



U.S. Department
of Transportation
**Federal Aviation
Administration**

ADMINISTRATOR'S FACT BOOK

March 2010

Produced by:
Assistant Administrator for Financial Services

Website:
[http://www.faa.gov/about/office_org/headquarters_offices/aba/
admin_factbook/](http://www.faa.gov/about/office_org/headquarters_offices/aba/admin_factbook/)

FAA MISSION

*To provide the safest, most efficient
aerospace system in the world.*

FAA 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.*

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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	2008	2	4	0	1	3	3	2	1	2	1	1	6	26
	2009	2	2	3	2	4	0	3	3	1	4	1	0	25
Commuter	2008	0	0	0	1	0	0	0	3	0	1	1	1	7
	2009	0	1	0	0	0	0	0	0	1	1	0	0	3
Air Taxi	2008	5	4	5	6	7	3	4	8	6	3	4	7	62
	2009	4	3	5	4	4	4	4	3	6	2	2	3	44
General Aviation	2008	71	93	110	141	167	182	182	204	138	105	97	76	1,566
	2009	79	76	107	131	145	163	204	177	139	102	84	36	1,443
Rotorcraft*	2008	9	6	14	12	18	18	16	18	12	12	11	8	152
	2009	9	10	16	12	13	15	21	12	19	15	14	4	160

* Part 135 and US registered general aviation, and US-public use rotorcraft accidents.

Note: Preliminary data and subject to change.
As of: 01/14/10

Source: AAI-220
(202) 267-3279

Aviation Accident Rates by Type of Operation

Type of Operation	2005		2006		2007		2008		% Chg 08-07	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Large Air Carriers.....	40	.20	33	.17	28	.14	28	.14	-15%	-18%
Commuter.....	8	2.00	3	1.00	3	0.99	7	2.40	133%	140%
Air Taxi.....	65	1.70	52	1.40	62	1.50	56	1.50	8%	7%
General Aviation.....	1,670	7.20	1,520	6.33	1,650	6.92	1,559	7.11	3%	12%

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

Rotorcraft rates discontinued, currently under review.

Note: 2008 data preliminary.

As of: 05/31/09

Source: NTSB

www.nts.gov/aviation/stats.htm

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	2007	6	11	13	5	10	9	10	12	11	6	9	6	108
	2008	7	9	12	5	9	9	4	13	2	7	9	6	92
	2009	2	5	4	6	11	4	7	5	6	7	0	0	57
Pilot Deviations	2007	207	181	220	250	281	246	240	279	216	281	245	187	2,833
	2008	240	215	256	287	341	285	299	323	307	272	267	239	3,351
	2009	258	252	297	244	289	248	264	242	288	219	0	0	2,601
Operational Errors	2007	83	94	121	133	115	132	104	128	90	115	98	103	1,316
	2008	102	87	142	128	150	115	152	105	90	108	98	101	1,378
	2009	95	95	80	109	101	98	116	133	147	142	0	0	1,116
Vehicle Pedestrian Deviations	2007	24	21	21	21	24	29	28	18	22	22	27	18	275
	2008	27	18	19	21	25	36	34	26	33	30	26	21	316
	2009	18	23	21	27	17	33	24	28	24	21	0	0	236
Surface Incidents	2007	67	79	84	97	101	109	110	111	89	89	109	80	1,125
	2008	97	88	91	94	118	123	129	120	115	96	113	70	1,254
	2009	87	80	83	92	93	98	113	106	97	77	0	0	928
Runway Incursions*	2007	21	27	31	35	33	38	33	36	26	72	89	65	506
	2008	77	67	74	75	92	101	98	101	98	75	92	57	1,007
	2009	77	62	63	77	81	84	102	92	89	66	70	58	921

Note: Preliminary data and subject to change.

Note: Bolded data will give invalid results based on new RI data compilation.

Source: AJF-A7 (ATO-IT)

(718) 553-3438

*ATO-S

As of: 10/31/09

*As of: 12/31/09

(202) 285-4700

Airspace Incident Rates by Incident Type

Incident Type									Percent Change	
	2005		2006		2007		2008		2007 - 2008 (4)	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Operational Errors (1).....	1,497	.96	1,307	.85	1,316	.86	1,378	.96	5%	12%
Pilot Deviations (2).....	2,244	1.36	2,715	1.65	2,833	1.73	3,351	2.04	18%	18%
Surface Incidents (3).....	944	1.51	991	1.62	1,125	1.85	1,254	2.20	11%	19%

(1) Per 100,000 Facility Activities

(2) Per 100,000 Flight Activities

(3) Per 1,000,000 Airport Operations

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

Note: 2006 data preliminary and subject to change.

Source: ATO-A (IT)

(202) 385-4802

**National Transportation Safety Board
2007-2008 U.S. Transportation Fatalities**

	2007 ¹	2008
Highway		
Passenger cars.....	16,614	14,587
Light Trucks and Vans.....	12,458	10,764
Pedestrians.....	4,699	4,378
Motorcycles.....	5,174	5,290
Pedalcycles ²	701	716
Medium and heavy trucks.....	805	677
Buses.....	36	67
All Other ³	772	782
Total.....	41,259	37,261
Grade Crossings⁴	(335)	(287)
Rail		
Intercity ⁵		
Trespassers and nontrespassers..... ⁶	558	523
Employees and contractors.....	22	30
Passengers on trains.....	5	24
Light, heavy, and commuter rail ⁷	209	200
Total.....	794	777
Marine		
Recreational Boating.....	685	709
Cargo Transport.....	24	16
Commercial fishing..... ⁸	33	42
Commercial Passengers.....	24	12
Total.....	766	779
Aviation		
General Aviation.....	496	495
Airlines.....	1	3
Air Taxi.....	43	66
Commuter.....	0	0
Foreign/Unregistered..... ⁹	10	8
Total.....	550	572
Pipeline		
Gas.....	11	6
Liquids.....	4	2
Total.....	15	8
GRAND TOTAL.....	43,384	39,397

¹ Numbers for 2008 are preliminary estimates. Aviation data from NTSB; marine data from Department of Homeland Security; all other data from DOT. ² Includes bicycles or other cycles. ³ Includes vehicle nonoccupants other than pedestrians and occupant fatalities in other vehicle types, ex. farm or construction equipment. ⁴ Grade crossing fatalities are not counted as a separate category for determining the grand total because they are included in the highway and rail categories, as appropriate. ⁵ Data reported to Federal Rail Administration (FRA). ⁶ Includes persons on railroad property with and without permission. Does not include motor vehicle occupants killed at grade crossings. ⁷ Data reported to the Federal Transit Administration (FTA). Fatalities for commuter rail operations may also be reported to the FRA and may be included in the intercity railroad fatalities. ⁸ Refers to only operational fatalities. ⁹ Includes non-U.S. registered aircraft involved in accidents in the U.S.

