675	8,294	7,769
Turboprop.....	3,777	3,752	3,857
Piston.....	4,605	4,970	5,358
Rotary Wing.....	2,521	2,429	2,415
<b>Air Carrier Traffic Statistics<sup>2</sup> (Millions)*</b>			
Passenger miles flown.....	654,068	664,849	708,926
Passenger enplanements.....	630	622	678
Ton miles.....	95,919	94,683	116,096
Aircraft miles flown.....	6,838	6,814	7,039
Passenger load factor <sup>3</sup>			
Domestic.....	70.3%	69.1%	71.2%
International.....	76.6%	72.8%	76.0%

<sup>1</sup> Source: Vital Information System

<sup>2</sup> Includes domestic and international scheduled service, of Certificated Route Air Carriers only.

<sup>3</sup> Proportion of aircraft seating capacity that is sold.

As of: 12/23/03

Source: AFS-40  
(202) 385-4514  
\*BTS (K-25)  
(202) 366-8513

# U.S. General Aviation and Air Taxi Activity

(Calendar Years)

	Estimated Active Aircraft (thousands)		Estimated Hours Flown (Millions)	
	2001	2000	2001	2000
<b>Total .....</b>	211.2	217.5	29.1	31.0
<b>By Type Aircraft</b>				
Piston.....	163.3	170.5	20.9	22.2
Turboprop.....	6.6	5.8	1.9	2.0
Jet.....	7.8	7.0	2.7	2.8
Rotary Wing.....	6.8	7.2	2.1	2.3
Other.....	6.5	6.7	0.3	0.4
Experimental.....	20.4	20.4	1.2	1.3
<b>By Type Flying</b>				
Corporate.....	7.8	11.0	2.7	3.8
Business.....	21.6	25.2	3.4	3.6
Personal.....	158.3	148.2	12.4	11.7
Instructional.....	10.5	14.9	4.6	5.4
Aerial Application.....	2.9	4.3	1.0	1.4
Aerial Observation.....	4.6	5.1	1.5	1.6
Aerial Other.....	0.5	1.0	0.2	N/A
External Load.....	0.2	0.2	0.1	0.2
Other Work.....	1.1	1.8	0.3	0.5
Sightseeing.....	0.5	0.9	0.2	0.2
Air Tours.....	0.3	0.3	0.2	0.2
Air Taxi.....	1.9	3.7	2.2	1.7
Air Medical Services...	1.0	1.0	0.4	0.4

N/A = Not Applicable

Source: APO-110

As of: 1/16/03

(202) 267-3103

# Aircraft Certification Service

## Aircraft Certification Mission and Program Profiles

	FY 2002	FY 2001
Type Certificates/Supplemental Type Certificates Issued.....	830	817
Other Design Approvals Issued.....	5,820	5,900
Production Approvals (Including Amendments) Issued.....	2,678	2,729
Airworthiness Certificates Issued.....	757	619
New Airworthiness Directives (AD) Issued.....	389	529
New Designees (Representative of the Administrator) Appointed.....	1,019	870
Total Active Designees.....	4,813	4,750

As of: 9/30/02

Source: AIR-503  
(202) 267-7260

# Industry Trends

## Scheduled U.S. Air Carrier Traffic and Financial Trends

	1st Half FY 2004	1st Half FY 2003	Numerical Change	Percent Change
<b>TRAFFIC</b>				
<b>ASM'S (in millions)</b>				
Majors.....	395,104	390,719	4,385	1.1
Nationals.....	50,787	40,624	10,163	25.0
Regionals.....	12,038	10,520	1,518	14.4
<b>Totals.....</b>	<b>457,929</b>	<b>441,863</b>	<b>16,065</b>	<b>3.6</b>
<b>RPM's (in millions)</b>				
Majors.....	286,196	273,508	12,688	4.6
Nationals.....	36,388	27,313	9,075	33.2
Regionals.....	7,808	6,435	1,373	21.3
<b>Totals.....</b>	<b>330,392</b>	<b>307,255</b>	<b>23,137</b>	<b>7.5</b>
<b>Load Factor (in percent)</b>				
Majors.....	72.4	70.0	2.4	
Nationals.....	71.6	67.2	4.4	
Regionals.....	64.9	61.2	3.7	
<b>Totals.....</b>	<b>72.9</b>	<b>69.5</b>	<b>2.6</b>	
<b>FINANCIAL</b>				
<b>Revenues (in millions)</b>				
Majors.....	\$51,803	\$48,754	3,049	6.3
Nationals.....	5,964	4,689	1,275	27.2
Regionals.....	2,064	823	1,242	151.0
<b>Totals.....</b>	<b>\$59,831</b>	<b>\$54,266</b>	<b>\$5,565</b>	<b>10.3</b>
<b>Expenses (in millions)</b>				
Majors.....	\$52,830	\$53,500	(\$671)	(1.3)
Nationals.....	5,527	4,599	928	20.2
Regionals.....	1,863	784	1,079	137.8
<b>Totals.....</b>	<b>\$60,219</b>	<b>\$58,882</b>	<b>\$1,337</b>	<b>2.3</b>
<b>Operating Profit/Loss (in millions)</b>				
Majors.....	(\$1,027)	(\$4,746)	\$3,719	
Nationals.....	437	91	347	
Regionals.....	201	39	162	
<b>Totals.....</b>	<b>(\$388)</b>	<b>(\$4,616)</b>	<b>\$4,228</b>	

\*Atlantic Coast Airlines and ExpressJet commenced reporting financial results using Form 41 in January of 2003. As a result, 1st quarter FY 2003 financial data for these carriers are not included in the 1st Half FY 2003 totals.

