



U.S. Department  
of Transportation

**Federal Aviation  
Administration**

# **ADMINISTRATOR'S FACT BOOK**

**March 2004**

(Updated quarterly)

Produced by:  
Assistant Administrator for Financial Services  
Office of Cost and Performance Management  
Standards and Information Division

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
Commuter	2003	0	0	0	0	0	0	2	0	0	0	0	0	2
	2004	0	1											1
Air Taxi	2003	7	6	4	7	6	7	8	4	7	3	11	7	77
	2004	6	2											8
General Aviation	2003	103	88	138	147	156	210	200	171	157	152	100	110	1,732
	2004	82	101											183
Rotorcraft*	2003	15	10	16	16	21	31	31	13	14	13	16	16	212
	2004	6	13											19

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

Note: Preliminary data and subject to change.  
As of: 02/29/04

Source: AAI-200  
(202) 267-3279

## Aviation Accident Rates by Type of Operation

Type of Operation	1999		2000		2001		2002		% Chg 02-01	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Large Air Carriers.....	51	.29	56	.31	45	.23	41	.23	-9%	0%
Commuter.....	13	3.79	12	3.25	7	2.33	8	2.59	14%	11%
Air Taxi.....	73	2.21	80	2.25	72	2.27	59	1.90	-18%	-16%
General Aviation.....	1,906	6.40	1,837	6.30	1,726	6.28	1,712	6.56	-1%	4%

Accident Rates are per 100,000 Flight Hours. Flight hours compiled by FAA

Rotorcraft rates discontinued, currently under review

Note: 2002 data preliminary.

As of: 02/29/04

Source: NTSB

[www.ntsb.gov/aviation](http://www.ntsb.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	9												9
Pilot Deviations	2003	122	150	288	248	183	236	270	272	239	250	249	190	2,697
	2004	161												161
Operational Errors	2003	69	86	99	106	109	106	134	134	102	98	91	78	1,212
	2004	78												78
Vehicle Pedestrian Deviations	2003	26	29	31	21	30	23	32	27	22	27	21	17	306
	2004	15												15
Surface Incidents	2003	69	75	83	60	83	82	87	94	72	81	76	62	924
	2004	47												47
Runway Incursions*	2003	29	26	31	20	26	29	24	36	24	32	25	30	332
	2004	13												13

Note: Preliminary data and subject to change.

Source: ATX-400

(202) 385-4802

\*ATS

(202) 385-4788

As of: 02/17/04

\*As of: 03/11/04

## Airspace Incident Rates by Incident Type

Incident Type	2000		2001		2002		2003		Percent Change	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	2002 - 2003 (4)	
									Number	Rate
Operational Errors (1).....	1,138	.69	1,182	.74	1,041	.66	1,212	.79	16%	20%
Pilot Deviations (2).....	1,900	1.15	1,975	1.20	1,921	1.17	2,697	1.64	40%	40%
Surface Incidents (3).....	1,391	2.06	1,250	1.91	1,010	1.56	924	1.47	-9%	-6%

(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: 02/17/04

# National Transportation Safety Board

## 2001-2000 U.S. Transportation Fatalities

	2002 <sup>1</sup>	2001
<b>Highway</b>		
Passenger cars.....	20,416	20,320
Light Trucks and Vans.....	12,182	11,718
Pedestrians.....	4,808	4,901
Motorcycles.....	3,244	3,197
Pedalcycles <sup>2</sup> .....	662	732
Medium and heavy trucks.....	684	708
Buses.....	45	34
All Other <sup>3</sup> .....	774	581
<b>Total.....</b>	<b>42,815</b>	<b>42,191</b>
<b>Grade Crossings</b> <sup>4</sup>	<b>(356)</b>	<b>(421)</b>
<b>Rail</b>		
Intercity <sup>5</sup>		
Trespassers and nontrespassers <sup>6</sup> .....	603	597
Employees and contractors.....	31	26
Passengers on trains.....	7	3
Transit <sup>7</sup>		
Light, heavy, and commuter rail.....	220	197
<b>Total.....</b>	<b>861</b>	<b>823</b>
<b>Marine</b>		
Recreational Boating.....	750	681
Cargo Transport.....	17	38
Commercial fishing <sup>8</sup> .....	19	35
Commercial Passengers.....	7	18
<b>Total.....</b>	<b>793</b>	<b>772</b>
<b>Aviation</b>		
General Aviation.....	576	562
Airlines <sup>9</sup> .....	0	531
Air Taxi.....	33	60
Commuter.....	0	13
Foreign/Unregistered <sup>10</sup> .....	9	5
<b>Total.....</b>	<b>618</b>	<b>1,171</b>
<b>Pipeline</b>		
Gas.....	10	7
Liquids.....	1	0
<b>Total.....</b>	<b>11</b>	<b>7</b>
<b>GRAND TOTAL.....</b>	<b>45,098</b>	<b>44,964</b>

<sup>1</sup> 2002 preliminary estimates. Aviation data from NTSB; all other from DOT. <sup>2</sup> Includes bicycles or other cycles. <sup>3</sup> Includes vehicle occupant fatalities in vehicle types; ex. farm or construction equipment. <sup>4</sup> Grade crossing fatalities not counted separately for determining the grand totals because they are included in the highway and rail categories, as appropriate. <sup>5</sup> Data reported to Federal Rail Administration (FRA). <sup>6</sup> Includes persons on railroad property with and without permission. Does not include motor vehicle occupants killed at grade crossings. <sup>7</sup> 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. <sup>8</sup> Refers to only operational fatalities. <sup>9</sup> Of the 531 airline fatalities in 2001, 265 occurred aboard the four hijacked airplanes on September 11, 2001. <sup>10</sup> Includes non-U.S. registered aircraft involved in accidents in the U.S.