Air Traffic

FAA Air Traffic Activity (In Thousands)

Aircraft Handled by	Jan-Dec 2009*	Jan-Dec 2008
FAA ARTCC's		
Air Carrier.....	22,132	23,315
Air Taxi.....	8,431	9,756
General Aviation.....	6,258	7,276
Military.....	2,962	3,477
TOTAL.....	39,783	43,824
Airport Operations		
Logged by FAA Towers		
Air Carrier.....	12,483	13,283
Air Taxi.....	8,025	9,018
General Aviation.....	15,972	17,854
Military.....	1,471	1,454
TOTAL.....	37,951	41,609
Airport Operations		
(Contracted)		
Air Carrier.....	246	260
Air Taxi.....	1,377	1,582
General Aviation.....	11,398	12,732
Military.....	1,075	1,047
TOTAL.....	14,096	15,621
Instrument Operations		
Logged by FAA Towers		
Air Carrier.....	12,617	13,873
Air Taxi.....	9,306	10,511
General Aviation.....	13,765	15,221
Military.....	2,248	2,319
TOTAL.....	37,936	41,924
Flight Services		
Logged by: **		
Flight Service Stations.....	642	731
Automated Flight Service Stations.....	8,498	5,334
TOTAL.....	9,140	6,065

*Preliminary
As of: 02/17/10
**As of: 02/17/10

Source: APO-130
(202) 267-3350
ATO-A/AJA
(202) 386-4734

Air Route Traffic Control Center Activity

CY 2008 Rank	Center	Aircraft Handled (000's)	
		Jan-Dec 2009*	Jan-Dec 2008
1	Atlanta, GA.....	2,779	3,016
2	New York, NY.....	2,708	2,940
3	Leesburg, VA. (DC).....	2,572	2,778
4	Chicago, IL.....	2,328	2,560
5	Cleveland, OH.....	2,179	2,473
6	Indianapolis, IN.....	1,972	2,427
7	Miami, FL.....	2,228	2,402
8	Jacksonville, FL.....	2,151	2,368
9	Los Angeles, CA.....	1,957	2,209
10	Memphis, TN.....	2,057	2,197
11	Houston, TX.....	1,952	2,132
12	Fort Worth, TX.....	1,907	2,053
13	Minneapolis, MN.....	1,805	1,955
14	Kansas City, KS.....	1,717	1,909
15	Nashua, NH (Boston).....	1,719	1,844
16	Denver, CO.....	1,664	1,805
17	Oakland, CA.....	1,448	1,637
18	Albuquerque, NM.....	1,446	1,615
19	Salt Lake City, UT.....	1,326	1,434
20	Seattle, WA.....	1,149	1,275
21	Anchorage, AK.....	507	558
22	Guam **.....	212	234

*Preliminary

**Center Radar Approach Control (CERAP)

Source: APO-11

(202) 267-3351

As of: 02/17/10

50 Busiest FAA Airport Traffic Control Towers

Airport Operations (000's)			
CY 2008 Rank	Tower and State	Jan-Dec 2009*	Jan-Dec 2008
1	Hartsfield-Jackson Atl Intl, GA.....	970	978
2	Chicago/O'Hare Intl., IL.....	828	882
3	Dallas/Ft. Worth Intl., TX.....	639	655
4	Denver International, CO.....	612	626
5	Los Angeles International, CA.....	545	623
6	Las Vegas/McCarran Intl, NV.....	511	579
7	Houston/G Bush Intercont'l, TX.....	539	578
8	Charlotte/Douglas Intl, NC.....	509	538
9	Phoenix International, AZ.....	457	502
10	Philadelphia Int'l, PA.....	473	492
11	Detroit Metro Wayne Co., MI.....	433	464
12	Minneapolis-St. Paul Int'l, MN.....	433	450
13	John F. Kennedy Int'l, NY.....	422	447
14	Newark International, NJ.....	415	442
15	Washington Dulles Int'l, VA.....	366	392
16	Salt Lake City Int'l, UT.....	373	390
17	San Francisco Int'l, CA.....	380	388
18	Van Nuys, CA.....	351	387
19	La Guardia, NY.....	357	384
20	Phoenix-Deer Valley, AZ.....	402	377
21	Boston/Logan Int'l, MA.....	361	375
22	Miami International, FL.....	351	372
23	Memphis International, TN.....	339	363
24	Long Beach/Daugherty, CA.....	297	346
25	Seattle Tacoma Int'l, WA.....	318	345

*Preliminary

Source: APO-130
(202) 267-3350

As of 02/17/10

50 Busiest FAA Airport Traffic Control Towers

CY 2008 Rank	Tower and State	Airport Operations (000's)	
		Jan-Dec 2009*	Jan-Dec 2008
26	Orlando International, FL.....	306	343
27	Daytona Beach Int'l, FL.....	312	340
28	Tulsa/Riverside, OK.....	245	334
29	Denver/Centennial, CO.....	263	321
30	Mesa/Falcon Field, AZ.....	255	319
31	Santa Ana/John Wayne, CA.....	296	318
32	Miami/Kendall-Tamiami, FL.....	213	309
33	Seattle/Boeing Field, WA.....	266	296
34	Fort Lauderdale/Hollywood, FL.....	267	296
35	Covington/Cincinnati Int'l, KY.....	223	286
36	Honolulu International, HI.....	275	282
37	Anchorage International, AK.....	257	281
38	Washington National, DC.....	274	278
39	Baltimore/Wash. Int'l, MD.....	268	278
40	Metropolitan Oakland Int'l, CA.....	235	274
41	Prescott/Love Field, AZ.....	240	272
42	Chicago Midway, IL.....	245	268
43	Portland-Hillsboro, OR.....	222	261
44	Portland International, OR.....	227	253
45	Lambert-St. Louis Int'l, MO.....	209	248
46	San Diego/Gillespie Field, CA.....	218	245
47	Grand Forks International, ND.....	346	241
48	Tampa International, FL.....	201	238
49	Cleveland Hopkins Int'l, OH.....	200	236
50	San Diego/Montgomery, CA.....	203	232

