



Federal Aviation
Administration



2009-2013

FAA Flight Plan





Celebrating 50 Years of Safety



Preparing for 50 More

Our continuing mission is to provide the safest, most efficient aerospace system in the world.

This is our strategy to navigate the next five years.



Our Vision

We continue to improve the safety and efficiency of flight. We are responsive to our customers and are accountable to the taxpayer and the flying public.



Our Values

SAFETY IS OUR PASSION.
We are the world leaders in aerospace safety.

QUALITY IS OUR TRADEMARK.
We serve our country, our stakeholders, 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.





INTRODUCTION

In 1958, the airlines were just coming into their own. In this day and age, a typical year for the airlines had 15 accidents—about one every three weeks—and about 260 deaths. It was an industry in its formative years, learning to keep pace with the novelty of erasing several time zones in a single flight.

In 2008, as we celebrate the 50th anniversary of the Federal Aviation Administration (FAA), the novelty has become a way of life. The total number of commercial passengers in U.S. airspace is approaching 800 million per year. In fact, since the last major commercial fatal accident in the U.S. over two years ago, more than 1.5 billion passengers have flown without a commercial passenger fatality. The challenge of sustaining this safety record is formidable, and we remain focused at keeping it that way.*

Dealing with congestion and delays also remains a top priority, both in the air and on the ground. The task of reshaping airspace in the major metropolitan areas is a lengthy and, at times, a frustrating process. Consider New York. One-third of America's air traffic flies to and through this corridor. As a result, we're constantly looking for ways to modify and streamline the routes in that region. As New York goes, so goes the system. A ground-stop in New York can ripple coast-to-coast in less than an hour.

It's easy to see that this region serves as a solid example why the agency must continue full-throttle with plans to launch "NextGen", the Next Generation Air Transportation System that is the overhaul of America's air traffic control

system. The fact of the matter is that not only do we need to be able to handle current traffic levels, but we need to look to and plan the future.

We're moving ahead already. Aviation's reliance on ground-based technology is being replaced with state-of-the-art satellite-based technology. When you have more passengers flying in more planes than ever before, minimal changes won't be able to accommodate the numbers. That's why NextGen is designed to alter the entire landscape of how we fly. NextGen gives pilots and controllers the same view of the system. It creates greater efficiencies and more fuel-efficient, greener routes to get where you're going.

We must also continue to enhance capacity on the ground at the nation's busiest airports. Since FY 2000, thirteen new runways have opened, providing airports with the potential to accommodate 1.6 million more annual operations. The capacity of our National Airspace System (NAS), however, continues to be stretched beyond its means. We are working with airport owners and operators to plan for projects that will increase airport capacity. History will be made this fall by commissioning new runways at three major airports, all on the same day. Runways at Chicago O'Hare, Washington Dulles, and Seattle Airports will be commissioned in November 2008.

Even as we push forward with NextGen and airport expansions, we remain focused on safety. Case in point: our runways. In 2007, runway incursions were growing slightly faster than we projected. The agency launched "A Call

to Action," bringing together the airlines, the pilots, the controllers, the dispatchers—anyone whose work in anyway would touch the airfield. In a series of face-to-face meetings with chief pilots and company executives, new training techniques and operational procedures were put in place. The result: the number of runway incursions began to drop. The bottom line: since then, in over 58 million operations, commercial airliners were involved in less than ten serious runway incursions.

We put in place state-of-the-art airport surface detection radar at 12 airports, including Los Angeles and Newark. We allowed for the placement of moving map displays in the cockpit, an application of technology that could change movement on the airfield the same way that global positioning systems (GPS) changed how we drive our cars.

The Flight Plan is the strategic plan for the agency, the plan to help us prepare for the future. The majority of FAA's responsibilities are our core functions—our everyday roles and responsibilities—which are not specifically highlighted in this document. For any area of the Flight Plan that you would like more information or see how it flows into our business plans, please look on the internet at www.faa.gov under the "Quick Links" section to the Strategic Flight Plan. We also post how we are doing at the end of each quarter on achieving the targets we set, and you can find those reports under "How are we doing?"

* The Commercial Air Carrier Fatal Accident Rate performance target is made up of scheduled and unscheduled operations for Part 121 carriers and scheduled operations for Part 135 carriers.



IN CELEBRATION OF THE 50TH ANNIVERSARY OF THE FAA, we asked our employees to write in and tell us why they love working at the FAA. Employees from all regions and centers, lines of business, and staff offices submitted their stories, more than 235 of them in all. These employees represent the full range and diversity of our workforce: younger and older workers, minorities, men, women, long-time federal workers, and newcomers, and from virtually every organization within FAA. Each person's story burst with enthusiasm and pride as they told us, in their own words, what makes them proud to work for the FAA. We are proud to use these images to illustrate our pages and share the spirit of today's FAA.



Next Generation Air Transportation System (Next Gen) Starts Now

NextGen transforms the way the FAA provides air navigation services to support an expected doubling of airspace demand from an increasingly diverse U.S. aviation industry. It emphasizes efforts to build upon our safety record and to improve aviation's environmental performance through advanced aircraft performance capabilities and alternative fuels.

FAA will transition from air traffic control to air traffic management. In the NextGen system, most communications will be made through digital data, much of it transferred directly from computer to computer. Relevant information will be shared easily among system users through network-enabled information access. In other words, the right information will be available to the right people at the right time. Initial implementations of NextGen capabilities will leverage existing NAS infrastructure. With its aviation community partners, FAA established an integrated demonstration site in Florida as shown on the next page.

The FAA has identified five transformational NextGen programs that will fundamentally change the way we communicate,

navigate, and manage air traffic. Here are the five programs with a short description of each:

Automatic Dependent Surveillance-Broadcast (ADS-B)
ADS-B uses GPS to broadcast the position and intent of the aircraft. It then automatically transmits this information — with more precision than radar — to air traffic managers and pilots. Through more accurate surveillance, ADS-B will allow for more efficient separation of planes. In the cockpit, pilots also will have access to information on weather, traffic and flight restrictions.

System-Wide Information Management (SWIM)
SWIM is an information technology program that identifies industry standards and commercially available products to ensure interoperability between NAS systems. This will improve operational decisions, making it easier to share data between systems. The program's first segment will focus on applications related to flight and flow management, aeronautical information management, and weather data dissemination.

NextGen Data Communications
NextGen Data Communications will give controllers and



flight crews a way to exchange both operationally critical (e.g. air traffic clearances and instruction) and routine information (e.g. advisories, and flight crew requests and reports). Today's voice-only communications will not support the NextGen vision of network-enabled information access and exchange and aircraft trajectory-based operations.

NextGen Network Enabled Weather (NNEW)

NNEW will serve as infrastructure core of the NextGen aviation weather support services and provide access to a common weather picture across the national airspace system. NNEW will identify, adapt and utilize standards for system wide weather data formatting and access. Using network enabled operation capabilities, aviation weather information from multi-agency sources will be developed which can be directly and commonly accessed by and integrated into user decision support tools. The virtual database will consolidate

a vast array of ground-, airborne-, and space-based weather observations and forecasts, updated as needed in real time, into a single, national—eventually global—picture of the atmosphere.