# Air Traffic

## FAA Air Traffic Activity (In Thousands)

Aircraft Handled by FAA ARTCC's	Jan-Jan 2004*	Jan-Jan 2003	Jan-Dec 2003
Air Carrier.....	1,954	1,922	22,749
Air Taxi.....	803	754	9,337
General Aviation.....	622	612	8,060
Military.....	310	325	3,877
<b>TOTAL....</b>	<b>3,689</b>	<b>3,613</b>	<b>44,023</b>
<b>Airport Operations Logged by FAA Towers</b>			
Air Carrier.....	1,023	1,069	12,461
Air Taxi.....	832	793	10,092
General Aviation.....	1,477	1,700	22,350
Military.....	139	164	1,930
<b>TOTAL....</b>	<b>3,471</b>	<b>3,726</b>	<b>46,833</b>
<b>Instrument Operations Logged by FAA Towers</b>			
Air Carrier.....	1,126	1,177	13,689
Air Taxi.....	1,014	965	12,200
General Aviation.....	1,208	1,308	18,428
Military.....	227	275	3,225
<b>TOTAL....</b>	<b>3,575</b>	<b>3,725</b>	<b>47,542</b>
<b>Flight Services Logged by: **</b>			
Flight Service Stations.....	88	101	891
Automated Flight Service Stations.....	3,606	3,639	26,570
<b>TOTAL....</b>	<b>3,694</b>	<b>3,740</b>	

\*Preliminary

As of: 03/17/04

\*\*\*As of: 03/05/04

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-Jan 2004*	Jan-Jan 2003	Jan-Dec 2003
1	Cleveland, OH.....	239	238	2,975
2	Atlanta, GA.....	248	237	2,959
3	Chicago, IL.....	229	227	2,852
4	New York, NY.....	236	232	2,805
5	Indianapolis, IN.....	222	216	2,713
6	Washington, DC.....	216	207	2,595
7	Jacksonville, FL.....	200	192	2,274
8	Memphis, TN.....	186	182	2,228
9	Miami, FL.....	211	198	2,182
10	Fort Worth, TX.....	183	176	2,131
11	Kansas City, KS.....	161	167	2,053
12	Minneapolis, MN.....	163	161	2,041
13	Los Angeles, CA.....	180	173	2,021
14	Houston, TX.....	174	167	2,005
15	Boston, MA.....	136	139	1,780
16	Albuquerque, NM.....	149	147	1,701
17	Denver, CO.....	148	146	1,684
18	Oakland, CA.....	140	133	1,601
19	Salt Lake City, UT.....	119	123	1,461
20	Seattle, WA.....	96	102	1,272
21	Anchorage, AK.....	43	43	572
22	Guam **.....	12	10	120

\*Preliminary

\*\*Center Radar Approach Control (CERAP)

As of: 03/17/04

Source: APO-130  
(202) 267-3350

# 50 Busiest FAA Airport Traffic Control Towers

CY 2003 Rank	Tower and State	Airport Operations (000's)		
		Jan-Jan 2004*	Jan-Jan 2003	Jan-Dec 2003
1	Chicago/O'Hare Int'l., IL.....	79	77	931
2	Atlanta International, GA.....	79	75	912
3	Dallas/Ft. Worth Int'l., TX.....	68	64	776
4	Los Angeles Int'l, CA.....	53	55	623
5	Phoenix Sky Harbor Int'l, AZ.....	50	51	591
6	Denver International, CO.....	46	44	510
7	Minneapolis-St. Paul Int'l, MN.....	43	40	508
8	Covington/Cincinnati Int'l, KY.....	42	40	506
9	Las Vegas/McCarran Int'l, NV.....	44	41	501
10	Detroit Metro Wayne Co., MI.....	41	41	492
11	Houston/G Bush Intercont'l, TX.....	42	38	479
12	Van Nuys, CA.....	35	42	461
13	Philadelphia Int'l, PA.....	36	37	446
14	Charlotte/Douglas Int'l, NC.....	37	34	442
15	Miami International, FL.....	34	39	411
16	Newark International, NJ.....	34	34	411
17	Memphis International, TN.....	31	34	402
18	Salt Lake City Int'l, UT.....	32	33	400
19	Lambert-St. Louis Int'l, MO.....	23	35	394
20	Phoenix-Deer Valley, AZ.....	31	33	389
21	Orlando/Sanford, FL.....	32	31	385
22	Boston/Logan Int'l, MA.....	29	30	379
23	La Guardia, NY.....	32	32	379
24	Washington Dulles Int'l, VA.....	30	30	366
25	Denver/Centennial.....	29	29	361

\*Preliminary    <sup>1</sup> Missing 2004 data.