Source: APO-110

# Aviation Forecasts

Estimated Forecast  
FY 2003 FY 2007

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## FAA FACILITY WORKLOAD

### Aircraft Handled by FAA ARTCC's (Millions)

Air Carrier.....	22.7	25.8
Air Taxi/Commuter.....	9.1	10.6
General Aviation.....	8.0	8.6
Military.....	3.9	3.9
Total.....	43.7	48.9

### Operations Logged by FAA Towers (Millions)

Airport.....	62.7	70.0
Instrument.....	48.2	53.0

### Flight Services Logged by Flight Services Stations (Millions)

	27.7	28.2
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## CIVIL AVIATION ACTIVITY

### Certificated Route Air Carrier

Revenue Passenger Enplanements (Millions).....	532.7	630.8
Revenue Passenger Miles (Billions).....	607.5	745.9

### Air Carrier Aircraft.....

	5,032	5,591
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### General Aviation Estimated

Hours Flown (Millions)**.....	26.7	28.7
Active Aircraft (Thousands)**.....	211.2	230.6

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## ESTIMATED FUEL CONSUMED BY U.S. DOMESTIC CIVIL AVIATION (Millions of Gallons)

### Jet Fuel

Air Carrier.....	17,876	21,845
General Aviation.....	989	1,484

### Aviation Gas

Air Carrier.....	2	2
General Aviation.....	276	290

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<b>Active Pilots (Thousands)**.....</b>	<b>625,011</b>	<b>673,465</b>
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\*\* Calendar Year

Source: APO-110  
(202) 493-4236

As of: 3/31/04

# U.S. Commercial Space Transportation Licensed Activity

	CY 2004 (Projected)	CY 2003	CY 2002
<b>Licensed Commercial Launches</b>			
<b>TOTAL</b>	<b>12</b>	<b>8</b>	<b>7</b>
<b>Number of Orbital Launches</b>	10	8	6
<b>Number of Sub-Orbital Launches</b>	2	0	1
<b>By Launch Vehicle Type</b>			
Delta Family (Boeing Company)	0	0	2
Atlas Family (Lockheed Martin)	4	4	2
Pegasus (Orbital Sciences Corp.)	1	1	0
Taurus (Orbital Sciences Corp.)	1	0	0
Zenit 3SL (KB Yuzhnoye, Ukraine)	4	3	1
other suborbital	2	0	1
<b>By Launch Site (Federal)</b>			
Cape Canaveral AF Station, FL	5	4	4
Vandenberg AFB, CA	1	1	1
Kwajalein Missile Range	0	0	0
<b>By Launch Site (Commercial)</b>			
California Spaceport	0	0	0
Florida Space Authority	0	0	0
Virginia Space Flight Center	0	0	0
Kodiak Launch Complex (Alaska)	0	0	0
Pacific Ocean / International Sites	4	2	2
Mojave Airport (CA)	2	0	0

Source: AST

(202) 267-7989

As of: 03/15/04



## United States Commercial Space Launch Schedule, CY 2004

(launch dates are subject to change)

<b>Payload (Operator)/ Description</b>	<b>Launch Company/ Vehicle</b>	<b>Launch Date/ Launch Site</b>
<b><i>Estrela do Sul/Telstar 14 (Brazil)</i></b> Comm. Satellite	Sea Launch Zenit 3SL	January 10 Pacific Ocean Platform
<b><i>AMC 10 (U.S.)</i></b> Comm. Satellite	Lockheed Martin (International Launch Services, ILS) Atlas IIAS	February 5 Cape Canaveral Air Force Station, FL
<b><i>MBSat (Japan)</i></b> Comm. Satellite	Lockheed Martin (ILS) Atlas IIIA	March 13 Cape Canaveral Air Force Station, FL
<b><i>ROCSAT 2 (Taiwan)</i></b> Remote Sensing Satellite	Orbital Sciences Corp. Taurus XL	March Vandenberg Air Force Base, CA
<b><i>SuperBird 6 (Japan)</i></b> Comm. Satellite	Lockheed Martin (ILS) Atlas IIAS	April Cape Canaveral Air Force Station, FL
<b><i>DirecTV 7S (U.S.)</i></b> Comm. Satellite	Sea Launch Zenit 3SL	May Pacific Ocean Platform
<b><i>AMC 11 (U.S.)</i></b> Comm. Satellite	Lockheed Martin (ILS) Atlas IIAS	May Cape Canaveral Air Force Station, FL
<b><i>Telstar 18/ApStar V (China)</i></b> Comm. Satellite	Sea Launch Zenit 3SL	4 <sup>th</sup> Quarter Pacific Ocean Platform
<b><i>INMARSAT 4 F1 (multinational)</i></b> Comm. Satellite	Lockheed Martin (ILS) Atlas V	4 <sup>th</sup> Quarter Cape Canaveral Air Force Station, FL
<b><i>TBD</i></b>	Sea Launch Zenit 3SL	4 <sup>th</sup> Quarter Pacific Ocean Platform
<b>suborbital launch (U.S.)</b>		2004
<b>suborbital launch (U.S.)</b>		2004

As of: 3/15/04

Source: AST  
(202) 267-7989

## Active Pilots and Nonpilots (As of 31 December)

	2003		2002	
	Total	Women	Total	Women
<b>Pilot-Total</b> .....	<b>625,011</b>	<b>37,694</b>	<b>631,760</b>	<b>38,257</b>
Student.....	87,296	9,897	85,991	10,082
Private.....	241,045	15,487	245,230	15,906
Commercial.....	123,990	7,436	125,920	7,454
Airline Transport.....	143,504	4,850	144,706	4,792
Other <sup>1</sup> .....	29,176	24	29,913	23
<b>Nonpilot-Total</b> <sup>2</sup> .....	<b>509,835</b>	<b>18,030</b>	<b>515,570</b>	<b>17,114</b>
Mechanic.....	313,032	5,734	315,928	5,295
Repairmen.....	37,248	1,800	37,114	1,789
Ground Instructor.....	72,692	5,385	73,658	5,169
Flight Engineer.....	61,643	2,070	63,681	2,124
Other <sup>3</sup> .....	25,220	3,041	25,189	2,737
<b>Flight Instructor</b> .....	<b>87,816</b>	<b>5,667</b>	<b>86,089</b>	<b>5,386</b>

<sup>1</sup> Includes helicopter (only), glider (only), and recreational pilot certificates. Include Glider pilots represents pilots who received a medical examination within the last 25 months. Lighter-than-air type ratings are no longer being issued.