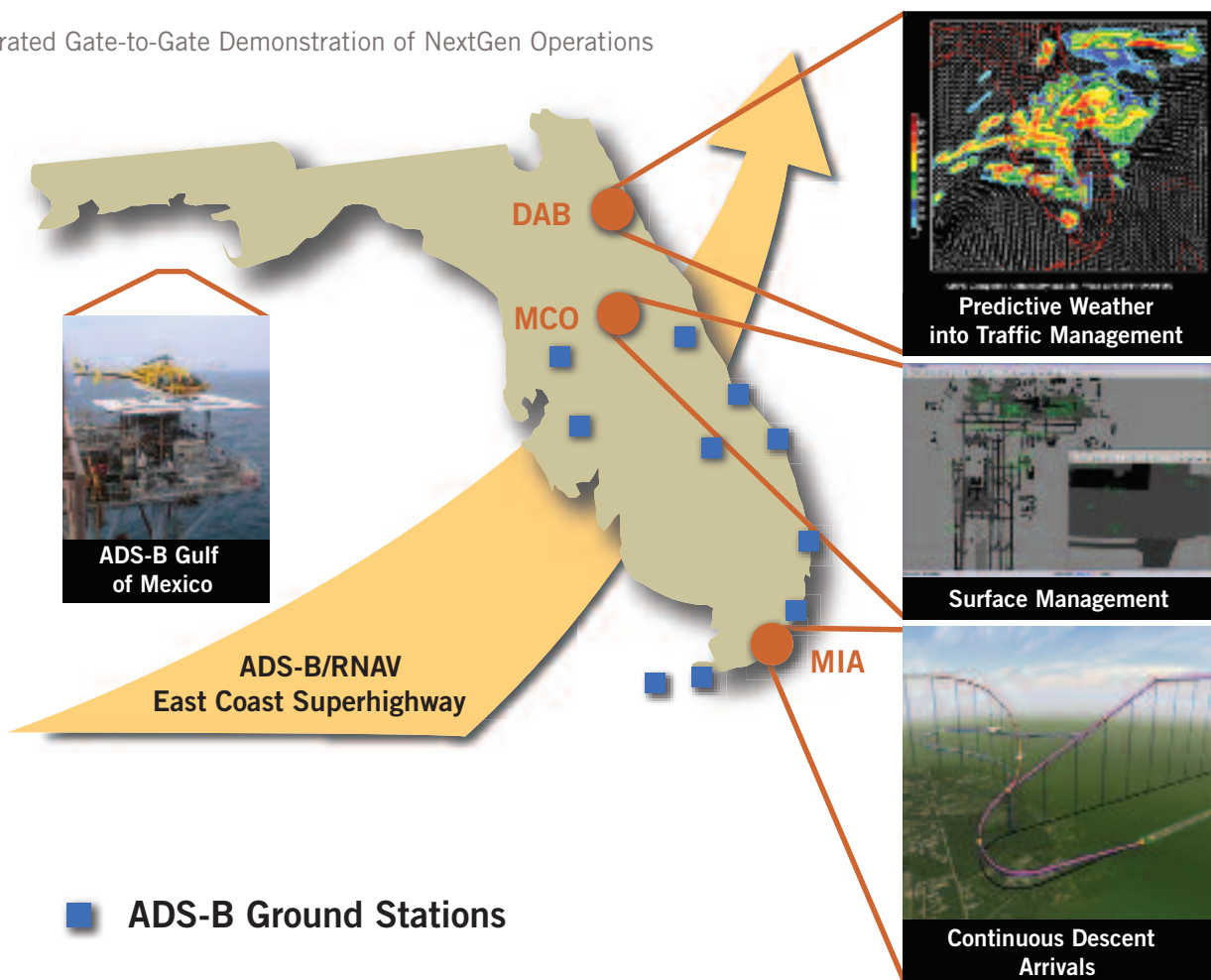
National Airspace System Voice Switch (NVS)

NVS is a program to replace current voice switches, some of which are more than 20 years old. Current linkages do not support sharing of airspace within and across facility boundaries; reconfiguration capability of controller position to radio frequency and volume of airspace is inflexible; and reconfigurations can not be done quickly. The NVS program will allow the FAA's air traffic control to achieve a network-based infrastructure as well as evolve into a more flexible communications system that supports dynamic re-sectorization, resource reallocation, airspace redesign and the NextGen vision.

Near- to Mid-Term

NextGen Integrated Test Bed

Goal: Integrated Gate-to-Gate Demonstration of NextGen Operations





INCREASED SAFETY

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

Our first commitment is to safety. The proof of our ability to maintain that focus is in the actual safety record itself. In fiscal years 2007 and 2008, there were no commercial passenger fatalities on commercial flights in the U.S. Knowing this, the issue facing FAA comes in the form of a simple question with an exceedingly complex answer: When a system is so safe, how do you know where to place your focus to keep it that way? With more passengers flying than ever, and fuel prices forcing airlines to look for ways to save money, the test has never been more daunting.

To address this challenge, we're moving away from the anecdotal approach to safety and instead using data-analysis to prevent accidents before they happen. Safety Management Systems (SMS) are being put in place that allow us to examine the data of what's actually happening in the system. With SMS, we examine that data to isolate the trends that very well could become the precursors to accidents themselves. Three of the agency's largest lines of business—Air Traffic, Aviation Safety and Airports—have these programs under way.

These efforts complement other areas of focus, such as the "Call to Action" we placed to industry regarding runway safety. We used the data that had been accumulated with our Safety Management System to isolate trends. With that information, we met with chief pilots, put new technology in place, and revamped airport signage to increase the levels of safety on the runway.

Even though commercial aviation draws most of the headlines, we remain dili-

gent in our efforts to work with the pilots who form the backbone of General Aviation (GA). The FAA continues to work jointly with the Alaska aviation community through a number of organizations and safety programs such as: the Medallion Foundation, Alaska Air Carriers Association, Alaska Airman's Association, FAA Safety Team, and Circle of Safety. In addition to these training and education efforts, we're using new technology in Alaska, such as the satellite-based Capstone navigation and terrain awareness avionics. We're also installing 221 additional weather cameras throughout the state. These weather cameras prove that a picture that is indeed worth a thousand words and are a real-time depiction of what's happening throughout the state. The Alaskan pilot now has go/no go information that was previously unavailable.

In addition, we're using ADS-B to solidify the use of satellite surveillance in Alaska. The breadth of the geography there makes the use of radar virtually impossible. Satellites aren't encumbered by terrain. The situational awareness benefits provided by the improved surveillance, broadcast services, and improved avionics has proven to be a great success; preliminary data indicates a projected 47 percent drop in the fatal accident rate for aircraft equipped with ADS-B in Southwest Alaska.

As a result of that success, we are transferring the lessons learned in Alaska to the Gulf of Mexico, another location in which radar coverage is limited. We are increasing our outreach and training to general aviation pilots to increase their skills and awareness.

We're making similar advances to air traffic control safety. The establishment of "proximity events" last year was a recognition that our focus should be on the more serious operational errors and not on those that present little or no safety risk. Training programs and better automation will help us meet our goal in FY 2009.

The section that follows identifies the measures and initiatives we have in place to improve safety. Because we always look toward continuous improvement, we have updated our safety measures and initiatives. For example, we've put in place a new metric to collect and share information from multiple programs, including the Aviation Safety Information Analysis and Sharing (ASIAS) program and the new Air Traffic Safety Action Program. We're spreading safety data as far and wide as we can. There can be no secrets in safety, and everyone including and especially the passenger, benefits with this approach.

We accelerated the expansion of the Air Transport Oversight System (ATOS) for the airlines. We're blending the oversight data ATOS is providing with our other data sources to enhance our ability to detect nationwide trends and provide a better perspective on the health and safety of the aviation system.

It is not a coincidence that we are in the safest period in the history of aviation. It took a lot of hard work and dedication from our employees, the aviation industry and external stakeholders to get us here. The system is the safest it has ever been, and we will continue to work to keep it that way.