As of: 03/17/04

# 50 Busiest FAA Airport Traffic Control Towers

CY 2003 Rank	Tower and State	Airport Operations (000's)		
		Jan-Jan 2004*	Jan-Jan 2003	Jan-Dec 2003
26	Pittsburgh International, PA.....	29	30	361
27	Santa Ana/John Wayne, CA.....	30	29	358
28	Seattle Tacoma Int'l, WA.....	27	28	355
29	Metropolitan Oakland Int'l.....	25	31	343
30	Long Beach/Daugherty, CA.....	27	28	339
31	Daytona Beach Int'l, FL.....	27	27	337
32	San Francisco Int'l, CA.....	29	28	335
33	Chicago Midway, IL.....	26	25	328
34	Seattle/Boeing Field, WA.....	21	20	311
35	Honolulu International, HI.....	24	25	306
36	Orlando International, FL.....	27	25	301
37	Baltimore/Wash. Int'l, MD.....	24	23	300
38	Prescott/E. A. Love Field, AZ.....	24	31	297
39	Anchorage International, AK.....	17	17	293
40	Tulsa/Riverside, OK.....	23	27	292
41	John F. Kennedy Int'l, NY.....	25	25	291
42	Grand Forks International, FL.....	13	21	289
43	Fort Lauderdale/Hollywood, FL.....	27	25	288
44	Mesa/Falcon Field, AZ.....	26	28	282
45	Pontiac/Oakland Co. Int'l, MI.....	15	19	276
46	Portland International, OR.....	19	21	266
47	San Antonio International, TX.....	1	18	262
48	Cleveland Hopkins Int'l, OH.....	21	20	258
49	Washington National, DC.....	21	21	254
50	Tucson International, AZ.....	23	26	248

# 50 Busiest Radar Approach Control Facilities

CY 2003 Rank	Facilities/State	Instrument Ops (000s)		
		Jan-Jan 2004*	Jan-Jan 2003	Jan-Dec 2003
1	Southern Calif. TRACON, CA.....	170	178	2,053
2	New York TRACON, NY.....	145	147	1,947
3	North California TRACON, CA.....	120	118	1,576
4	Potomac TRACON, DC.....	124	51	1,526
5	Chicago TRACON, IL.....	115	114	1,419
6	Atlanta TRACON, GA.....	112	106	1,324
7	Dallas/Ft Worth, TRACON, TX.....	106	104	1,265
8	Houston TRACON, TX.....	72	70	858
9	Miami International, FL.....	83	82	853
10	Phoenix TRACON, AZ.....	66	67	755
11	Denver TRACON, CO.....	62	59	707
12	Detroit TRACON, MI.....	54	53	684
13	Minneapolis TRACON, MN.....	52	50	648
14	Covington/Cincinnati Int'l, KY.....	52	49	644
15	Philadelphia International, PA.....	49	50	633
16	Las Vegas TRACON, NV.....	53	51	625
17	San Juan CERAP, PR.....	61	56	617
18	Salt Lake City TRACON, UT.....	39	50	597
19	Orlando International, FL.....	51	51	581
20	Charlotte/Douglas Int'l, NC.....	47	44	576
21	Daytona Beach Int'l, FL.....	48	47	562
22	Tampa International, FL.....	50	48	559
23	St Louis TRACON, MO.....	34	46	542
24	Seattle/Tacoma TRACON, WA.....	38	41	531
25	Boston TRACON, MA.....	36	38	513

\* Preliminary

Source: APO-130  
(202) 267-3350

As of: 03/17/04

# 50 Busiest Radar Approach Control Facilities

CY 2003 Rank	Facilities/State	Instrument Ops (000's)		
		Jan-Jan 2004*	Jan-Jan 2003	Jan-Dec 2003
26	Honolulu Control Facility, HI .....	44	41	496
27	Memphis International, TN.....	37	40	475
28	Pittsburgh International, PA.....	35	36	457
29	San Antonio Int'l, TX.....	1	33	451
30	Jacksonville Int'l, FL.....	36	37	437
31	Pensacola TRACON, FL.....	33	35	423
32	Port Columbus Int'l, OH.....	28	30	383
33	Cleveland Hopkins Int'l, OH.....	27	27	371
34	Palm Beach International, FL.....	36	35	358
35	Dayton International, OH.....	23	25	356
36	Corpus Christi, TX.....	25	26	346
37	Washington National, DC.....	26	51	340
38	Portland TRACON, OR.....	21	25	332
39	Baltimore-Washington Int'l, MD....	25	38	332
40	Austin, TX.....	24	26	325
41	Milwaukee/Gen Mitchell Intl, WI....	22	25	324
42	Anchorage TRACON, AK.....	20	21	313
43	Indianapolis International, IN.....	22	23	303
44	Raleigh-Durham Int'l, NC.....	24	23	302
45	Norfolk International, VA.....	22	21	302
46	Nashville International, TN.....	24	23	299
47	Oklahoma City/Will Rogers, OK	19	25	292
48	Yankee TRACON, CT.....	16	23	283
49	Kansas City International, MO.....	22	22	274
50	Louisville Intl/Standiford, KY.....	19	21	272