25 Busiest Contracted Airport Traffic Control Towers

Airport Operations (000's)			
CY 2008 Rank	Tower and State	Jan-Dec 2009*	Jan-Dec 2008
1	Chandler Municipal, AZ.....	204	237
2	Phoenix/Williams Gateway, AZ.....	186	227
3	New Smyrna Beach Muni, FL.....	143	179
4	Phoenix-Goodyear Muni, AZ.....	178	178
5	Hollywood/North Perry, FL.....	162	170
6	Tucson/Ryan Field, AZ.....	126	168
7	San Antonio/Stinson Field, TX.....	154	165
8	Ormond Beach Municipal, FL.....	154	162
9	New Iberia/Acadiana Rgnl, LA.....	125	157
10	Titusville/Space Coast Rgnl, FL.....	137	156
11	Orlando/Kissimmee Muni, FL.....	120	156
12	Melbourne International, FL.....	141	144
13	Glendale Municipal, AZ.....	104	136
14	San Carlos, CA.....	106	135
15	Jacksonville/Craig Muni, FL.....	107	133
16	Kalaheo, HI.....	35	131
17	Kailua/Kona International, HI.....	109	131
18	Naples Municipal, FL.....	101	129
19	Denton, TX.....	142	127
20	Ramona Airport, CA.....	115	125
21	Atwater/Castle AFB, CA.....	72	125
22	Hyannis, MA.....	108	120
23	Arlington Municipal, TX.....	80	117
24	Lakeland/Linder Regional, FL.....	89	117
25	Pompano Beach Airpark, FL.....	95	117

*Preliminary

As of: 02/17/10

50 Busiest Radar Approach Control Facilities

CY 008 Rank	Facilities/State	Tracon Ops (000s)	
		Jan-Dec 2009*	Jan-Dec 2008
1	Southern Calif. TRACON, CA.....	1,972	2,168
2	New York TRACON, NY.....	1,831	1,973
3	Potomac TRACON, DC.....	1,490	1,577
4	Northern Calif. TRACON, CA.....	1,446	1,542
5	Atlanta TRACON, GA.....	1,275	1,337
6	Chicago TRACON, IL.....	1,186	1,271
7	Dallas/Ft Worth, TRACON, TX.....	1,066	1,133
8	Houston TRACON, TX.....	898	956
9	Miami International, FL.....	874	923
10	Denver TRACON, CO.....	853	839
11	Orlando International, FL.....	856	711
12	Phoenix TRACON, AZ.....	651	689
13	Philadelphia International, PA.....	637	673
14	Las Vegas TRACON, NV.....	588	644
15	Charlotte/Douglas Int'l, NC.....	604	649
16	Boston TRACON, MA.....	603	640
17	Detroit TRACON, MI.....	560	611
18	Minneapolis TRACON, MN.....	548	570
19	Seattle/Tacoma TRACON, WA.....	484	524
20	Tampa International, FL.....	452	510
21	San Juan CERAP, PR.....	336	494
22	Salt Lake City TRACON, UT.....	456	479
23	Memphis International, TN.....	195	421
24	Covington/Cincinnati Int'l, OH.....	320	403
25	San Antonio Int'l, TX.....	370	397

*preliminary

of: 02/17/10

50 Busiest Radar Approach Control Facilities

CY 2008 Rank	Facilities/State	Tracon Ops (000's)	
		Jan-Dec 2009*	Jan-Dec 2008
26	Jacksonville Int'l, FL.....	351	388
27	St Louis TRACON, MO.....	341	386
28	Daytona Beach Int'l, FL.....	327	354
29	Portland TRACON, OR.....	302	325
30	Austin, TX.....	250	317
31	Cleveland Hopkins Int'l, OH.....	274	310
32	Palm Beach International, FL.....	256	306
33	Milwaukee/Gen Mitchell Int'l, WI.....	278	304
34	Corpus Christi, TX.....	294	304
35	Pensacola TRACON, FL.....	287	293
36	Raleigh-Durham Int'l, NC.....	253	293
37	Indianapolis International, IN.....	257	292
38	Pittsburgh International, PA.....	260	290
39	Anchorage TRACON, AK.....	261	288
40	Port Columbus Int'l, OH.....	239	287
41	Kansas City International, MO.....	250	285
42	Nashville International, TN.....	241	264
43	Tucson TRACON, AZ.....	220	259
44	Norfolk International, VA.....	241	253
45	Honolulu Control Facility, HI.....		253
46	Yankee TRACON, CT.....	223	248
47	Oklahoma City/Will Rogers, OK....	214	239
48	Tulsa International, OK.....	205	239
49	Albuquerque Int'l, LA.....	222	238
50	Dayton International, OH.....	174	235

Automated Flight Service Stations Activity

CY 2008 Rank	AFSS/State	Flight Services (000's)	
		Jan-Dec 2009*	Jan-Dec 2008
1	Ashburn AFSS, VA.....	7983	4778
2	Kenai, AK.....	294	317
3	Fairbanks, AK.....	144	144
4	Juneau, AK.....	76	95

* Preliminary

Source: ATX-400
(202) 385-4734

As of: 01/17/10

Airports

Number of U.S. Airports (As of December 31)