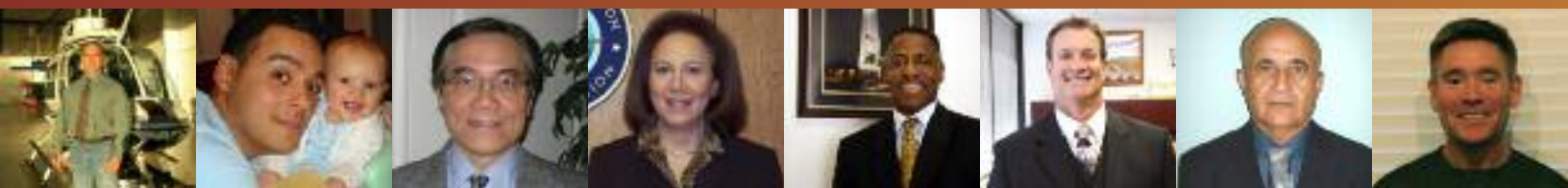
Safety Management System

We live in an era of unprecedented safety in air travel. In the last ten years, the U.S. commercial aviation accident rate has dropped by 57 percent and general aviation accidents have significantly declined. At the same time, the capacity and complexity of the air transportation system have steadily increased. Air travel forecasts expect as many as one billion travelers to take to the skies every year by 2016.

In keeping up with this growth, increasing complexity, and implementing the Joint Planning and Development Office (JPDO) safety vision, the FAA needs to move beyond our current safety system. We recognize the need for a more efficient and farther reaching method of operations. Maintaining and improving safety in this increasingly complex system requires us to take a proactive approach and to be innovative. The answer is to institute our SMS across the FAA, beginning with the Office of Aviation Safety, the Air Traffic Organization, and the Office of Airports. We know we can do this while complementing and leveraging the capabilities of the aviation industry's product and service providers' SMS. The FAA has issued the Safety Management System Guidance Order which will be used as the framework for the implementation of SMS within the FAA.

The International Civil Aviation Organization (ICAO) has established a framework or minimum requirements for an SMS for many system participants. SMS is becoming the standard for aviation safety worldwide. In alignment with this strategy, the JPDO Senior Policy Committee recently approved the JPDO Safety Working Group developed SMS standard, establishing SMS requirements for the federal departments involved in NextGen.

In NextGen, FAA will build a comprehensive SMS into each new system, comprised of complementary and integrated SMS within FAA Lines of Business. The organizations that the FAA oversees will also have SMS, and these SMS will be complementary and mutually supportive. As FAA oversight strategies are refined to leverage the capabilities of product and service providers' SMS, the FAA will work with stakeholders to produce practical, internationally-harmonized regulations that are flexible enough to accommodate effective industry programs. The benefit of SMS will be increased safety and more efficient oversight.



TOP SAFETY ACCOMPLISHMENTS FOR FY 2008

Reduced Commercial Aviation Fatal Accidents.

In FY 2007, the FAA rolled out a new way to measure airline safety. The new measure, fatalities per 100 million persons onboard, more accurately reflects risk to the flying public. The FAA's target is to reach a 50 percent reduction by 2025 from a 2007 baseline of 8.88 fatalities per 100 million persons on board. At 0.04, we were well below the FY 2008 performance target of 8.7 fatalities per 100 million persons on board.

Continued to Reduce Fatal GA Accidents. The success of collaborative safety initiatives between the FAA and industry continues to drive the GA fatal accident rate even lower. This year marked a 3-year period that was the safest ever recorded in the history of GA. The FAA will use these years as the baseline for next year's new GA safety metric and goal. The aim is to reduce GA fatal accidents over the next 10 years to no more than one accident per 100,000 flight hours.

Maintained Safety Record for Commercial Space Launches. The commercial space launch industry continued its safety record of safe launches with none resulting in a public fatality or injury. This year marked an increase from previous years in launches from land-based and offshore sites. All told, there have been eleven launches in FY 2008.

Implemented an agency-wide SMS. This year, the FAA published guidance for implementation of SMS throughout the agency. This guidance furthers the practice of managing safety by moving to a more process-oriented system safety approach. It also required developing and implementing a plan for functions under the SMS, including the structure of safety oversight relationships with the segment of industry for which we hold safety oversight responsibility.

Unmanned Aircraft Systems (UAS) Certifications. As the demand for these systems expands, our goal is to protect the safety of all. We established the procedures for issuing experimental airworthiness certificates of UAS for purposes of research and development, market survey, or crew training to UAS.

We've issued close to 40 experimental certificates for unmanned systems so far.

Fatigue Workshop. FAA is actively engaged in addressing issues involving fatigue in flight crewmembers and air traffic controllers. We have an ongoing project to address fatigue management for crews on flights of greater than 16 hours duration. We sponsored the highly successful industry Fatigue Symposium in June, 2008 when we brought together all the current and best science and practice on fatigue and fatigue management in a public forum that will serve as the baseline for future FAA and industry actions.





OBJECTIVE 1

Reduce commercial air carrier fatalities.

Performance Target

- Cut the rate of fatalities per 100 million persons on board in half by FY 2025.

Strategy

Improve FAA oversight systems and processes.

Initiative

- Develop and implement a strategic plan to address the recommendations received from the Independent Review Team, the Special Certification Review Team, the Airworthiness Directive Review Team and others, including the OIG, and implement those actions scheduled for FY 2009.

Strategy

Continue the evolution toward a performance-based NAS by using a satellite-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.

Initiatives

- Implement the Roadmap for Performance-Based Navigation (PBN) through the continued development and implementation of PBN approach procedures with the goal of achieving improved minima and precision-like approach capability. Through FY 2013, we will publish at least 300 RNP and RNP-Special Aircraft and Aircrew Authorization Required (SAAAR) approach procedures.
- Provide third parties the ability to design, flight check, and implement RNP approach procedures with FAA providing safety oversight.

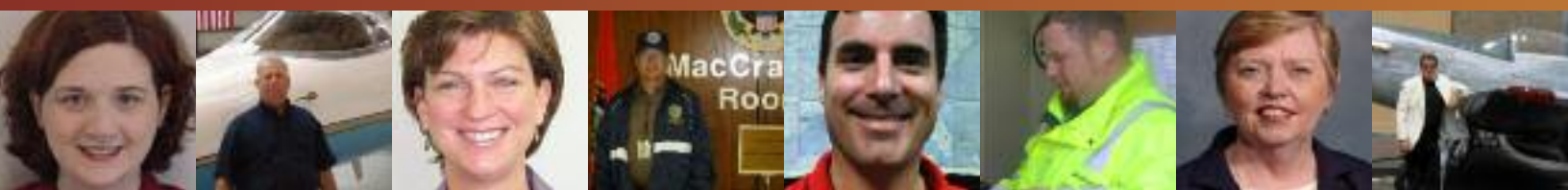
- Apply appropriate FAA standards and criteria in the helicopter RNP/RNAV departure procedure development process.
- Develop a plan for ADS-B high altitude performance in specific regions such as the Gulf of Mexico and off the East coast.

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.



- 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.
- Modernize Aeronautical Information Management (AIM) services to deliver accurate and timely digital aeronautical information, products and services to customers, including improved Notices to Airmen (NOTAM) and improved information on restricted and regulated airspace.
- Where practical, upgrade Runway Safety Areas to meet standards.

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

- Collect safety data at a national level and consolidate the data under the Aviation Safety Information Analysis and Sharing (ASIAS) program.
- Ensure effective management and analysis of data-gathering programs
- Improve the safety of transporting hazardous materials by air.
- Improve safety at Part 139 certificated airports through airport design standards and inspections.
- Continue implementing Commercial Aviation Safety Team (CAST) initiatives.

OBJECTIVE 2

Reduce general aviation fatalities.

Performance Targets

- Reduce the fatal accident rate per 100,000 flight hours by 10 percent over a 10-year period (2009-2018).
- By the end of 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 at the beginning of FY 2010.

Strategy

Improve standard procedures and guidelines to implement technologies and systems that will help pilots operate aircraft as safely as possible.