<sup>1</sup> Missing 2004 data

# Automated Flight Service Stations Activity

CY 2003 Rank	AFSS/State	Flight Services (000's)		
		Jan-Feb 2004*	Jan-Feb 2003	Jan-Dec 2003
1	Miami AIFSS, FL.....	222	182	1,163
2	St. Petersburg, FL.....	176	191	1,115
3	Leesburg, VA.....	110	83	821
4	Fort Worth, TX.....	111	115	757
5	Lansing, MI.....	43	97	747
6	Macon, GA.....	105	108	735
7	Prescott, AZ.....	106	107	654
8	Denver, CO.....	91	93	629
9	Millville, NJ.....	67	59	622
10	Raleigh, NC.....	73	79	610
11	San Angelo, TX.....	97	95	603
12	Kankakee, IL.....	68	73	594
13	Seattle, WA.....	68	79	580
14	Bridgeport, CT.....	54	53	557
15	Princeton, MN.....	68	68	549
16	Conroe, TX.....	82	78	504
17	Green Bay, WI.....	58	57	499
18	Mc Alester, OK.....	71	72	491
19	Oakland AIFSS, CA.....	68	78	482
20	Gainesville, FL.....	72	85	476
21	Anniston, AL.....	71	71	475
22	Hawthorne, CA.....	75	73	475
23	Williamsport, PA.....	58	42	469
24	Altoona, PA.....	56	45	456
25	Columbia, MO.....	59	62	450
26	Terre Haute, IN.....	55	57	445
27	Anderson, SC.....	55	58	425
28	Kenai AIFSS, AK.....	51	48	421
29	Albuquerque, NM.....	64	63	387
30	Burlington, VT.....	41	36	392

\* Preliminary

Source: ATX-400  
(202) 385-4734

Automated International Flight Service Station--AIFSS

As of: 03/05/04

# Automated Flight Service Stations Activity

CY 2003 Rank	AFSS/State	Flight Services (000's)		
		Jan-Feb 2004*	Jan-Feb 2003	Jan-Dec 2003
31	Riverside, CA.....	61	69	385
32	Reno, NV.....	59	57	379
33	St. Louis, MO.....	50	48	378
34	Cleveland, OH.....	43	47	378
35	Jonesboro, AR.....	55	54	374
36	Islip AIFSS, NY.....	35	35	370
37	Nashville, TN.....	50	47	361
38	Mc Minnville, OR.....	43	48	350
39	Grand Forks, ND.....	49	55	347
40	Rancho Murieta, CA.....	59	52	346
41	Bangor, ME.....	37	45	344
42	Dayton, OH.....	41	40	343
43	Wichita, KS.....	45	45	328
44	San Juan AIFSS, PR.....	49	59	320
45	Cedar City, UT.....	44	47	314
46	De Ridder, LA.....	50	53	308
47	Elkins, WV.....	35	29	285
48	San Diego, CA.....	45	46	276
49	Louisville, KY.....	35	32	266
50	Fort Dodge, IA.....	33	33	266
51	Greenwood, MS.....	38	37	258
52	Buffalo, NY.....	25	26	251
53	Honolulu, HI.....	46	38	246
54	Huron, SD.....	32	34	244
55	Columbus, NE.....	26	28	213
56	Great Falls, MT.....	24	27	205
57	Jackson, TN.....	26	26	191
58	Fairbanks, AK.....	20	21	182
59	Boise, ID.....	22	24	176
60	Casper, WY.....	22	22	166
61	Juneau, AK.....	12	10	138



# 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.....	12,495	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).

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	32,218											60,322
<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

Source: ATT-220  
(703) 904-4470

As of: 02/29/04

# 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

	FY 2002	FY 2001	Numerical Change	Percent Change
<b>TRAFFIC</b>				
<b>ASM'S (in millions)</b>				
Majors.....	802,078	895,266	(93,188)	(10.4)
Nationals.....	70,970	66,558	4,412	6.6
Regionals.....	1,317	928	389	41.9
<b>Totals.....</b>	<b>874,365</b>	<b>962,753</b>	<b>(88,387)</b>	<b>(9.2)</b>
<b>RPM's (in millions)</b>				
Majors.....	571,001	636,891	(65,890)	(10.3)
Nationals.....	48,223	44,903	3,320	7.4
Regionals.....	746	521	225	43.3
<b>Totals.....</b>	<b>619,969</b>	<b>682,315</b>	<b>(62,346)</b>	<b>(9.1)</b>
<b>Load Factor (in percent)</b>				
Majors.....	71.2	71.1	0.1	
Nationals.....	67.9	67.5	0.5	
Regionals.....	56.6	56.1	0.6	
<b>Totals.....</b>	<b>70.9</b>	<b>70.9</b>	<b>0.0</b>	
<b>FINANCIAL</b>				
<b>Revenues (in millions)</b>				
Majors.....	\$94,132	\$112,039	(\$17,907)	(16.0)
Nationals.....	8,688	10,872	(2,184)	(20.1)
Regionals.....	976	903	73	8.1
<b>Totals.....</b>	<b>\$103,796</b>	<b>\$123,814</b>	<b>(\$20,017)</b>	<b>(16.2)</b>
<b>Expenses (in millions)</b>				
Majors.....	\$104,427	\$117,081	(\$12,653)	(10.8)
Nationals.....	8,989	10,946	(1,957)	(17.9)
Regionals.....	967	911	56	6.1
<b>Totals.....</b>	<b>\$114,384</b>	<b>\$128,938</b>	<b>(\$14,554)</b>	<b>(11.3)</b>
<b>Operating Profit/Loss (in millions)</b>				
Majors.....	(\$10,295)	(\$5,042)	(\$5,253)	
Nationals.....	(300)	(74)	(227)	
Regionals.....	9	(8)	17	
<b>Totals.....</b>	<b>(\$10,587)</b>	<b>(\$5,124)</b>	<b>(\$5,463)</b>	