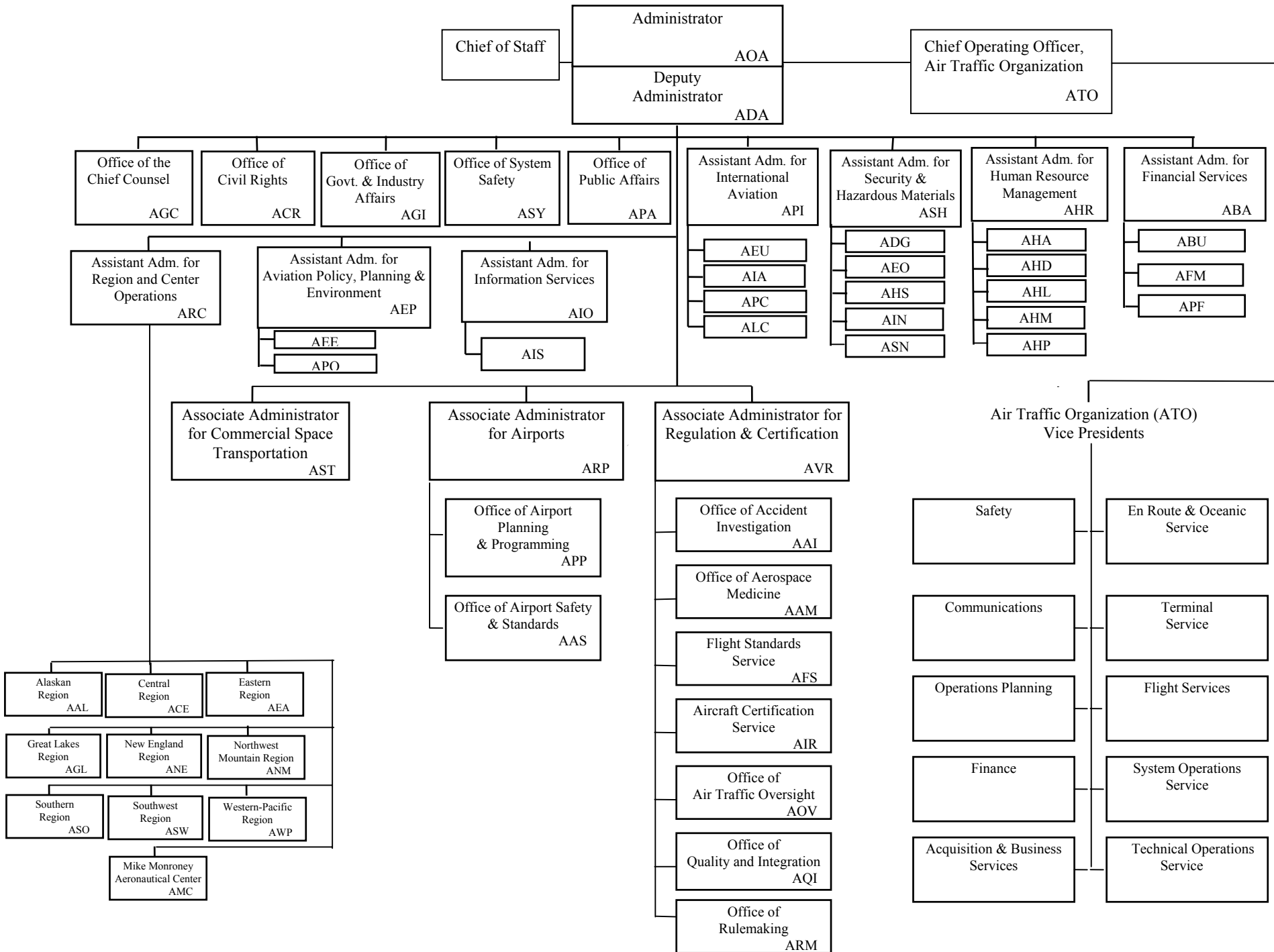
<sup>2</sup> Excludes non-pilots 70 years old or over in all certificate types except flight engineers and flight navigators.

<sup>3</sup> Includes flight navigators, parachute riggers, and dispatchers.