Initiatives

- Continue delivery of dependent surveillance to key sites. To increase situational awareness, 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.
- Develop and publish Wide Area Augmentation System (WAAS) approaches. In FY 2009, we will publish 500 WAAS approaches.
- Manage the Automated Flight Service Station (AFSS) contract to provide quality flight services to the contiguous United States, Puerto Rico, and Hawaii.
- Continue research to identify human factors that may contribute to accidents. Develop and implement strategies, methods, and technologies that reduce safety risks.

- Develop policies, procedures, and approval processes to enable operation of unmanned aircraft systems (UAS).
- Identify issues, create strategies, and initiate action plans for Part 135 commuter and on-demand operations.
- Working with the Helicopter Association International (HAI), continue development and implementation of the International Helicopter Safety Team (IHST) recommendations.
- Continue implementing General Aviation Joint Steering Committee initiatives.

Strategy

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



Initiatives

- Achieve full operational capability of WAAS by completing all hardware and software changes needed to complete the system.
- Continue to optimize weather camera benefits and explore alternative technologies.
- Support the Medallion, Circle of Safety, and Alaska Flight Service Safety programs.





- Improve rural airports to permit 24-hour Visual Flight Rules (VFR) access.
- Implement an improved statewide public RNP/RNAV WAAS-enabled route structure.
- Provide high quality flight services to our customers in Alaska.
- Working with industry, by FY 2010, develop and baseline an Alaska accident rate that is closely aligned to the General Aviation fatal accident rate, replaces the current measure, and suitable for consolidation with the GA fatal accident rate in the future.

OBJECTIVE 3

Reduce the risk of runway incursions.

Performance Targets

- By FY 2010, reduce Category A and B (most serious) runway incursions to a rate of no more than 0.45 per million operations, and maintain or improve through FY 2013.

- By the end of FY 2013, reduce total runway incursions by 10 percent from the FY 2008 baseline.

Strategy

Identify and monitor runway incursion reduction goals, and implement key runway incursion reduction technologies.

Initiatives

- Publish a National Runway Safety Plan (NRSP).
- Continue to develop, enhance, and test runway status lights functionality for application at a wider array of airports.
- Continue to test and plan implementation of low cost ground surveillance (LCGS) systems.
- Accelerate the process of evaluating Electronic Flight Bags, moving map displays and aural alerting cockpit technology for the purpose of reducing runway incursions.



Strategy

Identify and reduce runway incursion collision risks.

Initiatives

- Improve training, procedures, evaluation, analysis, testing, and certification to reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, pedestrians, vehicle operators, tug operators, and individuals conducting aircraft taxi operations.
- Design, develop and implement an improved runway incursion analysis capability.

Strategy

Modify and improve existing surface movement infrastructure.

Initiatives

- Install Airport Surface Detection Equipment-Model X (ASDE-X) and retrofit ASDE-X equipment capability into selected Airport Movement Area Safety System (AMASS) installations, such as Los Angeles and Newark airports.
- Continue to evaluate and deploy runway status lights at AMASS and ASDE-X airports.

OBJECTIVE 4

Ensure the safety of commercial space launches.

Performance Target

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

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.

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 space transportation operations.
- Work with the Commercial Space Transportation Advisory Committee (COMSTAC) and government stakeholders to develop and implement strategies to enable safe commercial space flight operations that involve on-board crew, and other space flight participants.

OBJECTIVE 5

Enhance the safety of FAA's air traffic systems.

Performance Target

- Limit Category A and B (most serious) operational errors to a rate of no more than 1.95 per million activities by FY 2012 and maintain through FY 2013.

Strategy

Identify and reduce factors contributing to operational errors.

Initiatives

- Modify our processes for evaluations and safety audits to 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.

OBJECTIVE 6

Implement a Safety Management System (SMS) for the FAA.

Performance Target

- In FY 2010, implement SMS in the Air Traffic Organization, Office of Aviation Safety, and Office of Airports. In FY 2012, implement SMS policy in all appropriate FAA organizations.

Strategy

Design, develop, and implement SMS for the FAA.

Initiatives

- Develop and implement agency-wide SMS guidance.
- Design and implement SMS for the delivery of air traffic services.
- Design and implement SMS for safety regulation and certification.
- Design and implement SMS for airport regulation and certification.





Photo: Construction of the Seatac 3rd Runway © 2008 Sky-Pix

GREATER CAPACITY

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

America's airports are the access point for the Nation to the air transportation network. We must preserve and improve our airports—both commercial and general aviation—in order to prepare for the future and maintain our leading role.

Over the last several years, we've made significant strides to add capacity to the aviation system. Since 2000, 13 new runways have opened and the numbers tell the story. With just 20 miles of concrete, we've added the potential to accommodate 1.6 million more annual operations and decrease delay per operation by about five minutes. With roughly 5,000 aircraft in the sky at any given time, five minutes adds up to quite a bit of fuel and a considerable amount of time saved. In November 2008, FAA will commission three new runways at three major airports, all on the same day, an event that has never happened before.

Even with these new runways, the capacity of the system continues to be stretched beyond its limits at certain airports and regions. The associated delays are placing a strain on everyone. The FAA must immediately take extraordinary steps to reverse this trend at these key airports in the system.

Although FAA and airports have made progress adding capacity, there are still areas where a sense of urgency remains. Delays affect everyone. Passengers deal with missed or canceled flights, lost productivity, not to mention the potential for sitting on the tarmac instead of sitting

on a beach while vacationing. Beyond this, airlines incur increased costs for crews, fuel, and maintenance while planes sit idling on the airfield surface or circling in holding patterns. The U.S. economy suffers both direct and indirect costs from aviation delay as lodging, food service, retail, ground transportation, and other industries are impacted. Additionally, the environmental impacts continue to mount as aircraft burn more fuel or have to return to the deicing pads due to delayed departure times.

A few U.S. airports are experiencing significant levels of congestion that produce delays locally as well as nationally. Many of these delays result from a persistent mismatch between the demand for and the availability of capacity. Given that infrastructure developments such as new runways can take up to 10 years to implement, the FAA must develop processes and systems to speed intervention at critical and chronic delay points.

To meet this challenge, we must enhance the partnership with the airport operators and airport users to continue to develop action plans that provide solutions to ensure the best fit on local and regional levels. Each airport, each local community, each local environment, each geographic region must play into the solution set, with the specific tool sets identified and implemented appropriately. What works at one location may not work at another for a variety of reasons.

FAA recognizes the need to identify and prioritize delay issues, and is implement-

ing a team approach to do this for the chronic delay airports. FAA is creating congestion action teams to help alleviate and manage specific capacity issues at the airports that create the greatest impact on the system. For the longer-term solutions, FAA prefers an integrated approach to improve capacity by improving technology, air traffic control procedures and expanding airport and airfield infrastructure. In circumstances where operational efficiency and airport capacity expansion is not feasible or not yet completed, where demand routinely exceeds airport capacity, and where local delays reverberate through the NAS, a congestion management approach may be the appropriate choice, including schedule reduction. But it is important to recognize that there is no one-size-fits-all in applying strategic mitigation or congestion management.

TOP GREATER CAPACITY ACCOMPLISHMENTS FOR FY 2008

Adjusted Operational Availability. The FAA achieved a sustained adjusted operational availability of 99.8 percent for the reportable facilities that support the 35 Operational Evolution Partnership (OEP) airports. This measure cannot obtain a 100 percent Adjusted Operational Availability rate because of the requirements to perform formal facility inspections, periodic maintenance and corrective maintenance on the operational equipment located at the 35 OEP airports.

Average Daily Airport Capacity. We achieved the target of an average daily airport capacity for the 35 OEP airports of 101,868 arrivals and departures per day, and an average daily airport capacity for the 7 Metro areas of at least 33,676 arrivals and departures per day. We are continually working to maximize available capacity in the NAS to keep up with demand and better serve the flying public.