Source: APO-110  
(202) 493-4236

As of: 07/03/03

# Aviation Forecasts

Actual Forecast  
FY 2002 FY 2006

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## FAA FACILITY WORKLOAD

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

Air Carrier.....	22.8	24.3
Air Taxi/Commuter.....	8.8	10.1
General Aviation.....	8.2	8.7
Military.....	3.9	3.9

### Operations Logged by FAA Towers (Millions)

Airport.....	64.9	69.2
Instrument.....	48.7	52.1

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

	29.0	30.7
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## CIVIL AVIATION ACTIVITY

### Certificated Route Air Carrier

Revenue Passenger Enplanements (Millions)*.....	536.9	616.7
Revenue Passenger Miles (Billions)*.....	601.3	694.4

<b>Air Carrier Aircraft</b> .....	5,214	5,426
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### General Aviation Estimated

Hours Flown (Millions)**.....	29.5	31.2
Active Aircraft (Thousands)**.....	211.0	217.1

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

### Jet Fuel

Air Carrier.....	17,521	19,758
General Aviation.....	1,015	1,227

### Aviation Gas

Air Carrier.....	2	2
General Aviation.....	319	337

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<b>Active Pilots (Thousands)**</b> .....	661,358	690,775
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\*\* Calendar Year

Source: APO-110  
(202) 493-4236

As of: 3/31/03

# 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 IIIAS	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

# FEDERAL AVIATION ADMINISTRATION

Administrator  
AOA

Deputy Administrator  
ADA

Chief Operating Officer,  
Air Traffic Organization  
ATO

Office of the Chief Counsel  
AGC

Office of Civil Rights  
ACR

Office of Govt. & Industry Affairs  
AGI

Office of System Safety  
ASY

Office of Public Affairs  
APA

Assistant Adm. for International Aviation  
API

Assistant Adm. for Security & Hazardous Materials  
ASH

Assistant Adm. for Human Resource Management  
AHR

Assistant Adm. for Financial Services  
ABA

Assistant Adm. for Region and Center Operations  
ARC

Assistant Adm. for Aviation Policy, Planning & Environment  
AEP

Assistant Adm. for Information Services  
AIO

AEU

AIA

APC

ALC

ADG

AHS

AIN

ASN

AHA

AHD

AHL

AHM

AHP

ABU

AFM

APF

Associate Administrator  
for Commercial Space  
Transportation  
AST

Associate Administrator  
for Airports  
ARP

Associate Administrator for  
Regulation & Certification  
AVR

Air Traffic Organization (ATO)  
Vice Presidents

Office of Airport  
Planning  
& Programming  
APP

Office of Airport Safety  
& Standards  
AAS

Office of Accident  
Investigation  
AAI

Aircraft Certification  
Service  
AIR

Office of Aerospace  
Medicine  
AAM

Flight Standards  
Service  
AFS

Office of  
Rulemaking  
ARM

Safety