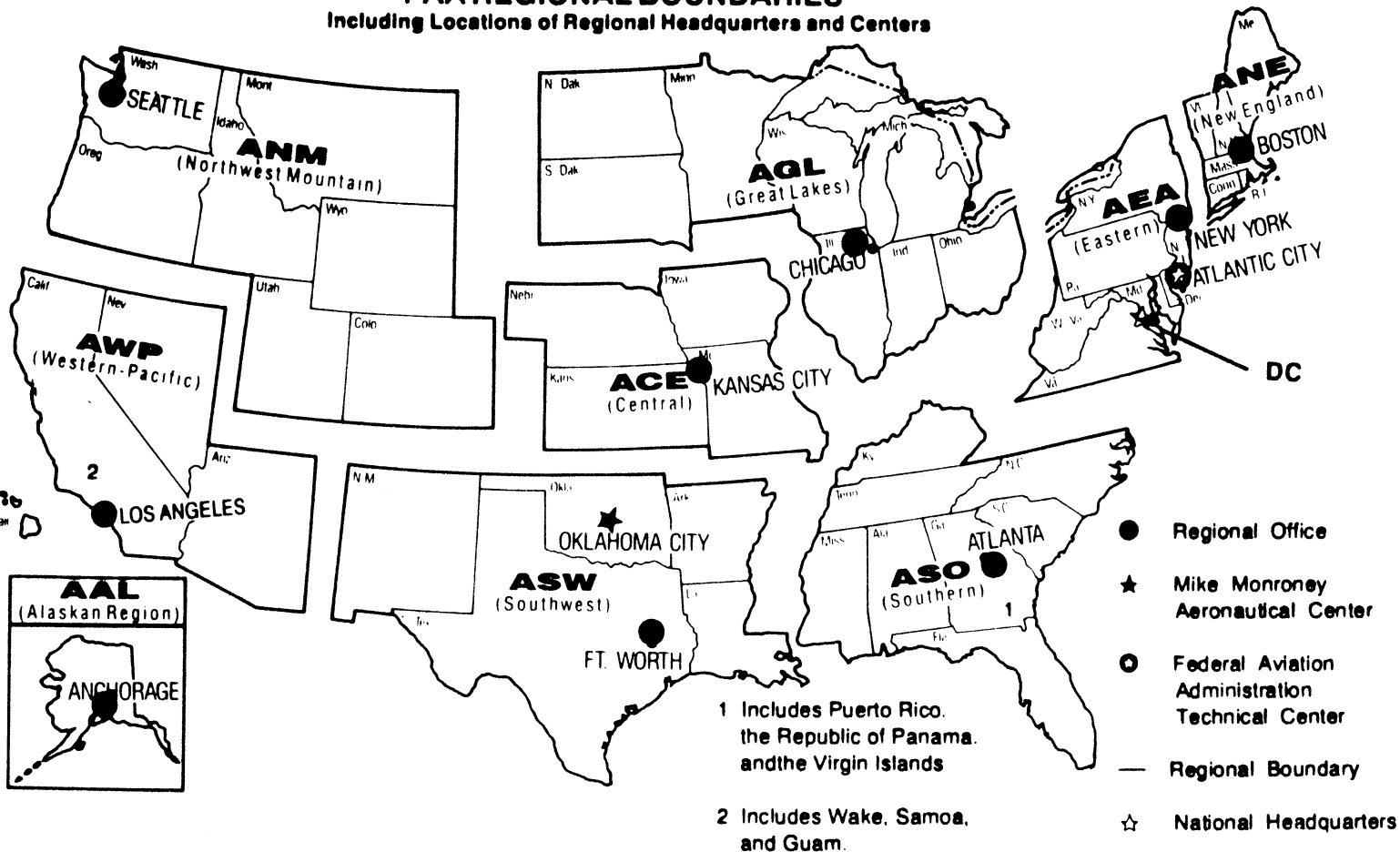
As of 12/31/03

**Source: APO-110  
(202) 267-3352**

# FEDERAL AVIATION ADMINISTRATION



**U.S. DEPARTMENT OF TRANSPORTATION  
Federal Aviation Administration  
FAA REGIONAL BOUNDARIES**  
Including Locations of Regional Headquarters and Centers



# FAA Resources

## FAA Employment (Permanent Employees)<sup>1</sup>

	FY04	FY 03
<b>Line of Business</b>		
Air Traffic Organization (ATO)* .....	36,328	35,801
Air Traffic Services (ATS)* .....	*	35,801
Regulation and Certification (AVR).....	6,570	6,354
Airports (ARP).....	480	461
Research and Acquisitions (ARA)* .....	*	1,722
Comm. Space Transportation (AST)....	55	56
Staff Offices* .....	3,896	4,105
<b>*</b>	<b>47,329</b>	<b>48,503</b>
<b>Region/Center/Headquarters (included in above total)</b>		
Aeronautical Center.....	1,561	1,578
Alaskan.....	1,330	1,385
Central.....	2,344	2,519
Eastern.....	5,220	5,359
Great Lakes.....	6,280	6,442
New England.....	1,861	1,938
Northwest Mountain.....	4,014	4,119
Southern.....	7,293	7,585
Southwest.....	5,259	5,293
Western-Pacific.....	5,114	5,388
Washington Headquarters (only) <sup>2</sup> .....	4,178	4,055
Washington Headquarters Field <sup>3</sup> .....	1,709	1,953
Technical Center.....	1,166	885

<sup>1</sup> Full time permanent and part time permanent employees only.

<sup>2</sup> Washington Headquarters employees physically located in FOB-10A and surrounding areas (i.e. Portals, Market Square, etc.).

<sup>3</sup> Washington Headquarters employees physically located in the Field (i.e. Technical Center, Aeronautical Center, etc.)

\* ATO became effective October 2003. ATO includes ATS, ARA and AOZ under Staff Offices.

As of: 10/25/04

Source: APF-100  
(202) 267-9946

# FAA Percent Minority & Female Employment<sup>1</sup>

Lines of Business/Region/Center/Headquarters	% Minority		%Female	
	FY04	FY 03	FY04	FY 03
Air Traffic Organization (ATO)* .....	18.3	*	20.3	*
AirTraffic Services (ATS)*.....	*	17.5	*	19.3
Regulation and Certification (AVR).....	19.1	18.9	28.4	28.4
Airports (ARP).....	27.5	24.9	39.0	39.5
Research and Acquisitions (ARA)*.....	*	31.0	*	38.1
Commercial Space Transportation (AST).....	45.5	46.4	32.7	30.4
Staff Offices*.....	32.9	32.2	53.5	52.9
<b>Total.....</b>	<b>19.8</b>	<b>19.5</b>	<b>24.4</b>	<b>24.2</b>
Aeronautical Center.....	23.4	23.5	44.0	43.6
Alaskan.....	13.6	13.8	23.3	23.5
Central.....	14.9	14.7	25.6	25.1
Eastern.....	15.4	15.3	19.5	19.4
Great Lakes.....	11.5	11.4	20.6	20.4
New England.....	7.2	7.4	21.6	21.3
Northwest Mountain.....	12.9	12.9	22.3	22.4
Southern.....	21.6	21.2	19.7	19.6
Southwest.....	22.5	22.3	20.1	20.3
Western-Pacific.....	29.7	29.6	21.3	21.2
Washington Headquarters (only) <sup>2</sup> .....	34.3	33.5	43.4	43.9
Washington Headquarters Field <sup>3</sup> .....	19.4	19.2	33.2	32.1
<b>Technical Center.....</b>	<b>21.6</b>	<b>21.8</b>	<b>31.4</b>	<b>32.0</b>

<sup>1</sup> Full-time permanent, and part-time permanent employees only (FTE 1111 & 1132).

<sup>2</sup> Washington Headquarters employees physically located in FOB-10A and surrounding areas (i.e. Portals, Market Square, etc.).

<sup>3</sup> Washington Headquarters employees physically located in the Field (i.e. Technical Center, Aeronautical Center, etc.).

\* ATO became effective October 2003. ATO includes ATS, ARA and AOZ under Staff Offices.

# Major Work Force Employment

	Employment <sup>1</sup>				
	FY04	FY03	FY02	%Chg. FY04 - FY03	Actual Change
Air Traffic Controller Work Force ATCS <sup>2</sup> (bargaining unit employees)	17,070	17,598	17,501	-3.0%	-528
Traffic Management Coordinators <sup>2</sup> Operations Supervisors <sup>2</sup>	14,736	15,386	15,238	-4.2%	-650
Flight Service Stations	612	635	654	-3.6%	-23
Field Maintenance (210-211 only)	1,722	1,577	1,609	9.2%	145
Airports Work Force	2,583	2,749	2,864	-6.0%	-166
Aircraft Certification	7,253	7,770	7,901	-6.7%	-517
Flight Standards Work Force	472	467	454	1.1%	5
	1,141	1,178	1,123	-3.1%	-37
	4,564	4,628	4,533	-1.4%	-64

<sup>1</sup> Full time permanent appointments (operations direct).

<sup>2</sup> Included in Air Traffic Controller Work Force Total.

Note: Traffic Management Supervisors (TMS) are no longer included in Controller Work Force.