	2009	2008	2007
Total Airports	19,750	19,930	20,341
Airports.....	13,494	13,589	13,822
Heliports.....	5,571	5,568	5,708
Seaplane Bases.....	497	503	527
Gliderports.....	35	35	35
Balloonports.....	14	14	15
Ultralight Flightparks.....	139	139	147
Total Civil Public Use Airports	5,178	5,202	5,221
Civil Public Use Part 139.....	559	560	565
Civil Public Use Non-Part 139.....	4,619	4,642	4,656
Civil Public Use Airports Abandoned..	16	16	18
Newly Established Public Use.....	5	3	9
Total Civil Private Use Airports	14,298	14,451	14,839
Civil Private Use Airports Abandoned..	360	461	297
Newly Established Private Use.....	214	151	274
Military Airports.....	274	277	281

Source: AAS-100

Note: Format change with 2007 data

(202) 267-8752

As of: 12/31/09

Aircraft

U.S. Air Carrier Activity

	CY 2009	CY 2008	CY 2007
Type of Carrier			
Domestic, flag, supplemental, and cargo air carriers.....	7,177	7,255	7,449
Commuter Air Carriers and Air Taxis.....	11,342	11,386	11,483
Total Number of Aircraft¹.....	18,519	18,641	18,932
Type of Aircraft			
Jet.....	9,977	9,990	9,999
Turboprop.....	2,576	2,688	2,817
Piston.....	3,143	3,213	3,410
Rotary Wing.....	2,823	2,750	2,706
Air Carrier Traffic Statistics² (Millions)³			
Passenger miles flown.....	771,100	812,088	836,413
Passenger enplanements.....	706	745	763
Load factor on miles.....	110,247	119,491	124,092
Aircraft miles flown.....	7,148	8,115	8,283
Passenger load factor ³			
Domestic.....	81.0%	79.5%	79.8%
International.....	79.9%	79.8%	80.4%

¹ Source: Vital Information System

² Includes domestic and international scheduled and non-scheduled service, domestic, flag, supplemental, cargo air carriers and commuters - CY 09 estimated

³ Proportion of aircraft seating capacity that is sold.

As of: 03/01/2009

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)	
	2008	2007	2008	2007
Total	228.7	231.6	26.0	27.9
By Type Aircraft				
Piston.....	163.0	166.9	15.1	16.3
Turboprop.....	8.9	9.5	2.5	2.7
Jet.....	11.0	10.4	3.6	3.9
Rotary Wing.....	9.9	9.6	3.2	3.2
Experimental.....	23.4	23.2	1.2	1.3
Light Sport.....	6.8	6.1	0.3	0.3
Other.....	5.7	5.9	0.2	0.2
By Type Flying				
Corporate.....	11.7	10.9	3.1	3.2
Business.....	22.4	25.0	2.5	3.1
Personal.....	154.4	152.5	8.3	8.7
Instructional.....	15.0	14.7	4.4	3.8
Aerial Application.....	3.1	4.2	0.9	1.4
Aerial Observation.....	5.3	5.2	1.4	1.4
Aerial Other.....	1.0	1.4	0.3	0.4
External Load.....	0.4	0.2	0.2	0.2
Other Work.....	0.9	0.9	0.3	0.1
Sightseeing.....	0.7	1.3	0.2	0.2
Air Tours.....	0.4	0.9	0.3	0.5
Air Taxi.....	6.9	7.9	2.4	3.1
Air Medical Services...	1.6	0.9	0.7	0.5

As of:02/18/10

AVP-220
(202) 267-8659

Aircraft Certification Service

Aircraft Certification Mission and Program Files

	FY 2009	FY 200
Type Certificates/Supplemental Type Certificates Issued.....	1,194	1,27
Other Design Approvals Issued.....	3,054	3,18
Production Approvals (Including Amendments) Issued.....	2,971	2,64
Airworthiness Certificates Issued.....	508	59
New Airworthiness Directives (AD) Issued.....	325	46
New Designees (Representative of the Administrator) Appointed.....	384	37
Total Active Designees.....	3,921	3,96

As of: 01/14/10

Source: AIR-530

202-267-8386

Industry Trends

Scheduled U.S. Air Carrier Traffic* and Financial** Trends (In Billions)

	FY 2009	FY 2008	Numerical Change	Percent Change
TRAFFIC				
ASM'S				
Majors.....	892.65	955.11	(62.46)	(6.5)
Nationals.....	56.81	60.50	(3.69)	(6.1)
Regionals.....	16.35	26.77	(10.42)	(38.9)
Totals.....	965.81	1042.38	(76.57)	(7.3)
RPM's				
Majors.....	715.08	762.95	(47.87)	(6.3)
Nationals.....	43.45	46.64	(3.19)	(6.8)
Regionals.....	11.38	18.87	(7.49)	(39.7)
Totals.....	769.91	828.46	(58.55)	(7.1)
Load Factor (in percent)				
Majors.....	80.1%	79.9%	0.2	
Nationals.....	76.5%	77.1%	(0.6)	
Regionals.....	69.6%	70.5%	(0.9)	
Totals.....	79.7%	79.5%	0.2	
FINANCIAL				
Revenues				
Majors.....	\$144.56	\$171.22	(\$26.66)	(15.6)
Nationals.....	\$11.32	\$13.54	(\$2.22)	(16.4)
Regionals.....	\$1.35	\$2.66	(\$1.31)	(49.2)
Totals.....	\$157.23	\$187.42	(\$30.19)	(16.1)
Expenses				
Majors.....	\$144.64	\$173.34	(\$28.70)	(16.6)
Nationals.....	\$10.61	\$13.31	(\$2.70)	(20.3)
Regionals.....	\$1.24	\$2.77	(\$1.53)	(55.2)
Totals.....	\$156.49	\$189.42	(\$32.93)	(17.4)
Operating Profit/Loss				
Majors.....	(\$0.08)	(\$2.12)	\$2.04	
Nationals.....	\$0.71	\$0.24	\$0.48	
Regionals.....	\$0.11	(\$0.11)	\$0.22	
Totals.....	\$0.74	(\$1.99)	\$2.74	

*Effective FY 2003, DOT mandated small certificated and commuter air carriers (carriers with aircraft size less than 60 seats) report traffic results on DOT Form 41. Financial results for these carriers are report on DOT Form 298C and are excluded from this report.