Area Navigation (RNAV) Procedures and Routes.

Thus far in FY 2008, we implemented 63 RNAV Standard Terminal Arrival (STAR) and Standard Instrument Departure (SID) procedures at 45 airports, with 15 more procedures scheduled for publication in September, 2008. RNAV is saving operators millions of dollars per year by lowering fuel consumption due to more efficient routes, while simultaneously improving safety, environmental impacts, and user access to the NAS.

Wake Turbulence Program. The Wake Turbulence Program had two major accomplishments for FY 2008: the development of a draft National Air Traffic Rule Change and the Wake Turbulence Mitigation for Departures (WTMD) decision support tool. The National Rule change allows the use of a dependent parallel instrument landing system aircraft approaches to an airport's closely spaced parallel runways. The development of the WTMD air traffic control decision support tool design and functional requirements were sufficiently mature to enter into preparation for the tool's procurement for up to 10 of the 35 OEP airports.

Air Traffic Management (ATM). In an effort to reduce delays, ATM, working collaboratively with the aviation community, has made airspace more avail-

able during periods of bad weather by use of the Airspace Flow Program (AFP). We estimate that since installation in 2006, ATM efforts during periods of bad weather have saved airlines over \$120 million in fuel and operations costs.

Future Airport Capacity Team (FACT). FAA is teaming with external stakeholders to identify and address capacity-constrained airports and metropolitan areas. This team has identified critical high activity airports in the NAS and performed site visits to the following airports: Atlanta, Chicago Midway, Fort Lauderdale, John Wayne, Las Vegas, Long Beach, Oakland, Phoenix, San Diego and San Francisco. The team developed a toolbox of potential solutions for each unique location. This toolbox includes technological, procedural, and infrastructure improvements to be considered for implementation at airports based on additional capacity needs in the future.

Airport Studies. Eleven projects are in the planning or environmental stage at the largest airports including an environmental assessment for a proposed runway extension at Portland, an environmental impact statement for a proposed runway extension at Ft. Lauderdale, an environmental impact statement for a proposed airfield reconfiguration at Philadelphia, and an environmental impact statement for a new supplemental commercial service airport for Las Vegas. In addition, three communities have planning studies underway to examine how their metropolitan areas will accommodate future demand for aviation. They include Chicago, Atlanta and San Francisco.

Continuous Descent Arrival (CDA) at Los Angeles International Airport. The first publicly-charted arrival procedure with the vertical profile optimized to permit CDA was implemented at Los Angeles International Airport on December 20, 2007. Procedures with an Optimized Profile Descent (OPD) allow use of the CDA technique to provide lower noise and emissions and increased fuel efficiency. FAA implemented two OPD arrival procedures at Los Angeles. Use of the CDA technique provides advantages by reducing ground noise along much of the flight path, reducing emissions, and saving time and fuel.





OBJECTIVE 1

Increase capacity to meet projected demand and reduce congestion.

Performance Targets

- Achieve an average daily airport capacity for the 35 OEP airports of 103,068 arrivals and departures per day by FY 2011 and maintain through FY 2013.
- Achieve an average daily airport capacity for the 7 Metro areas of 39,484 arrivals and departures per day by FY 2009, and maintain through FY 2013.
- 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 2013.

- Sustain adjusted operational availability of 99.7 percent for the reportable facilities that support the 35 OEP airports through FY 2013.

Strategy

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

Initiatives

- Work with interagency groups to achieve an agreed upon plan for integrated weather activities.

- Expand FAA's NextGen Implementation Plan to incorporate critical path decisions and milestones necessary to accomplish the Mid-Term commitments.
- By FY 2010, operationally implement Automatic Dependent Surveillance-Broadcast (ADS-B) for air traffic services at selected sites and continue development of surface conflict detection in the cockpit and near-term Air-to-Air applications.
- Strategically link funding requests with the acquisition of research and development 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 Working Group (EWG) for NextGen.
- The Airports Working Group will provide analysis and development of alternatives and actions plans to address anticipated capacity constraints at airports and the impact assessment of NextGen improvements on airports.
- Identify program milestones to advance communication, navigation, and surveillance technology that will enable implementation of NextGen concepts related to aircraft participation in more environmentally friendly arrival, departure, surface movement and Enroute/oceanic procedures.
- Identify NextGen critical decisions and supporting research, capital and implementation activities required to fulfill FAA NextGen commitments and meet 90 percent of the commitments identified in the NextGen Implementation Plan.
- Improve NAS supply chain operations through modernization of the supply chain infrastructure.

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.
- Future Airport Capacity Team (FACT) will continue to work with aviation

stakeholders to develop a strategy for implementing solutions from the toolbox developed for each airport projected to have an anticipated capacity shortfall in 2025.

- Establish priorities for infrastructure investments to maintain existing capacity in a cost-effective manner.
- Conduct planning studies for capacity and congestion at Atlanta.
- Ensure that runway capability commitments are established in partnership with stakeholders.
- Support environmental processing of airfield improvements at the 35 OEP airports including projects that support *Vision 100* environmental streamlining.
- Identify airports forecasted to have chronic delay in the next six months.
- Mitigate forecasted delay with congestion action teams composed of FAA, airports and operators.
- Track average flight and surface times within the NAS by including ASDE-X data in the Performance Data Analysis and Reporting System data set and integrating that data with the Terminal and En-Route data already available to provide a consolidated gate to gate measurement and analysis capability.

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.

- Evaluate and expand the use of Converging Runway Display Aids at airports with intersecting runways.
- Implement the roadmap for performance-based navigation by the continued development and implementation of Area Navigation (RNAV) routes, Standard Instrument Departures (SIDs), and Standard Terminal Arrivals (STARs). In FY 2009 through 2013, we will publish 50 RNAV SIDs and STARs and 12 RNAV routes annually.
- Facilitate and expedite the development and approval of RNAV or RNP procedures developed by both the public and the private sector.
- Conduct research to improve safety and increase throughput using wake turbulence monitoring, operational procedures, and controller tools.
- Evaluate the use of the “proximity event” classification for wake turbulence separation on final approach.
- 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.
- Enhance NAS performance for the 35 OEP airports through advanced engineering and program support.

Strategy

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





Photo: Pratt & Whitney PurePower PW1000G. Courtesy of Pratt & Whitney



Photo: Environmentally friendly GEnx engine for the B787 aircraft. Courtesy of GE Aviation

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.
- Develop flexible arrival/departure corridors.
- Identify and implement procedures and technology to improve the dissemination of weather information to pilots and controllers.
- Improve NAS logistics support programs and performance to ensure operational availability of NAS equipment and systems.

Strategy

Increase aviation capacity and reduce congestion in the 7 Metro areas and corridors that most affect total system delay. For FY 2009, those areas are San Francisco, Los Angeles, Las Vegas, Chicago, Charlotte, New York, and Philadelphia.

Initiatives

- As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

- Increase airport capacity through the use of Traffic Management Advisor (TMA).
- Monitor and maintain scheduled progress for Environmental Impact Statements at Philadelphia and Southern Nevada (located within the 7 Metro areas).
- Implement Traffic Management Advisor/Time Based Metering at New York Kennedy and LaGuardia Airports.
- Conduct planning studies for capacity and congestion at San Francisco.
- Direct Airport Improvement Program funding to reduce capacity constraints and provide greater access to the 86 regional airports in the 7 Metro 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 7 Metro areas including the continued implementation of the New York/New Jersey Airspace Redesign Project.

- Expand use of time-based metering at air traffic control centers.
- Track average flight times and surface times using the System Airport Efficiency Rate (SAER) and Terminal Arrival Efficiency Rate (TAER) between the 7 Metro airports.