Research & Acquisition (ARA) Work Force removed, organization restructured under the Air Traffic Organization (ATO).

As of: 9/30/04

Source: APF-100  
(202) 267-9946

# Labor Relations

	BARGAINING UNITS	LABOR AGREEMENTS	EMPLOYEES REPRESENTED
<b>Unions.....</b>	<b>45</b>	<b>23</b>	<b>38,934</b>
AFGE.....	10	7	1,530
AFSCME (HQ).....	5	0	2,064
LIUNA.....	1	1	171
NAATS.....	1	1	2,257
NAGE.....	3	3	327
NATCA (AT).....	4	3	16,756
NATCA (AF).....	2	1	1,468
NATCA (Other).....	8	0	1,613
NFFE.....	3	2	793
PAACE.....	3	2	402
PASS (AF/AEA).....	1	1	7,619
PASS (AVN).....	1	1	318
PASS (AFS).....	2	1	3,454
PASS (AIR).....	1	0	162

AFGE	--American Federation of Government Employees
AFSCME	--American Federation of State, County, and Municipal Employees
LIUNA	--Laborer's International Union of North America
NAATS	--National Association of Air Traffic Specialists
NAGE	--National Association of Government Employees
NACTA	--National Air Traffic Controllers Association
NFFE	--National Federation of Federal Employees
PAACE	--Professional Association of Aeronautical Center Employees
PASS	--Professional Airway System Specialists

Source: AHL-200  
(202) 267-3375

As of: 03/16/04



# FAA Finances

(In Millions of Dollars)

	FY 2003 <sup>1</sup>	FY 2004 <sup>2</sup>	FY 2005 <sup>3</sup>
	Actual	Est.	Est.
<b>Budget Authority (BA)</b>			
Grants-In-Aid (Obligation Lim/Approp).....	3,378	3,380	3,500
Other Budget Authority.....	0	2	0
Research, Engineering, & Development.....	147	119	117
Facilities and Equipment.....	2,942	2,863	2,500
Operations.....	7,019	7,479	7,849
Midway Island .....	4	0	0
Aviation User Fees.....	20	0	6
<b>Total.....</b>	<b>13,510</b>	<b>13,843</b>	<b>13,972</b>
<b>Obligations Incurred--Operations</b>			
<b>Appropriation by Line of Business</b>			
Air Traffic Services (ATS).....	5,643	6,001	0
Research and Acquisitions (ARA).....	204	216	0
Air Traffic Organization (ATO).....	0	0	6,522
Regulation and Certification (AVR).....	832	871	905
Commercial Space Transportation (AST).....	11	12	12
Staff Offices (SO).....	82	181	410
Regions/Center Operations.....	79	86	0
Human Resources.....	68	75	0
Financial Services.....	48	49	0
Information Services/CIO.....	29	29	0
Emergency Response Fund.....	25	9	0
<b>Total.....</b>	<b>7,021</b>	<b>7,529</b>	<b>7,849</b>
<b>Airport Grant Obligations (NET)</b>			
Primary Airports & Cargo.....	1,060	1,019	1,024
States/Territories/Insular/Alaska Supp.....	680	680	707
Carryover Entitlements.....	355	336	336
Discretionary Fund.....	814	879	983
Small Airport Fund.....	386	380	380
<b>Total.....</b>	<b>3,295</b>	<b>3,294</b>	<b>3,430</b>
<b>Total FAA Outlays.....</b>	<b>12,561</b>	<b>14,015</b>	<b>14,266</b>
<b>Trust Fund Receipts from Excise Taxes</b>			
Passenger Ticket Tax.....	4,223	4,933	5,480
Passenger Flight Segment Tax.....	1,783	1,943	2,103
Waybill Tax.....	422	442	466
Fuel Tax .....	711	770	820
International Departure/Arrival Tax.....	1,331	1,435	1,570
Rural Airports Tax.....	67	75	82
Frequent Flyer Tax.....	147	153	156
Interest on Investment.....	591	620	412
Offsetting Collections.....	97	152	152
<b>Total.....</b>	<b>9,372</b>	<b>10,523</b>	<b>11,241</b>

Numbers may not add due to rounding. <sup>1</sup> FY03 reflects a rescission of 0.65 percent; Operations includes \$3.5M supplemental for Midway Island. F&E BA excludes \$20M unobligated balance rescission. <sup>2</sup> FY04 reflects a rescission 0.59 percent. F&E BA excludes \$30M unobligated balance rescission. Other BA shown is a direct appropriation for the extension of a runway at Fort Worth Alliance Airport. Operations BA reflects \$7.3M Working Capital Fund (WCF) rescission. <sup>3</sup> FY05 Operations BA includes \$2M for Bureau of Transportation Statistics. The Operations obligations by LOB reflect a proposed budget structure change -- ATS/ARA are combined into the new ATO, AVR/AST remain the same and all other LOBs are consolidated under SO.

Source: ABU-100  
(202) 267-9070

# FAA NAS Operational Facilities

(As of December 31)

	2003	2002	2001
<b>NAS Operational Facilities<sup>1</sup></b> .....	<b>40,997</b>	<b>40,746</b>	<b>40,910</b>
Communications.....	14,277	14,194	14,145
Automation.....	4,057	4,049	4,000
Environment.....	6,505	6,494	6,552
Navigation.....	11,131	11,104	11,210
Surveillance.....	1,894	1,871	1,833
Weather.....	3,133	3,034	3,170
<b>Air Traffic Control Facilities<sup>2</sup></b>			
Air Route Traffic Control Center.....	21	21	21
Airport Traffic Control Tower.....	449	449	448
Flight Service <sup>3</sup> .....	76	76	76
Flight Service Stations.....	16	16	16
Automated Flight Service Stations...	60	60	60

<sup>1</sup> Excludes non-federal facilities and foreign facilities.

<sup>2</sup> Included in NAS operational facilities.