Source: APO-110

As of:01/15/10

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(202) 493-4236

Aviation Forecasts

	Estimated FY 2008	Forecast FY 2012
FAA FACILITY WORKLOAD		
Aircraft Handled by FAA ARTCC's (Millions)		
Air Carrier.....	23.8	25.5
Air Taxi/Commuter.....	10.2	9.3
General Aviation.....	7.7	7.6
Military.....	3.6	3.6
Total.....	45.3	46.1
Operations Logged by FAA/Contract Towers (Millions)		
Airport.....	58.5	57.6
Instrument.....	43.6	42.8
CIVIL AVIATION ACTIVITY		
Certificated Route Air Carrier		
Revenue Passenger Enplanements (Millions).....	596.6	611.8
Revenue Passenger Miles (Billions).....	753.2	796.3
Air Carrier Aircraft.....	4,692	4,832
General Aviation Estimated		
Hours Flown (Millions)*.....	27.8	29.2
Active Aircraft (Thousands)*.....	234.0	243.2
ESTIMATED FUEL CONSUMED BY U.S. DOMESTIC CIVIL AVIATION (Millions of Gallons)		
Jet Fuel		
Air Carrier.....	19,339	19,048
General Aviation.....	1,550	1,901
Aviation Gas		
Air Carrier.....	2	2
General Aviation.....	349	336
Active Pilots (Thousands)*.....	613,746	608,090

*Calendar Year

As of: 03/30/09

Source: APO-110
(202) 493-4236

U.S. Commercial Space Transportation FAA Licensed Activity

	CY 2010 (Projected)	CY 2009	CY 2008
Licensed Commercial Launches			
TOTAL	4-7	5	11
Number of Orbital Launches	4-7	5	11
Number of Suborbital Launches	0	0	0
By Launch Vehicle Type			
Delta II, IV (Boeing Company)	2	2	2
Atlas V (Lockheed Martin)	0	1	1
Zenit 3SL (Sea Launch)	1	1	5
Falcon 9 (SpaceX)	3	0	NA
Falcon 1 (SpaceX)	1	1	2
Pegasus XL (Orbital Sciences)	0	0	1
By Launch Site (Federal)			
Cape Canaveral AF Station, FL	4	2	1
Vandenberg AFB, CA	1	1	2
Kwajalein / Marshall Islands	1	1	3
By Launch Site (Commercial)			
Pacific Ocean	1	1	5
Other Commercial	0	0	0
Experimental Permit Launches			
TOTAL (not part of license total)	0	0	5

Source: AST
(202) 267-7989

As of: 1/20/10

United States Commercial Space Launch Schedule, CY 2010 (launch dates are subject to change)		
Payload (Operator)/ Description	Launch Company/ Vehicle	Launch Date/ Launch Site (Status)
GOES P (USA) Weather Satellite	Boeing Launch Services Delta IV	March 2010 Cape Canaveral AFS
Dragon Inaugural (USA) Demonstration	Space X Falcon 9	March/April 2010 Cape Canaveral AFS
COTS Demo Flight 1 (USA) Demonstration	Space X Falcon 9	Spring 2010 Cape Canaveral AFS
Cosmo Skymed 4 (Italy) Remote Sensing Sat	Boeing Launch Services Delta II	September 2010 Vandenberg AFB
COTS Demo Flight 2 (USA) Demonstration	Space X Falcon 9	Fall 2010 Cape Canaveral AFS
Eutelsat W7 (France) Comm. Satellite	Sea Launch Zenit 3SL	Summer/Fall 2010 Pacific Ocean Platform
Demonstration (USA) Demonstration	Space X Falcon 1e	2010 Reagan Test Site

As of: 8/15/09

Source: AST
(202) 267-7989

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

	2008		2007	
	Total	Women	Total	Women
Pilot-Total.....	613,746	37,981	590,349	35,784
Student.....	80,989	9,127	84,339	9,559
Private.....	222,596	15,015	211,096	13,694
Commercial.....	124,746	8,083	115,127	7,101
Airline Transport.....	146,838	5,657	143,953	5,349
Nonpilot-Total.....	678,181	144,968	666,559	138,452
Mechanic.....	326,276	6,740	322,852	6,524
Repairmen.....	41,056	2,284	40,277	2,193
Ground Instructor.....	74,983	5,785	74,544	5,726
Flight Attendant.....	154,671	124,419	147,013	118,426
Flight Engineer.....	53,135	1,894	54,394	1,901
Flight Instructor.....	93,202	6,293	92,175	6,232