OBJECTIVE 2

Increase reliability and on-time performance of scheduled carriers.

Performance Target

- Achieve a NAS on-time arrival rate of 88.0 percent at the 35 OEP airports and maintain through FY 2013.

Strategy

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

Initiatives

- 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 (AFP).





- Enhance Traffic Management Tools, net-centric information sharing vehicles and processes and procedures to yield the most effective NAS decisions through the CDM process.

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 U.S. controlled oceanic airspace.
- Implement ocean capacity metrics and targets, using comprehensive Advanced Technologies and Oceanic Procedures (ATOP) data collection and analysis capability and oceanic simulation and modeling capability.

- In FY 2009, develop a pair of coupled performance measures, throughput and delay, to represent the capacity of the National Airspace System.

OBJECTIVE 3

Address environmental issues associated with capacity enhancements.

Performance Targets

- Reduce the number of people exposed to significant noise by 4 percent per year through FY 2013, as measured by a three-year moving average, from the three-year average for calendar years 2000-2002.
- Improve aviation fuel efficiency by another 1 percent over the FY 2008 level (for a total of 7 percent) through FY 2009, and 1 percent each subsequent year through FY 2013 to 11 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.

Strategy

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

Initiatives

- Conduct research and develop, validate and apply 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.
- Continue working with the general aviation community to test, adopt, and certify a new aviation gasoline fuel standard.
- Along with stakeholders, increase aircraft noise and emissions mitigation activities at the environmental Center of Excellence and Airports Cooperative Research Program to mitigate environmental impacts.
- Work with several airports (including Los Angeles, San Diego, Louisville, Charleston, and Atlanta) to implement Continuous Descent Arrival (CDA) for night operations, and initiate research into CDA applicability to airports with greater traffic levels, general mixed fleet, and mixed operations.
- Identify candidate locations to optimize profile decent/CDA at smaller airports.
- Implement Environmental Management Systems to ensure that FAA operations protect the environment, meet statutory and regulatory environmental requirements, and improve reliability and cost effectiveness.







INTERNATIONAL LEADERSHIP

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

As the number of international passengers and aviation activities across the globe increase every year, it becomes even more important for the United States to continue to be the gold standard for aviation safety. To make this happen, the FAA actively builds partnerships and shares knowledge to create a safe, seamless, and efficient global aviation system. Our premise is simple: national boundary lines should not be impediments to safety. That's why we've worked with over 130 countries and regional organizations to provide technical assistance and training. We've continued to work closely with the International Civil Aviation Organization (ICAO) to promote our critical safety and capacity initiatives with the larger international audience, with a clear focus to ensure global harmonization of NextGen's performance-based systems and procedures. We also promote the important work that ICAO does through its Universal Safety Oversight Audit Program (USOAP). Adherence to international standards is everyone's responsibility, and everyone's gain.

With NextGen technologies and procedures, FAA works to improve aviation system efficiency and establish seamless operations beyond our borders while reducing aviation's environmental footprint. We continue harmonizing standards and procedures with our neighbors in Mexico and Canada. We are comparing our aviation system with those of Japan and the European Union to identify

future equipment and procedural needs. We also are expanding our cooperative efforts with China to collaborate on future NextGen air traffic initiatives.

Environmental issues continue to be a large part of our efforts. The FAA is a key player in ICAO's Group on International Aviation and Climate Change as it develops an international strategy to address aviation greenhouse gas emissions. We continue our work with European and industry partners through the Atlantic Interoperability Initiative to Reduce Emissions (AIRE). To address environmental issues in the Pacific region, we established the Asia and South Pacific Initiative to Reduce Emissions (ASPIRE) partnership. We expect that initiatives like AIRE and ASPIRE will serve as a framework for similar cooperative efforts in other parts of the world.

The FAA's international priorities support the future needs of the global aviation system by addressing fundamental international aviation challenges today. Through partnerships, innovation, and collaborative efforts, we work with the rest of the world to ensure the safety of air travel, increase the efficiency of the global aviation system, and contribute to the well-being of the environment.



Photo: Courtesy of The Boeing Company

AIRE/ASPIRE

Over 2.2 billion people flew on the world's airlines in 2007, with predictions of 9 billion passengers by 2025. As global aviation continues to grow, concerns about environmental impacts are also increasing. The aviation industry is committed to improving its environmental performance and the FAA is collaborating with our counterparts worldwide to make this a reality.

The FAA is working with air navigation service providers, governments, airlines, and aviation manufacturing to accelerate development and implementation of environmentally responsible technologies and procedures. We have embarked on two major international partnerships: the Atlantic Interoperability Initiative to Reduce Emissions (AIRE) and the Asia and South Pacific Initiative to Reduce Emissions (ASPIRE). AIRE employs a "gate to gate" approach to reduce aviation's environmental footprint for all segments of flight, focusing on using environmentally friendly air traffic standards and procedures. The early results of targeted demonstrations held in 2008 confirmed that significant fuel burn and emissions reduction savings were achievable while improving efficiency.

After launching AIRE, FAA initiated a counterpart program with our existing working groups in the Asia-Pacific region to encourage a stronger focus on emissions reduction. In February 2008, we created the ASPIRE partnership with Airservices Australia and Air New Zealand. We'll be using Oceanic Tailored Arrivals, a low power continuous descent approach designed to reduce fuel burn, noise and emissions while on approach to coastal airports. Trials have already been conducted

in San Francisco and Sydney with positive results. Similar to the AIRE partners, this group is working to reduce aviation's environmental footprint for all phases of flight from gate to gate.

NEXTGEN/SESAR

Projected exponential growth in aviation markets around the world is a serious impending problem. While the U.S. currently boasts an effective, efficient and safe aviation system, it is at capacity. Studies show that today's system cannot effectively handle the projected future traffic demands without modernization. As we forge ahead into NextGen, we are creating strong collaborative ties with the global aviation community.

The U.S. and Europe place a high priority on maintaining a strong cooperative relationship regarding our air traffic management systems. Through targeted collaboration, we are framing a relationship between NextGen and the Single European Sky Air Traffic Management Research (SESAR) program that will closely align the two systems. FAA is restructuring our existing air traffic cooperative research projects and action plans with EUROCONTROL to better focus on NextGen and SESAR efforts. We are collaborating with Europe on the AIRE partnership, as several of its initiatives support key NextGen and SESAR concepts, as well as working with ICAO to coordinate NextGen and SESAR harmonization with the global aviation community. This collaborative effort with Europe allows us to coordinate our systems to maintain safety collectively, accommodate growth, and reduce aviation's environmental footprint all while meeting increasing demands of airlines, the flying public, and other airspace users.

TOP INTERNATIONAL LEADERSHIP ACCOMPLISHMENTS FOR FY 2008

Aviation Safety Leadership. The hard work and dedication of the multi-agency U.S. government team, led by the FAA, resulted in a successful audit of the NAS by the ICAO Universal Safety Oversight Audit Program (USOAP) office. The audit covered multiple areas of safety oversight including air navigation services, air traffic oversight, search and rescue, airports, shipment of dangerous goods, accident investigation and environment. The audit results were issued by ICAO in August 2008. The U.S. score of 91 far exceeds the global average of 58.

Bilateral Agreements. At the 2008 Singapore Air Show, the U.S.-Korea Bilateral Aviation Safety Agreement (BASA) Executive Agreement and Implementation Procedures for Airworthiness (IPA) were signed. This safety agreement demonstrates the strong relationship the FAA maintains with the Korean Civil Aviation Safety Authority and our combined efforts toward international aviation safety. The IPA allows for the U.S. acceptance of Korean aviation equipment that meets U.S. specifications. A revision to update the U.S./Canada BASA IPA was also signed in June 2008. During the Transatlantic Issues Conference in June 2008, the U.S. and the European Commission signed a safety agreement that broadens and deepens cooperation between the FAA and its European counterpart, the European Aviation Safety Agency. The agreement, once ratified by both parties, will provide for reciprocal acceptance of safety findings in aircraft design, airworthiness and repair station facilities.