<sup>3</sup> Flight Service include Flight Service Stations and Automated Flight Service Stations

As of: 12/31/03

Source: AOP-200  
(202) 267-3628

# FAA Officials

## Washington Headquarters

Routing Symbol	Officials
<b>AOA</b> .....	<b>Administrator</b> <b>Marion C. Blakey, 202-267-3111</b> David Mandell, Chief of Staff, 202-267-3111 Louise E. Maillett, Senior Counsel to AOA, 202-267-7417
<b>ADA*</b> .....	<b>Deputy Administrator</b> <b>Bobby Sturgell, 202-267-8111</b> Howard Swancy, Senior Advisor to ADA, 202-267-8111
<b>ATO*</b> .....	<b>Chief Operating Officer, Air Traffic Organization</b> <b>Russell G. Chew, 202-493-5602</b> Acquisition & Business Service Vice President, Dennis DeGaetano, 202-267-7222 Communications Services Vice President, Sandra M. Sanchez, 202-493-5258 Flight Services Vice President, James H. Washington, 202-385-7500 En Route & Oceanic Services Vice President, Richard Day (Actg.), 202-267-7222 Finance Services Vice President, Eugene D. Juba, 202-267-3022 Operations Planning Services Vice President, Norman T. Fujisaki (Actg.), 202-267-7111 System Operations Services Vice President, Vacant, 202-267-8558 Safety Services Vice President, William S. Davis (Actg.), 202-493-5882 Terminal Services Vice President, David B. Johnson, 202-385-8801 Technical Operations Services Vice President, Steven B. Zaidman, 202-267-8181
<b>ABA</b> .....	<b>Assistant Administrator for Financial Services</b> <b>Ramesh K. Punwani, CFO, 202-267-9105</b> Deputy, John F. Hennigan, 202-267-8928
<b>ABU</b> .....	<i>Office of Budget</i> <i>Director, Alex Keenan, 202-267-8010</i>
<b>AFM</b> .....	<i>Office of Financial Management</i> <i>Director, Vacant, 202-267-3018</i>
<b>APF</b> .....	<i>Office of Cost and Performance Management</i> <i>Director, Tim Lawler, 202-267-7140</i>
<b>ACR</b> .....	<b>Assistant Administrator for Civil Rights</b> <b>Fanny Rivera, 202-267-3254</b> Deputy, Barbara A. Edwards, 202-267-3264
<b>AEP</b> .....	<b>Asst. Admin. for Aviation Policy, Planning &amp; Environment</b> <b>Sharon L. Pinkerton, 202-267-3927</b> Deputy, Nancy LoBue, 202-267-7954

\* Updated this issue  
As of: 10/26/04

Source: APF-100  
(202) 267-9946

# FAA Officials

## Washington Headquarters--(Cont)

Routing Symbol	Officials
AEE	<i>Office of Environment and Energy</i> <i>Director, Carl Burluson, 202-267-3576</i>
APO	<i>Office of Aviation Policy and Plans</i> <i>Director, Nan Shellabarger, 202-267-3274</i>
AGC	<b>Chief Counsel</b> <b>Andrew B. Steinberg, 202-267-3222</b> Deputy, James W. Whitlow, 202-267-3773
AGI	<b>Asst. Administrator for Government &amp; Industry Affairs</b> <b>David Balloff, 202-267-3277</b> Deputy, Daniel J. Hickey, 202-267-8211
AHR*	<b>Asst. Administrator for Human Resource Management</b> <b>Ventris C. Gibson, 202-267-3456</b> Deputy, Mary Ellen Dix, 202-267-3850 Dpty. for Labor Relations, Vacant, 202-267-3850
AHA	<i>Office of the Accountability Board</i> <i>Director, Maria Fernandez-Greczmiel, 202-267-3065</i>
AHD	<i>Office of Corporate, Learning &amp; Development</i> <i>Director Darlene Freeman, 202-267-9041</i>
AHL	<i>Office of Labor &amp; Employee Relations</i> <i>Director, Melvin Harris, 202-267-3979</i>
AHM*	<i>Center for Management Development</i> <i>Director, Judy Holcomb (Actg.), 386-446-7136</i>
AHP*	<i>Office of Personnel</i> <i>Director, Sue A. Englehardt, 202-267-3979</i>
AIO*	<b>Assistant Administrator for Information Services</b> <b>Daniel J. Mehan, CIO, 202-493-4570</b> Deputy, Gregg Dvorak (Actg.), 202-493-4570
AIS	<i>Office of Information Systems Security</i> <i>Director, Michael F. Brown, 202-267-7104</i>
APA	<b>Assistant Administrator for Public Affairs</b> <b>Greg Martin, 202-267-3883</b> Deputy, Laura Brown, 202-267-3883
API*	<b>Asst. Administrator for International Aviation</b> <b>Douglas E. Lavin, 202-385-8900</b>
AIA	<i>Office of International Aviation</i> <i>Director, John R. Hancock (Actg.), 202-385-8857</i>
ARC	<b>Assistant Administrator for Region/Center Operations</b> <b>Ruth Leverenz, 202-267-7369</b>
ASH*	<b>Asst. Administrator for Security &amp; Hazardous Materials</b> <b>Lynne A. Osmus, 202-267-7211</b> Deputy, Claudio Manno (Actg.), 202-267-7211
ADG	<i>Office of Hazardous Materials</i> <i>Director, William Wilkening, Jr., 202-267-9864</i>
AEO	<i>Office of Emergency Operations and Communications</i> <i>Director, Claudio Manno, 202-267-8979</i>

# FAA Officials

## Washington Headquarters--(Cont.)

Routing Symbol	Officials
AHS	Office of Operations Director, Willie Gripper, 202-267-7211
AIN	Office of Internal Security Director, Thomas E. Ryan, 202-366-1146
ASN	Office of Investigations Director, Steven G. Keenley, 202-366-1246
ASY	<b>Assistant Administrator for System Safety</b> <b>Christopher A. Hart, 202-267-3611</b> Deputy, Daniel C. Hedges, 202-267-3611
ARP	<b>Associate Administrator for Airports</b> <b>Woodie Woodward, 202-267-9471</b> Deputy, Catherine M. Lang, 202-267-8738
AAS	Office of Airport Safety and Standards Director, David L. Bennett, 202-267-3053
APP	Office of Airport Planning & Programming Director, Dennis E. Roberts, 202-267-8775
AST	<b>Assoc. Adm. for Commercial Space Transportation</b> <b>Patricia Grace Smith, 202-267-7793</b> Deputy, Dr. George C. Nield, 202-267-7848
AVR	<b>Associate Administrator for Regulation &amp; Certification</b> <b>Nicholas A. Sabatini, 202-267-3131</b> Deputy, Peggy Gilligan, 202-267-7804
AAI	Office of Accident Investigation Director, Steven B. Wallace, 202-267-9612
AAM	Office of Aviation Medicine Director, Jon L. Jordan, MD, 202-267-3535
AFS	Flight Standards Service Director, James Ballough, 202-267-8237
AIR	Aircraft Certification Service Director, John J. Hickey, 202-267-8235
AOV	Office of Air Traffic Oversight Director, J. David Canoles, 202-267-7764
AQI	Quality and Integration Director, Vi Lipski, 202-493-5860
ARM	Office of Rulemaking Director, Anthony F. Fazio, 202-267-9677