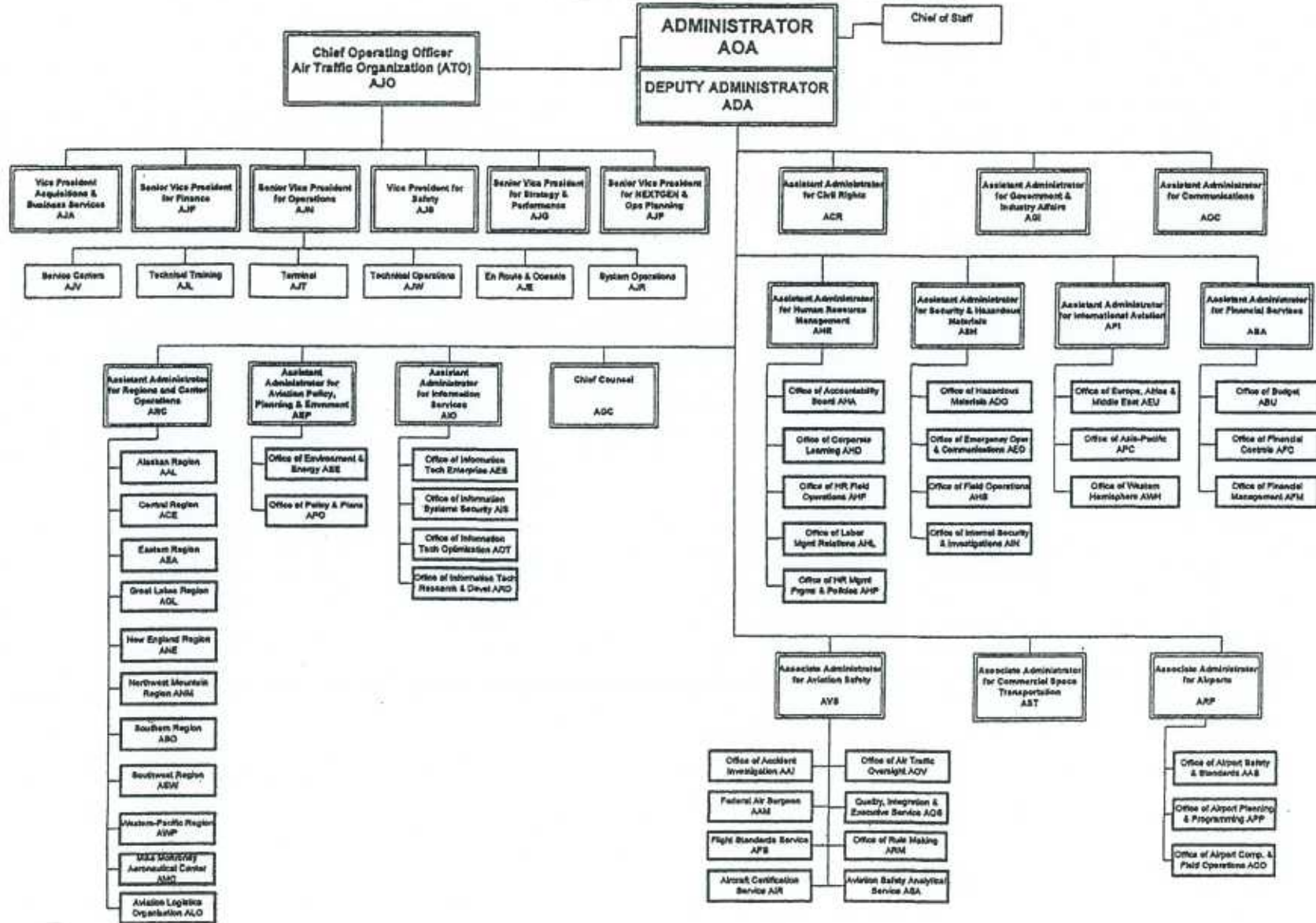
As of 12/31/2008

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As of December 8, 2009

FEDERAL AVIATION ADMINISTRATION



FAA REGIONAL BOUNDARIES

Including Locations of Regional Headquarters and Centers



FAA Resources

FAA Employment (Permanent Employees)¹

	FY09	FY08
Line of Business		
Air Traffic Organization (ATO).....	34,986	33,593
Aviation Safety (AVS).....	7,230	7,013
Airports (ARP).....	490	479
Comm. Space Transportation (AST)....	67	61
Staff Offices**.....	4,247	4,126
Total	47,020	45,272
Region/Center/Headquarters (included in above total)		
Aeronautical Center.....	3,483	3,317
Alaskan.....	941	898
Central.....	2,218	2,134
Eastern.....	4,698	4,635
Great Lakes.....	5,761	5,603
New England.....	1,443	1,431
Northwest Mountain.....	4,230	4,058
Southern.....	7,014	6,859
Southwest.....	5,041	4,878
Western-Pacific.....	4,701	4,534
Washington Headquarters ²	6,389	5,905
Technical Center.....	1,101	1,020

¹ Full time permanent and part time permanent employees only.

² Washington Headquarters employees physically located in
Herndon/Wilbur Wright Buildings and all surrounding areas.

** Staff Offices include: ABA; ACR; ADA; AEP; AGC; AGI; AHR; AIO; AOA;
AOC; APO; ARC; ASH.

Disclaimer: This is a statistical snapshot of the workforce demographics. The use of this data in
any employment decision is PROHIBITED without the express written authorization of the
Deputy Chief Counsel for Operations, AGC-3.

As of: 10/31/09

Source: AHP-100
(202) 267-8257

FAA Percent Minority & Female Employment¹

Lines of Business/Region/Center/Headquarters	% Minority		% Female	
	FY09	FY08	FY09	FY08
Air Traffic Organization (ATO)	21.0	20.0	21.0	21.0
Aviation Safety (AVS).....	20.0	20.0	27.0	27.0
Airports (ARP).....	28.0	29.0	39.0	40.0
Commercial Space Transportation (AST).....	36.0	39.0	31.0	36.0
Staff Offices.....	33.0	32.0	51.0	53.0
Total	22.0	22.0	25.0	25.0
Aeronautical Center.....	22.0	22.0	38.0	38.0
Alaskan.....	16.0	16.0	22.0	22.0
Central.....	13.0	13.0	22.0	22.0
Eastern.....	17.0	16.0	18.0	18.0
Great Lakes.....	12.0	11.0	19.0	20.0
New England.....	8.0	8.0	21.0	21.0
Northwest Mountain.....	15.0	15.0	24.0	24.0
Southern.....	26.0	25.0	21.0	21.0
Southwest.....	26.0	25.0	21.0	21.0
Western-Pacific.....	32.0	32.0	21.0	39.0
Washington Headquarters ²	31.0	31.0	38.0	39.0
Technical Center.....	23.0	22.0	32.0	32.0

¹ All FAA employees.

² Washington Headquarters employees physically located in Orville/Wilbur Wright Buildings and surrounding areas.

As of: 10/31/09

Source: AHP-100

(2009) 267-2257

Major Work Force Employment

	Employment				
	FY10	FY09	FY08	%Chg. FY10 - FY09	Actual Change
Controller Work Force*					
Controllers	15,943	15,770	15,381	1.1%	173
Traffic Management Coordinators	558	558	552	0.0%	0
Operations Supervisors	1,949	1,918	1,854	1.6%	31
Flight Service Stations (FSS)	181	168	181	7.7%	13
Field Maintenance					0
PASS Technical	6,151	6,155	6,106	-0.1%	-4
NATCA Engineers	1,273	1,270	1,197	0.2%	3
1st Line Supervisors	667	680	674	-1.9%	-13
Airports Work Force	479	479	479	0.0%	0
Aircraft Certification**	1,266	1,266	1,215	0.0%	0
Flight Standards Work Force**	5,079	5,079	4,982	0.0%	0

* Includes all employees in pay status and Academy trainees.