Environmental Leadership. Our second international partnership to promote good environmental stewardship, the Asia and South Pacific Initiative to Reduce Emissions (ASPIRE), was launched in February 2008. Under ASPIRE, the FAA is partnering with Airservices Australia and Airways New Zealand to share and promote wind-based and oceanic technologies that reduce fuel burn and carbon dioxide emissions while accommodating air traffic growth in the Asia-Pacific region. The ASPIRE partnership is a significant representation of the international effort to lessen aviation's environmental footprint.



NextGen Technologies. In February 2008, the FAA Air Traffic Organization and the Air Traffic Management Bureau of the Civil Aviation Administration of China signed an agreement to cooperate on harmonizing our respective air traffic system modernization programs. The agreement created the NextGen Air Traffic Management Steering Group and serves as a formal building block for the foundation that allows the two countries to work together to harmonize their broader NextGen strategies.

External Funding. The 2008 Flight Plan target for External Funding was set at \$15 million. Due to hard work and continual outreach, FAA's international team secured funds to surpass the target, including U.S. Department of State funding for an International Visitor Leadership Program project for Singapore, U.S. Trade and Development Agency funds for developmental projects in India, and two orientation visits for Brazil's air traffic organization and civil aviation agency. The program benefited reconstruction programs by securing funds to ship radars to Afghanistan and for a technical assistance project to the Iraqi Civil Aviation Authority.





OBJECTIVE 1

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

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 commercial fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012.
- By FY 2013, arrange commitments for external funding for at least 35 aviation development projects (7 per year).
- By FY 2013, work with at least 18 countries or regional organizations to develop aviation leaders to strengthen the global aviation infrastructure.

Strategy

Support the continued development of competent aviation authorities worldwide.

Initiatives

- Identify and provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation authorities in Africa, the Americas, Asia, Europe, and the Middle East.
- Implement civil aviation safety programs to support the Administration’s initiatives.
- Create government-industry partnerships to help transfer aeronautical products, services, and technologies to key developing regions.
- Identify and provide technical assistance and training to strengthen the

capabilities of at least four regional aviation organizations to meet international safety and efficiency standards.

- Strengthen civil aviation authorities and global safety by creating and promoting targeted developmental opportunities to civil aviation leaders to enhance management, technical and organization skills.

Strategy

Work with key international partners to implement safety enhancements that will 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 international agreements with global aviation partners for safety and capacity enhancement.
- Strategically influence international aviation safety, capacity, and efficiency by promoting FAA recommendations and policies at key international venues.

Strategy

Work with ICAO and other international organizations on initiatives that will enhance global interoperability.

Initiatives

- Provide U.S. leadership to facilitate the modernization of ICAO operations and guidance to the global aviation community.
- Prioritize agency efforts to improve ICAO Standards and Recommended Practices (SARP) to reflect advances in U.S. technologies, practices and procedures, and work with the international community to implement SARP changes.
- Work at ICAO and with international partners 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

Promote International Aviation Development (IAD) initiatives to address critical aviation needs.

Initiative

- Work with FAA lines of business to develop international aviation projects, arrange external funding commitments for these projects, and conduct outreach activities to transfer aviation development knowledge.

OBJECTIVE 2

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

Performance Target

- By FY 2013, expand the use of NextGen performance-based systems and concepts to five priority countries.

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 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.
- Work with the international community to support partnerships, such as AIRE and ASPIRE, that adopt technologies, systems, procedures and concepts to improve global interoperability and system harmonization, and support a reduction of aviation's environmental footprint.
- Manage the international strategy in support of the NextGen Global Harmonization Working Group and work with civil aviation and interagency partners to continually assess and implement the strategy.





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.

Organizational Excellence is our continuous effort to align current and future services and programs with established priorities to enhance aviation safety, provide increased capacity, both at home and internationally, in an environmentally sound manner. In other words, Organizational Excellence is the “how” in executing all other goals. Every FAA employee is part of this goal.

We continue to make every effort to control our operating costs. Accountability for results is systemic throughout our organization, with 90 percent of our employees on the pay-for-performance system, including all executives. Flight Plan performance targets must be achieved before annual pay raises are calculated. Our bottom line is results for our stakeholders, including the taxpayer and traveling public.

The Government Accountability Office (GAO) has stated the Federal Government faces an impending wave of retirements of highly competent Federal employees. Succession planning, as well as managing and maintaining adequate institutional knowledge, will be crucial for FAA to carry out its functions during this period of high workforce turnover. To prepare for this, a newly created Senior Leadership Development Program (SLDP) was introduced in FY 2008. The SLDP is a one-to-two year program to enhance the pipeline of qualified candidates who can compete for future executive vacancies.



With more than 60 percent of the controller workforce eligible to retire over the next 10 years, FAA plans to hire more than 16,000 controllers over that period. We have implemented Pre-Employment Processing Centers (PEPCs) to streamline this process. Individuals chosen by FAA selection panels are invited to the PEPCs, where they are interviewed and

undergo pre-hire screenings such as medical examinations, psychological and drug testing, fingerprinting and security clearance application processes. Some recruits now receive final offer letters from FAA in as little as one month after their interview.

TOP ORGANIZATIONAL EXCELLENCE ACCOMPLISHMENTS FOR FY 2008

Strategic Management of Human Capital:

- In March, FAA released its updated Air Traffic Controller Workforce Plan. Over 1800 controllers were hired in FY 2007, and over 2000 hired in FY 2008. Improvements in recruitment, hiring and training will help FAA meet this goal.
- Updated the FAA Human Capital Plan, FY 2008-2012, ensuring that data were available to understand demographic shifts in our agency workforce, monitor attrition patterns for our mission critical workforces, and forecast projected retirements in key occupations.
- FAA launched four new leadership programs: (1) Senior Leadership Development Program; (2) advanced training courses to augment the curriculum for incumbent managers; (3) Program for Emerging Leaders; and (4) a national mentoring program to promote employee development.
- FAA created a consolidated National Workers' Compensation Program resource and all FAA claims are now managed centrally. This consolidation reduced agency costs for the third year and estimated one-year cost avoidance for FY 2008 totaled over \$18 million.

Improved Financial Performance:

- FAA created a capital investment team to review financial and performance data. Reviews have identified \$460 million in lifecycle savings.
- The Strategic Sourcing for the Acquisition of Various Equipment and Supplies initiative is an ambitious effort begun in FY 2006 to implement best practices from the private sector in the procurement of administrative supplies, equipment, and IT hardware. It is expected to achieve \$9 million in savings annually.

- ATO has successfully consolidated administrative and staff support functions from nine service areas to three, projected to save an estimated \$360 to \$460 million over the next 10 years.
- In April, FAA announced the transition from its legacy telecommunications network to the new FAA Telecommunications Infrastructure (FTI). FTI is expected to increase network reliability, enhance security, and reduce FAA's operating costs by \$596 million in life cycle savings over the next decade.

Awards

- The Association of Government Accountants gave one of its top honors for FAA's 2007 Performance and Accountability Report. FAA was awarded a Certificate of Excellence in Accountability Reporting for the fourth time in five years.
- The Mercatus Center's Annual Performance Review Scorecard is given to agencies that excel at performance plans and reports. In its ninth year, the Department of Transportation was once again cited as #1 within the Federal Government.



OBJECTIVE 1

Implement human resource management practices to attract and retain a highly skilled, diverse workforce and provide employees a safe, positive work environment.