Communications

Operations Planning

Finance

Acquisition & Business  
Services

En Route & Oceanic  
Service

Terminal  
Service

Flight Services

System Operations  
Service

Technical Operations  
Service

Alaskan  
Region  
AAL

Central  
Region  
ACE

Eastern  
Region  
AEA

Great Lakes  
Region  
AGL

New England  
Region  
ANE

Northwest  
Mountain Region  
ANM

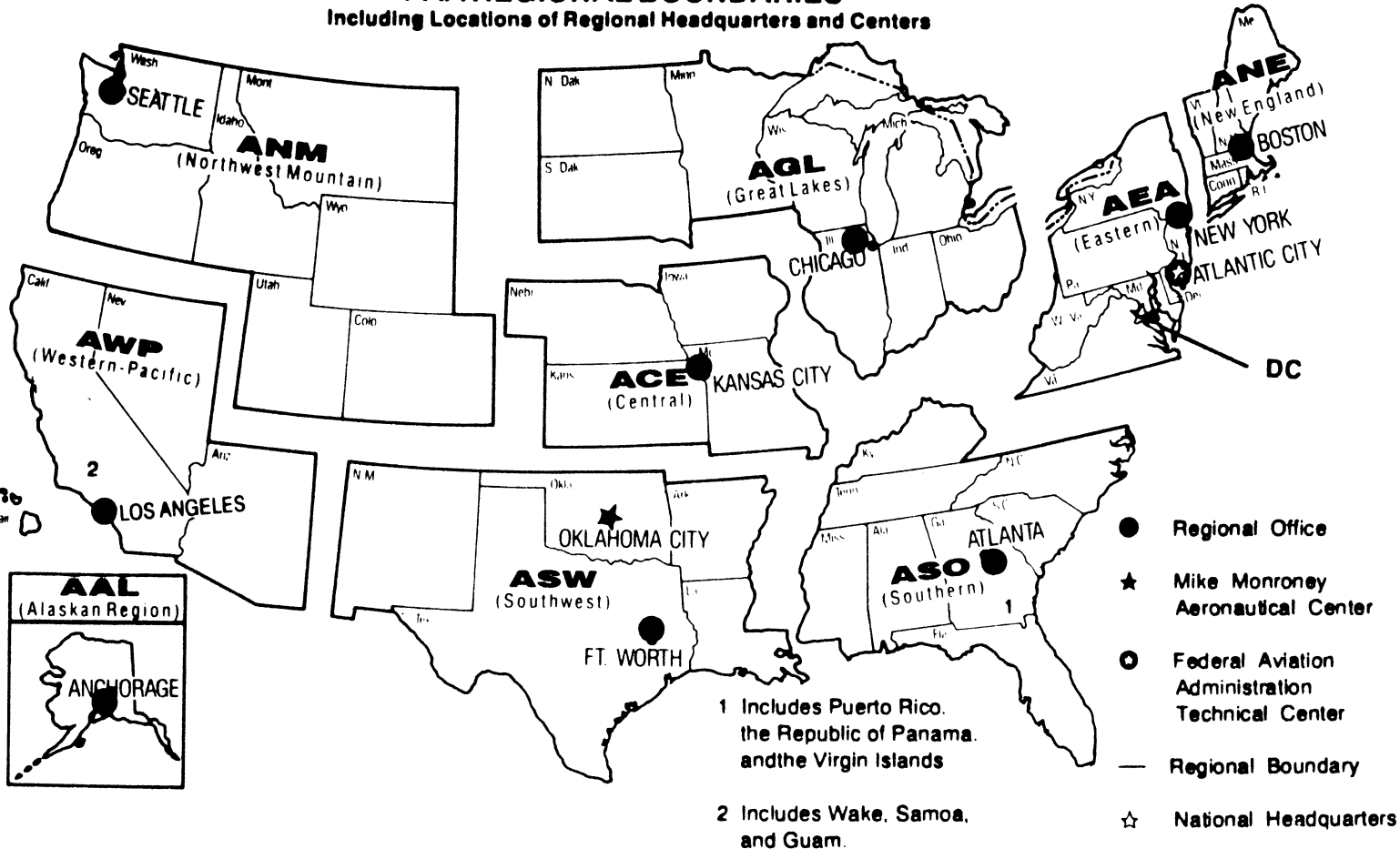
Southern  
Region  
ASO

Southwest  
Region  
ASW

Western-Pacific  
Region  
AWP

Mike Monroney  
Aeronautical Center  
AMC

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



# U.S. Commercial Space Transportation Activity and AST Licensing

	CY 2001	CY 2002	CY 2003 (Projected)
<b>Licensed Commercial Launches</b>			
<b>TOTAL</b>	<b>6</b>	<b>7</b>	<b>10</b>
<b>Number of Orbital Launches</b>	5	6	10
<b>Number of Sub-Orbital Launches</b>	1	1	0
<b>By Launch Vehicle Type</b>			
Delta Family (Boeing Company)	1	2	0
Atlas Family (Lockheed Martin)	1	3	4
Pegasus (Orbital Sciences Corp.)	0	0	1
Taurus (Orbital Sciences Corp.)	1	0	1
Athena 1&2 (Lockheed Martin)	0	0	0
Zenit 3SL (KB Yuzhnoye, Ukraine)	2	1	4
other suborbital	1	1	0
<b>By Launch Site (Federal)</b>			
Cape Canaveral Air Station, FL	1	4	4
Vandenberg AFB, CA	2	1	2
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
International Sites/Pacific Ocean	3	2	4

Source: AST  
(202) 385-4804

As of: 01/27/03

## United States Commercial Space Launch Schedule, CY 2003

(launch dates are subject to change)

<b>Payload (Operator)/ Description</b>	<b>Launch Company/ Vehicle</b>	<b>Launch Date/ Launch Site</b>
<b><i>Hellas-Sat (Greece)</i></b> Comm. Satellite	Lockheed Martin (International Launch Services, ILS) Atlas V	March Cape Canaveral Air Force Station, FL
<b><i>Unannounced</i></b> Comm. Satellite	Sea Launch Zenit 3SL	March Pacific Ocean Platform
<b><i>Asia Sat 4 (China)</i></b> Comm. Satellite	Lockheed Martin (International Launch Services, ILS) Atlas IIIB	April Cape Canaveral Air Force Station, FL
<b><i>Orb View 3 (U.S.)</i></b> Remote Sensing Satellite	Orbital Sciences Corp. Pegasus XL	April Vandenberg Air Force Base, CA
<b><i>Rainbow (U.S.)</i></b> Comm. Satellite	Lockheed Martin (ILS) Atlas V	May Cape Canaveral Air Force Station, FL
<b><i>Unannounced</i></b>	Sea Launch Zenit 3SL	2 <sup>nd</sup> Quarter Pacific Ocean Platform
<b><i>Thuraya (United Arab Emirates)</i></b> Comm. Satellite	Sea Launch Zenit 3SL	3 <sup>rd</sup> Quarter Pacific Ocean Platform
<b><i>SuperBird 6 (Japan)</i></b> Comm. Satellite	Lockheed Martin (ILS) Atlas IIAS	September Cape Canaveral Air Force Station, FL
<b><i>ROCSAT 2 (TAIWAN)</i></b> Remote Sensing	Orbital Sciences Taurus XL	October Vandenberg Air Force Base, CA
<b><i>Unannounced</i></b> Remote Sensing	Sea Launch Zenit 3SL	4 <sup>th</sup> Quarter Pacific Ocean Platform