Duty Officer

(202) 267-3333

# FAA Officials

## Major Field Organizations

Routing Symbol	Officials
<b>AAL</b> .....	<b>Alaskan Region, Regional Administrator</b> <b>Patrick N. Poe, 907-271-5645</b> 222 West 7th Avenue, Box 14 Anchorage, Alaska 99513-7587 Duty Officer, 907-271-5936
<b>ACE</b> .....	<b>Central Region, Regional Administrator</b> <b>Christopher Blum, 816-329-3050</b> 901 Locust Kansas City, Missouri 64106 Duty Officer, 816-329-3000
<b>ACT</b> .....	<b>William J. Hughes Technical Center, Director</b> <b>Anne Harlan, Ph.D., 609-485-6641</b> Atlantic City International Airport New Jersey 08405 Duty Officer, 609-485-6482
<b>AEA</b> .....	<b>Eastern Region, Regional Administrator</b> <b>Arlene B. Feldman, 718-553-3000</b> 1 Aviation Plaza 159-30 Rockaway Blvd. Jamaica, New York 11434-4809 Duty Officer, 718-553-3100
<b>AGL</b> .....	<b>Great Lakes Region, Regional Administrator</b> <b>Cecelia Hunziker, 847-294-7294</b> 2300 East Devon Avenue Des Plaines, Illinois 60018 Duty Officer, 847-294-8400
<b>AMC</b> .....	<b>Mike Monroney Aeronautical Center, Director</b> <b>Lindy Ritz, 405-954-4521</b> 6500 South MacArthur Oklahoma City, Oklahoma 73125 Duty Officer, 405-954-3583

# FAA Officials

## Major Field Organizations--(Cont.)

Routing Symbol	Officials
<b>ANE</b> .....	<b>New England Region, Regional Administrator</b> <b>Amy Lind Corbett, 781-238-7020</b> 12 New England Executive Park Burlington, Massachusetts 01803 Duty Officer, 781-238-7001
<b>ANM</b> .....	<b>Northwest Mountain Region, Regional Administrator</b> <b>Douglas R. Murphy, 425-227-2001</b> 1601 Lind Avenue, S.W. Renton, Washington 98055-4056 Duty Officer, 425-227-2000
<b>ASO</b> .....	<b>Southern Region, Regional Administrator</b> <b>Carolyn Blum, 404-305-5000</b> 1701 Columbia Avenue College Park, Georgia 30337 Duty Officer, 404-305-5180
<b>ASW</b> .....	<b>Southwest Region, Regional Administrator</b> <b>Ava L. Wilkerson, 817-222-5001</b> 2601 Meacham Blvd. Ft. Worth, Texas 76137-4298 Duty Officer, 817-222-5006
<b>AWP</b> .....	<b>Western-Pacific Region, Regional Administrator</b> <b>William C. Withycombe, 310-725-3550</b> 15000 Aviation Boulevard Hawthorne, California 90261 Duty Officer, 310-725-3300

# FAA Officials

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## International Area Offices

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Routing Symbol	Officials
<b>AEU</b> .....	<b>Europe, Africa, &amp; Middle East Area Office, Director</b> <b>Paul Feldman, 011-322-508-2700</b> American Embassy, Brussels PSC 82 Box 002 APO AE 09724-1011
<b>ALC</b> .....	<b>Latin America &amp; Caribbean Area Office, Director</b> <b>Joaquin Archilla, 305-716-3300</b> 8600 NW 36th Street Miami, FL 33166
<b>APC</b> .....	<b>Asia-Pacific Area Office, Director</b> <b>Elizabeth E. Erickson, 011-65-6540-4114</b> American Embassy 27 Napier Road Singapore 258508



# FEDERAL AVIATION ADMINISTRATION

## FLIGHT PLAN 2004-2008

### INCREASED SAFETY

*Goal: Achieve the lowest possible accident rate and constantly improve safety.*

*Objectives:*

1. Reduce the commercial airline fatal accident rate.
2. Reduce the number of fatal accidents in general aviation.
3. Reduce accidents in Alaska.
4. Reduce the risk of runway incursions.
5. Reduce cabin injuries caused by turbulence.
6. Measure the safety of the United States civil aviation system with a composite index.
7. Ensure the safety of commercial space launches.
8. Enhance the safety of FAA's air traffic systems.

*Performance Targets:*

Obj. 1 Reduce the airline fatal accident rate by 80% from the 1994-1996 baseline by FY 2007 and maintain this low rate in FY 2008.

Obj.2 By FY 2008, reduce the number of general aviation nonscheduled Part 135 fatal accidents to more than 325 (from 385, which represents the average number of fatal accidents for the baseline period of 1996-1998).

Obj. 3 Reduce accidents in Alaska for general aviation and all Part 135 operations by 20% by FY 2008 (from 2000-2002) average of 130 accidents per year to no more than 104 accidents per year).

Obj. 4 Reduce the number of most serious runway incursions (Categories A and B) at towered airports by at least 48% by FY 2008 (from the 2000-2002) baseline average of 52 per year to no more than 27 per year).

As of 10/01/03

Source: APO-120  
(202) 267-3220

## INCREASED SAFETY Performance Targets (Continued)

Obj. 5 Reduce serious injuries from turbulence accidents by 33% by FY 2008 (from the FY 1996-2000 average of 18 serious injuries per year to no more than 12).

Obj. 6 By FY 2006 implement a single, comprehensive index that provides a meaningful measure of the safety performance of the U.S. civil aviation system.

Obj. 7 No fatalities or serious injuries to the uninvolved public during commercial space launch or reentry activities.

Obj. 7 No significant damage to property that is not associated with the flight during commercial space launch or reentry activities.

Obj. 8 Apply safety risk management to all significant changes in the NAS.

Obj. 8 Reduce the number of most serious air traffic control operational errors (Categories A and B) by 15%, to no more than 563 by FY 2008.