Performance Targets

- By FY 2010, 80 percent of FAA external hires will be filled within OPM’s 45-day standard for government-wide hiring.
- 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 2013.
- 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 2013.
- Maintain the air traffic controller workforce at, or up to 2 percent above, the projected annual totals in the Air Traffic Controller Workforce Plan.
- Maintain the aviation safety workforce within 1 percent of the projected annual totals in the Aviation Safety Workforce Plan.

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 stake

holder requirements. Update and report annually on agency progress.

- Track and analyze gains and losses among safety critical staff and operational support staff to maintain the appropriate level of staffing within budget limitations.

Strategy

Make strategic investments in people and provide a professional, safe and secure work 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.
- Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.
- Provide our employees with a secure environment by identifying measures to protect our employees, our facilities, and our critical infrastructure.

Strategy

Promote aviation related science, technology, engineering, and mathematics (STEM) skills in the emerging and future aviation workforce.

Initiative

- In partnership with other Federal, state and local agencies, aerospace oriented consortiums, and other private sector aviation organizations, enlarge the pipeline of students who are prepared to enter college and graduate with an aerospace oriented degree in science, technology, engineering, and mathematics (STEM).

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 (LOB/SO) 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.

OBJECTIVE 2

Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

Strategy

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

Initiatives

- Ensure compliance with corporate policies on managerial selection and requirements for training and evaluating probationary managers.
- Establish corporate managerial training programs that ensure we use resources to effectively align with agency goals, and drive continuous improvement.
- Establish a corporate, senior leadership development process to build executive-level competencies.





- Each LOB/SO will track and report quarterly on their compliance with corporate leadership development policies and initiatives.

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.
- Develop and implement Corporate and LOB/SO Organizational Excellence Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.
- Establish corporate employee training programs to build leadership competence within the FAA workforce, support professional development, and promote continuous learning.
- Improve communication of strategic direction, operational challenges, key programs, and significant accomplishments.



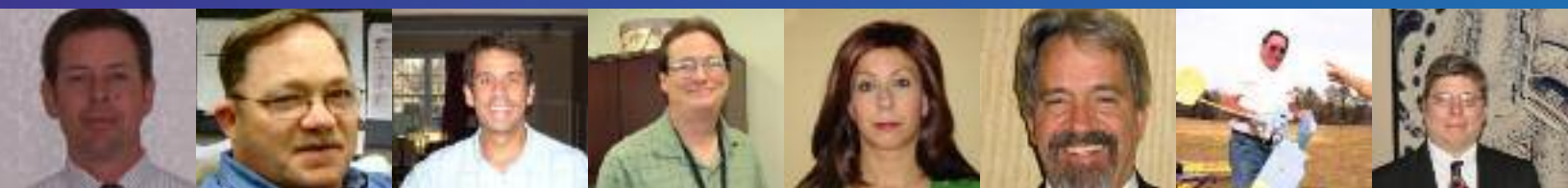
- Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.
- Work with the Administration, Congress, and stakeholders to develop and implement FAA reauthorization legislation.
- Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

OBJECTIVE 3

Improve financial management while delivering quality customer service.

Performance Targets

- Organizations throughout the agency will continue to implement cost efficiency initiatives such as:
 - 10-15 percent 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;
 - Annual reduction of \$15 million in Information Technology operating costs;
 - By FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing.
- Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year.



Strategy

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 flight controlled
 - Research, Engineering, and Development (RE&D) Management Staff Efficiency Measure
 - Grant Administration Efficiency Measure
 - Direct labor costs of certification of foreign and domestic repair stations
 - Direct labor costs of surveillance of foreign and domestic repair stations
- 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 by optimizing maintenance costs and disposing of excess assets.
- Reduce the number of FAA servers located outside the FAA authorized datacenters, and optimize the FAA's datacenter investments.
- In FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet.
- Achieve an annual reduction of \$15 million in Information Technology operating costs.

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 Office of Management and Budget (OMB) guidance by performing routine testing of internal controls to improve the quality of financial information.
- Reduce both the number of and the dollar amount of improper payments.
- Improve timeliness and accuracy of financial transactions by capitalizing assets in a timely manner.
- Closeout of prior year Audit Findings during the fiscal year.
- Integrate performance information into budgetary decision-making and presentation.
- Closeout prior year information technology Audit Findings not later than the second quarter of each fiscal year, and receive no significant deficiencies related to new IT Notices of Findings and Recommendations (NFR).
- Ensure appropriate and efficient use of Airport Improvement Program funds through grant documentation compliance.



OBJECTIVE 4

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

Performance Targets

- In FY 2009, 90 percent of Major System Investments are within 10 percent variance of current baseline total budget estimate at completion (BAC).
- In FY 2009, 90 percent of Major System Investments selected annual milestones are achieved.
- Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score.
- Achieve zero cyber security events that disable or significantly degrade FAA services.

Strategy

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

Initiatives

- Ensure that financial policies and procedures are updated and that management and staff are well trained in the use of FAA cost data, as derived from FAA's acquisition, cost accounting, accounting, 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 LOB/SO with annual Business Plans.

Strategy

Address risk areas identified by the Government Accountability Office (GAO) High Risk List for Air traffic modernization.

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.
- Meet all FY 2009 targets set in the FAA/GAO High Risk List plan.

Strategy

Improve 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 and information.

Initiatives

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

- Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

OBJECTIVE 5

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

Performance Target

- Exceed Federal Emergency Management Agency continuity readiness levels by 5 percent.

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.

Initiative

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

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.
- Integrate agency-wide emergency operations and crisis management by improving information flow among FAA LOB/SO.





Yesterday...

Building on the heritage of our workforce over the last 50 years.



Today...

Creating the transition between the worlds of ground-based and satellite-based systems.



Tomorrow...

Taking our Nation into the future with a new legacy system that will continue to grow as our country needs us to.



Photo: ATO / Jon Ross





ACRONYMS

ADS-B Automatic Dependent Surveillance Broadcast

AFP Airspace Flow Program

AIRE Atlantic Interoperability Initiative to Reduce Emissions

AMASS Airport Movement Area Safety System

ASDE-X Airport Surface Detection Equipment-Model X

ASIAS Aviation Safety Information Analysis and Sharing

ASPIRE Asia and South Pacific Initiative to Reduce Emissions

ATOS Air Traffic Oversight System

ATM Air Traffic Management

BASA Bilateral Aviation Safety Agreement

CAST Commercial Aviation Safety Team

CDA Continuous Descent Arrival

FAA Federal Aviation Administration

FACT Future Airport Capacity Team

FTI FAA Telecommunications Infrastructure

FY Fiscal Year (not spelled out page 5)

GA General Aviation

GAO Government Accountability Office

GPS Global Positioning System

ICAO International Civil Aviation Organization

IPA Implementation Procedures for Airworthiness

JPDO Joint Planning and Development Office

LOB/SO Lines of Business and Staff Offices

NAS National Airspace System

NEO Network Enabled Operations

NextGen Next Generation Air Transportation System

NEW NextGen Network Enabled Weather

NVS National Airspace System Voice Switch

OEP Operational Evolution Partnership

OPD Optimized Profile Descent

PEPC Pre-Employment Processing Center

RNAV Area Navigation

RNP Required Navigation Performance

SARP Standards and Recommended Practices

SESAR Single European Sky Air Traffic Management Research

SID Standard Instrument Departure

SLDP Senior Leadership Development Program

SMS Safety Management System

STAR Standard Terminal Arrival Route

STEM Science, Technology, Engineering, and Mathematics

SWIM System-Wide Information Management

TMA Traffic Management Advisor

UAS Unmanned Aircraft System

USOAP Universal Safety Oversight Audit Program

WAAS Wide Area Augmentation System

WTMD Wake Turbulence Mitigation for Departure



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Federal Aviation
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Moving America Efficiently.
It's what we do.



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Photo: Courtesy of Bruce Trombecky