**In FY 07, AVS realigned 29 Aircraft Certification and 144 Flight Standards Information Technology Analysts into the Office of Quality, Integration and Executive Service.

Data as of: December 2009

Source: ATO-F, (202) 267-9123

Source: AOS-400, (202) 267-8990

Labor Relations

	BARGAINING UNITS	LABOR AGREEMENTS	EMPLOYEES REPRESENTED
Unions.....	41	29	36,473
AFGE.....	9	6	1,863
AFSCME (HQ).....	1	1	2,193
LIUNA.....	1	1	173
NAGE.....	3	3	333
NATCA.....	15	9	19,710
NFFE.....	3	2	634
PAACE.....	4	3	383
PASS.....	5	4	11,184
Unrepresented			1,020
Nonbargaining			10,913
		Total employees:	48,406

AFGE	—American Federation of Government Employees
AFSCME	—American Federation of State, County, and Municipal Employees
LIUNA	—Laborer's International Union of North America
NAGE	—National Association of Government Employees
NATCA	—National Air Traffic Controllers Association
NFFE	—National Federation of Federal Employees
PAACE	—Professional Association of Aeronautical Center Employees
PASS	—Professional Aviation Safety Specialists

Source: AHL-400
(202) 267-3548

FAA Finances
(In Millions of Dollars)

	FY 2009	FY 2010	FY 2011
	Actual ¹	Enacted	Requested
Budget Authority (BA)			
Grants-In-Aid (Contract Auth/Approp).....	4,907	3,606	3,515
Research, Engineering, & Development.....	171	191	190
Facilities and Equipment.....	2,942	2,936	2,970
Operations.....	9,046	9,350	9,793
Total.....	17,066	16,083	16,468
Obligations Incurred--Operations			
Appropriation by Line of Business			
Air Traffic Organization (ATO).....	7,095	7,299	7,631
Aviation Safety (AVS).....	1,170	1,234	1,294
Commercial Space Transportation (AST).....	14	15	16
Staff Offices (SO).....	764	802	852
Total.....	9,043	9,350	9,793
Airport Grant Obligations (NET)			
Primary Airports & Cargo.....	968	939	939
States/Territories/Insular/Alaska Supp.....	698	697	696
Carryover Entitlements.....	623	568	568
Discretionary Fund.....	593	675	671
Small Airport Fund.....	503	499	499
Total.....	3,385	3,378	3,373
Total FAA Outlays.....	15,418	16,649	16,409
Trust Fund Receipts from Excise Taxes and Interest²			
Transportation of Persons by Air.....	7,466	8,627	9,141
Transportation of Property.....	470	537	556
Use of International Air Facilities.....	2,187	2,055	2,183
Aviation Fuel Commercial Use.....	552	376	393
Aviation Fuel (Other Than Gas).....	(25)	252	274
Aviation Gasoline.....	29	48	49
Total Tax Revenue.....	10,679	11,895	12,596
Revenue Refund.....	(110)	(97)	(103)
Net Tax	10,569	11,798	12,493
Interest revenue.....	308	216	246
Total Tax & Interest Revenue.....	10,987	12,111	12,842

Numbers may not add due to rounding.

¹ Includes funding provided by the American Recovery and Reinvestment Act of 2009. This act provides supplemental funding of \$200 million to Facilities and Equipment and \$1.1 billion for Grants in Aid to Airports.

² Data Source for FY 2010 and 2011 projections: Department of Treasury, Office of Tax Analysis, Revenue Estimating Division

FAA NAS Operational Facilities

(As of January 1, 2010)

	2009	2008	2007
NAS Operational Facilities¹	63,846	60,851	59,140
Communications.....	19,269	19,493	18,623
Automation.....	1,593	1,517	1,360
Infrastructure.....	20,016	19,356	17,848
Mission Support.....	4,080	4,102	4,173
Navigation.....	12,243	12,359	12,362
Surveillance.....	1,779	1,732	1,900
Weather.....	2,264	2,292	2,574
Air Traffic Control Facilities²			
Air Route Traffic Control Center.....	21	21	21
Airport Traffic Control Tower.....	512	512	512
Flight Service ³	24	30	71
Flight Service Stations.....	21	27	47
Automated Flight Service Stations...	3	3	24

¹ Includes All Responsibility Codes

² Included in NAS operational facilities.

³ Flight Service include Flight Service Stations and Automated Flight Service Station

As of: 01/01/10

Source: AOP-200
(202) 267-5288

*

FAA Officials

Washington Headquarters

Routing Symbol	Officials
AOA*	Administrator J. Randolph Babbitt, 202-267-3111 David Weingart, Chief of Staff, 202-267-7416 Vacant, Senior Counsel to AOA, 202-267-7417
ADA*	Deputy Administrator J. David Grizzle, Acting, 202-267-8111 Vacant, Senior Advisor, 202-267-7417
AJO	Chief Operating Officer, Air Traffic Organization Henry P. Krakowski, 202-493-5602
AJF	Finance Business Unit Senior Vice President, Eugene D. Juba, 202-267-3022
AJP	NextGen and Operations Planning Business Unit Senior Vice President, Victoria Cox, 202-267-7111
AJG	Strategy and Performance Business Unit Senior Vice President, John Pipes, 202-267-5724
AJN	Operations Business Unit Senior Vice President, Richard L. Day, 202-267-7224
ABA	Assistant Administrator for Financial Services Ramesh K. Punwani, CFO, 202-267-9105 Deputy, Victoria Wassmer, 202-267-3882
ABU	Office of Budget Director, Carol Rose, 202-267-8010
AFC	Office of Financial Controls Director, Carl Burrus, 202-267-7140
AFO	Office of Financial Operations Director, Peter J. Basso, 202-267-8242
AFR	Office of Financial Reporting & Accountability Director, Allison Ritman, 202-267-3018
ACR*	Assistant Administrator for Civil Rights Fanny Rivera, 202-267-3254 Deputy, Harnetta Williams, Acting, 202-267-3264
AEP	Asst. Admin. for Aviation Policy, Planning & Environment Nancy LoBue, Acting, 202-267-3927
AEE	Office of Environment and Energy Director, Lourdes Maurice, Acting, 202-267-3576
APO	Office of Aviation Policy and Plans Director, Nan Shellabarger, 202-267-3274