## GREATER CAPACITY

***Goal:*** *Work with local governments and airspace users to provide capacity in the United States airspace system that meets projected demand in an environmentally sound manner.*

### ***Objectives:***

1. Increase airport capacity to meet projected demand.
2. Make air traffic flow over land and sea more efficient.
3. Increase or improve airspace capacity in the eight major metropolitan areas and corridors that most affect total system delay: New York, Philadelphia, Boston, Chicago, Washington/Baltimore, Atlanta, Los Angeles Basin, and San Francisco.
4. Increase on-time performance of scheduled carriers.
5. Address environmental issues associated with capacity enhancements.

### **Performance Targets:**

Obj. 1 Achieve an airport arrival efficiency rate of 96% at the 35 OEP airports by FY 2008.

Obj. 1 Increase the Airport Arrival Capacity at the 35 OEP airports from 50,550 arrivals per day the 2000-2002 baseline, to at least 53,600 per day by FY 2008.

Obj. 1 Open as many as nine new runways, while increasing the annual service volume (ASV) of the 35 OEP airports by at least 1% annually, measured as a five-year moving average, through FY 2008.

Obj. 1 Sustain operational availability at 99% for the reportable facilities that support the 35 OEP airports.

Obj. 2 Maintain average en-route travel times among the eight major metropolitan areas.

## GREATER CAPACITY Performance Targets (Continued)

Obj. 2 Beginning in FY 2005, increase to 80% the number of oceanic en-route altitude change requests that are granted through the end of FY 2008.

Obj. 3 Achieve an increase in the Airport Arrival Capacity for the eight major metropolitan areas from 21,290 arrivals per day from the 2000-2002 baseline to at least 22,000 per day by FY 2008.

Obj. 4 Through FY 2008, increase the percentage of all flights arriving within 15 minutes of schedule at the 35 OEP airports by 7%, as measured from the three-year FY 2002 baseline

Obj. 5 Reduce the number of people exposed to significant noise through FY 2008, as measured by a three-year moving average, from the three-year average for calendar year 2000-2002.

Obj. 5 Improve aviation fuel efficiency per revenue plane-mile by 1% per year through DY 2008, as measured by a three-year moving average, from the three-year average for calendar year 2000-2002.

## INTERNATIONAL LEADERSHIP

***Goal:** increase the safety and capacity of the global civil aerospace system in an environmentally sound manner.*

### ***Objectives:***

1. Promote improved safety and regulatory oversight in cooperation with bilateral, regional, and multilateral aviation partners.
2. Promote seamless operations around the globe in cooperation with bilateral, regional, and multilateral aviation partners.

### ***Performance Targets:***

Obj. 1 Provide new or expanded technical assistance and training to 30 key countries or regional authorities.

Obj. 1 Conclude new bilateral agreements recognizing safety certification and approval systems with ten key countries or regional authorities.

Obj. 1 Secure a 100% increase, over FY 2003 levels, in intellectual and financial assistance for international aviation activities from the United States and international government organizations, multilateral bank, and industry.

Obj. 1 Support creating at least four new regional aviation authorities or organizations capable of meeting globally accepted safety and efficiency standards.

Obj. 2 Ensure the United States, ICAO, and other international partners implement new techniques and key operational procedures in a consistent and timely manner.

Obj. 2 Implement RVSM in the North American Region by January 2005.

Obj. 2 Ensure that international environmental standards, recommended practices, and guidance material adopted by ICAO are globally and uniformly applied, reflect the best available technology, provide real environmental benefit, and are economically sound.

## *ORGANIZATIONAL EXCELLENCE*

***GOAL:*** *Ensure the success of the FAA's mission through stronger leadership, a better trained workforce, enhanced cost-control measures, and improved decision-making based on reliable data.*

### *Objectives:*

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, diverse workforce.
2. Control costs while delivering quality customer service.
3. Make decisions based on reliable data to improve our overall performance and customer satisfaction.

### *Performance Targets:*

Obj. 1 Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5%.

Obj. 1 Directly relates 100% all employee performance plans to FAA strategic goals and their organization's performance plans.

Obj. 1 Reduce the time it takes to hire mission critical positions by 20% over the FY 2003 baseline.

Obj. 2 By putting cost controls in place, and having a more efficient, effective workforce, the agency expects to fund at least 75% of the currently unfunded portion of the Flight plan.

Obj. 2 Complete the closeout of 100% (FY 2001 baseline) of cost reimbursable contracts by end of FY 2004 and maintain timely closure of future contracts.

Obj. 3 Make sure 80% of critical acquisition programs are both on schedule and within 10% of budget.

Obj. 3 Achieve 90% of all performance targets in the Flight Plan.

### *ORGANIZATIONAL EXCELLENCE Performance Targets (Continued)*

Obj. 3 Increase agency scores on the American Customer Satisfaction Index.

Obj. 3 Achieve 90% of the milestones for the agency information security plan by 2008.

## **NOTES**



## **FAA VISION**

*To provide the safest, most efficient and responsive aerospace system in the world, and to be the best Federal employer, continuously improving service to customers and employees.*

### **FAA Mission**

*FAA provides a safe, secure, and efficient global aerospace system that contributes to national security and the promotion of US aerospace safety.*

*As the leading authority in the international aerospace community, FAA is responsive to the dynamic nature of customer needs, economic conditions, and environmental concerns.*



# ***FAA VALUES***

## ***We Believe in***

- ☆ Trust*
- ☆ Integrity*
- ☆ Honesty*
- ☆ Involvement*
- ☆ Teamwork*
- ☆ Diversity*
- ☆ Respect*

## ***We Are Committed To***

- ☆ Responsiveness*
- ☆ Quality*
- ☆ Timeliness*
- ☆ Fiscal Responsibility*
- ☆ Accountability*
- ☆ Communication*

## ***We Will Achieve These Values By***

- ☆ Giving people what they need, then letting them do their jobs.*
- ☆ Making timely decisions at the lowest level and respecting them.*
- ☆ Committing our best to our customers.*
- ☆ Valuing our people.*
- ☆ Being open to new ideas.*
- ☆ Speaking out for what we believe, even when it is unpopular.*
- ☆ Recognizing each person's contributions and realizing each person's full potential.*
- ☆ Collaborating across organizations.*
- ☆ Taking pride in what we do.*

# 2004

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# 2005

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