As of: 1/24/03

Source: AST  
(202) 267-7989

# FAA Resources

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

	1st QTR FY04	FY 03
<b>Line of Business</b>		
Air Traffic Organization (ATO)*.....	37,371	35,801
Air Traffic Services (ATS)*.....	*	35,801
Regulation and Certification (AVR).....	6,599	6,354
Airports (ARP).....	478	461
Research and Acquisitions (ARA)*.....	*	1,722
Comm. Space Transportation (AST)....	58	56
Staff Offices*.....	4,051	4,105
<b>*</b>	<b>48,557</b>	<b>48,503</b>
<b>Region/Center/Headquarters (included in above total)</b>		
Aeronautical Center.....	1,583	1,578
Alaskan.....	1,376	1,385
Central.....	2,449	2,519
Eastern.....	5,312	5,359
Great Lakes.....	6,415	6,442
New England.....	1,928	1,938
Northwest Mountain.....	4,130	4,119
Southern.....	7,528	7,585
Southwest.....	5,362	5,293
Western-Pacific.....	5,336	5,388
Washington Headquarters (only) <sup>2</sup> .....	4,247	4,055
Washington Headquarters Field <sup>3</sup> .....	1,995	1,953
Technical Center.....	896	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: 12/31/03

Source: APF-100  
(202) 267-9946

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

Lines of Business/Region/Center/Headquarters	% Minority		%Female	
	1stQtr FY04	FY 03	1stQtr FY04	FY 03
Air Traffic Organization (ATO)* .....	18.2	*	20.2	*
AirTraffic Services (ATS)* .....	*	17.5	*	19.3
Regulation and Certification (AVR).....	18.9	18.9	28.1	28.4
Airports (ARP).....	26.8	24.9	39.3	39.5
Research and Acquisitions (ARA)*.....	*	31.0	*	38.1
Commercial Space Transportation (AST).....	44.8	46.4	31.0	30.4
Staff Offices* .....	32.3	32.2	53.4	52.9
<b>Total.....</b>	<b>19.6</b>	<b>19.5</b>	<b>24.1</b>	<b>24.2</b>
Aeronautical Center.....	23.5	23.5	44.0	43.6
Alaskan.....	13.5	13.8	23.4	23.5
Central.....	14.8	14.7	25.3	25.1
Eastern.....	15.3	15.3	19.4	19.4
Great Lakes.....	11.6	11.4	20.4	20.4
New England.....	7.2	7.4	21.2	21.3
Northwest Mountain.....	12.9	12.9	22.4	22.4
Southern.....	21.2	21.2	19.6	19.6
Southwest.....	22.2	22.3	20.0	20.3
Western-Pacific.....	29.4	29.6	21.1	21.2
Washington Headquarters (only) <sup>2</sup> .....	33.5	33.5	42.7	43.9
Washington Headquarters Field <sup>3</sup> .....	19.5	19.2	32.5	32.1
Technical Center.....	22.4	21.8	31.9	32.0

<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>				
	1st QTR FY04	FY03	FY02	%Chg. FY04 - FY03	Actual Change
Air Traffic Controller Work Force	17,507	17,598	17,501	-0.5%	-91
ATCS <sup>2</sup> (bargaining unit employees)	15,317	15,386	15,238	-0.4%	-69
Traffic Management Coordinators <sup>2</sup>	625	635	654	-1.6%	-10
Operations Supervisors <sup>2</sup>	1,565	1,577	1,609	-0.8%	-12
Flight Service Stations	2,720	2,749	2,864	-1.1%	-29
Field Maintenance (210-211 only)	7,568	7,770	7,901	-2.6%	-202
Airports Work Force	470	467	454	0.6%	3
Research & Acquisition Work Force <sup>3</sup>	1,789	1,791	1,958	-0.1%	-2
Aircraft Certification	1,158	1,178	1,123	-1.7%	-20
Flight Standards Work Force	4,625	4,628	4,533	-0.1%	-3

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

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

<sup>3</sup> Includes direct operations, F&E, and R,E&D.

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

Security Work Force removed at this time incomplete data.

Source: APF-100

As of: 12/31/03

(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. Mailett, Senior Counsel to AOA, 202-267-7417
<b>ADA</b> .....	<b>Deputy Administrator</b> <b>Bobby Sturgell, 202-267-8111</b> Shirley S. Miller, 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, John F. Thornton (A), 202-220-3300 Flight Services Vice President, James H. Washington, 202-385-7500 En Route & Oceanic Services Vice President, Charles E. Keegan, 202-267-7222 Finance Services Vice President, Eugene D. Juba, 202-267-3022 Operations Planning Services Vice President, Steven J. Brown, 202-267-7111 System Operations Services Vice President, Linda M. Schuessler, 202-267-8558 Safety Services Vice President, James P. Schear, 202-493-5882 Terminal Services Vice President, David B. Johnson, 202-267-3666 Technical Operations Services Vice President, Steven B. Zaidman, 202-267-8181
<b>ABA</b> .....	<b>Assistant Administrator for Financial Services</b> <b>John F. Hennigan, CFO (Actg.), 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, Vacant, 202-267-7954

\* Updated this issue  
As of: 03/15/04

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 Bureson, 202-267-3576</i>
APO	<i>Office of Aviation Policy and Plans</i> <i>Director, John M. Rodgers, 202-267-3274</i>
AGC	<b>Chief Counsel</b> <b>Andrew B. Steinberg, 202-267-3222</b> <i>Deputy, James W. Whitlow, 202-267-3773</i>
AGI	<b>Asst. Administrator for Government &amp; Industry Affairs</b> <b>David Balloff, 202-267-3277</b> <i>Deputy, Vacant, 202-267-8211</i>
AHR	<b>Asst. Administrator for Human Resource Management</b> <b>Ventris C. Gibson, 202-267-3456</b> <i>Deputy, Mary Ellen Dix, 202-267-3850</i> <i>Dpty. for Labor Relations, Raymond B. Thoman, 202-267-3850</i>
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, Barbara J. Smith, 386-446-7136</i>
AHP	<i>Office of Personnel</i> <i>Director, Roger M. Edwards, 202-267-3979</i>
AIO	<b>Assistant Administrator for Information Services</b> <b>Daniel J. Mehan, CIO, 202-493-4570</b> <i>Deputy, Arthur Pyster, 202-493-4570</i>
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> <i>Deputy, Laura Brown, 202-267-3883</i>
API	<b>Asst. Administrator for International Aviation</b> <b>Douglas E. Lavin, 202-267-3033</b> <i>Deputy, Vacant, 202-267-3927</i>
AIA	<i>Office of International Aviation</i> <i>Director, Ava L. Wilkerson, 202-267-3213</i>
ARC	<b>Assistant Administrator for Region/Center Operations</b> <b>Ruth Leverenz, 817-222-5001 / 202-267-7369</b>
ASH	<b>Asst. Administrator for Security &amp; Hazardous Materials</b> <b>Lynne A. Osmus, 202-267-7211</b> <i>Deputy, Eugene Ross Hamory, 202-267-7211</i>
ADG	<i>Office of Hazardous Materials</i> <i>Director, William Wilkening, Jr., 202-267-9864</i>
AHS	<i>Office of Operations</i> <i>Director, Willie Gripper, 202-267-7211</i>

# FAA Officials

## Washington Headquarters--(Cont.)

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

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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>Ruth Leverenz, 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

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.





## **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

## January

				<b>1</b>	2	3
4	5	6	7	8	9	10
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18	<b>19</b>	20	21	22	23	24
25	26	27	28	29	30	31

## March

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## May

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23	24	25	26	27	28	29
30	<b>31</b>					

## July

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18	19	20	21	22	23	24
25	26	27	28	29	30	31

## September

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5	<b>6</b>	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

## November

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7	8	9	10	<b>11</b>	12	13
14	15	16	17	18	19	20
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28	29	30				

## February

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29						

## April

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## June

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27	28	29	30			

## August

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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## October

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24	25	26	27	28	29	30
31						

## December

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12	13	14	15	16	17	18
19	20	21	22	23	<b>24</b>	25
26	27	28	29	30	<b>31</b>	

# 2005

## January

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23	24	25	26	27	28	29	
30	31						

## February

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20	<b>21</b>	22	23	24	25	26	
27	28						

## March

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27	28	29	30	31			

## April

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17	18	19	20	21	22	23	
24	25	26	27	28	29	30	

## May

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15	16	17	18	19	20	21	
22	23	24	25	26	27	28	
29	<b>30</b>	31					

## June

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5	6	7	8	9	10	11	
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19	20	21	22	23	24	25	
26	27	28	29	30			

## July

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10	11	12	13	14	15	16	
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24	25	26	27	28	29	30	
31							

## August

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14	15	16	17	18	19	20	
21	22	23	24	25	26	27	
28	29	30	31				

## September

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4	<b>5</b>	6	7	8	9	10	
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18	19	20	21	22	23	24	
25	26	27	28	29	30		

## October

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2	3	4	5	6	7	8	
9	<b>10</b>	11	12	13	14	15	
16	17	18	19	20	21	22	
23	24	25	26	27	28	29	
30	31						

## November

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6	7	8	9	10	<b>11</b>	12	
13	14	15	16	17	18	19	
20	21	22	23	<b>24</b>	25	26	
27	28	29	30				

## December

				1	2	3	
4	5	6	7	8	9	10	
11	12	13	14	15	16	17	
18	19	20	21	22	23	24	
25	<b>26</b>	27	28	29	30	31	