* Updated this issue
As of: 02/19/10

Source: ABA-1
(202) 267-9105

FAA Officials

Washington Headquarters--(Cont)

Routing Symbol	Officials
AGC	Chief Counsel J. David Grizzle, Acting, 202-267-3222 Deputy Chief Counsel for Policy and Adjudication James W. Whitlow, 202-267-3773 Deputy Chief Counsel for Operations Marc L. Warren, 202-267-3773
AGI*	Asst. Administrator for Government & Industry Affairs Roderick D. Hall, 202-267-3277 Deputy, Vacant, 202-267-8211
AHR*	Asst. Administrator for Human Resource Management Ventrís C. Gibson, 202-267-3456 Deputy, Catherine Emerson, 202-267-3850
AHA	<i>Office of the Accountability Board</i> Executive Director, Maria Fernandez-Greczmiel, 202-267-3065
AHD*	<i>Office of Corporate Learning</i> Executive Director, Terri Williams, Acting, 202-493-4507
AHF	<i>HR Field Operations</i> Executive Director, Karen Johnson, 847-294-7315
AHL	<i>Office of Labor Management Relations</i> Executive Director, Melvin Harris, 202-267-3979
AHP*	<i>Office of Human Resources Management Programs and Policies</i> Executive Director, Angela Porter, 202-267-3850
AIO	Assistant Administrator for Information Services David M. Bowen, CIO, 202-493-4570
AIS	<i>Office of Information Systems Security</i> Director, Michael F. Brown, 202-267-7104
AOT*	<i>Office of Information Technology Optimization</i> Director, Cheryl Rogers, 202-267-9477
AES	<i>Office of Information Technology Enterprise</i> Director, Robert Rovinsky, 202-493-4019
ARD	<i>Office of Information Technology Research and Development</i> Chief Technology Officer, Doug Roseboro, Acting, 202-385-8054
AOC*	Assistant Administrator for Communications Sasha N. Johnson, 202-267-3883 Deputy, External Communications, Laura Brown, 202-267-3883 Deputy, Internal Communications, Vacant, 202-267-9499
API*	Asst. Administrator for International Aviation DI Reimold (A), 202-385-8900 Deputy, Jeff Klang (A), 202-385-8900
ARC	Assistant Administrator for Regions/Center Operations Paula Lewis, 202-267-7369 Deputy, Michael J. Cirillo, 202-267-7369
ALO	<i>Aviation Logistics Organization</i> Director, Mamie Mallory, 202-267-7369

FAA Officials

Washington Headquarters--(Cont.)

Routing Symbol	Officials
ASH*	Claudio Manno, 202-267-7211 Deputy, Vacant, 202-267-7211
ADG	Office of Hazardous Materials Director, Christopher Bonanti, 202-267-9864
AEO	Office of Emergency Operations, Communications and Investigations Director, Chris Rocheleau, 202-267-8075
AHS	Office of Field Operations Director, Thomas D. Ryan, 202-267-7211
AIN	Office of Security Director, Bruce Herron, 202-267-7714
ARP	Associate Administrator for Airports Catherine M. Lang, Acting, 202-267-9471 Deputy, Randall S. Fiertz, Acting, 202-267-8738
AAS	Office of Airport Safety and Standards Director, Michael J. O'Donnell, 202-267-3053
ACO	Office of Airport Compliance and Field Operations Director, Randall S. Fiertz, 202-267-3085 Office of Airport Planning & Programming Director, Benito DeLeon, 202-267-8775
APP	
AST	Dr. George C. Nield, 202-267-7793 Deputy, James E. VanLaak, 202-267-7848
AVS	Associate Administrator for Aviation Safety Peggy Gilligan, 202-267-3131 Deputy, John J. Hickey, 202-267-7804
AAJ*	Office of Accident Investigation Director, Anthony Fazio, 202-267-7788
AAM	Office of Aviation Medicine Director, Frederick Tilton, MD, 202-267-3535
AFS	Flight Standards Service Director, John Allen, 202-267-8237
AIR	Aircraft Certification Service Director, Dorenda Baker, 202-267-8235
AOV	Office of Air Traffic Oversight Director, Anthony Ferrante, 202-267-5202
AQS	Quality, Integration and Executive Service Director, Tina Amersahn, 202-493-5717
ARM	Office of Rulemaking Director, Pamela Hamilton-Powell, 202-267-9677
ASA	Office of Aviation Safety Analytical Services Director, Jay J. Pardee, 202-267-9179
Duty Officer	(202) 267-3333

FAA Officials

Major Field Organizations

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

FAA Officials

Major Field Organizations--(Cont.)

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

FAA Officials

International Area Offices

Routing Symbol	Officials
AEU*	Europe, Africa, & Middle East Area Office, Director Vacant, 011-322-508-2700 American Embassy, Brussels PSC 82 Box 002 APO AE 09724-1011
AWH*	Western Hemisphere Area Office, Director Dawn Veatch, 202-385-8900 8600 NW 36th Street Miami, FL 33166
APC*	Asia-Pacific Area Office, Director Jeri Alles, 011-65-6543-1952 American Embassy 27 Napier Road Singapore 258508

FEDERAL AVIATION ADMINISTRATION
FLIGHT PLAN 2009-2013

INCREASED SAFETY

Goal: *Achieve the lowest possible accident rate and constant improvement in safety.*

1. Reduce commercial air carrier fatalities.
2. Reduce general aviation fatalities.
3. Reduce the risk of runway incursions.
4. Ensure the safety of commercial space launches.
5. Enhance the safety of FAA's air traffic systems.
6. Implement a Safety Management System (SMS) for the FAA.

Performance Targets:

Obj. 1 Cut the rate of fatalities per 100 million persons on board in half by FY 2025.

Obj. 2 Reduce the fatal accident rate per 100,000 flight hours by 10 percent over a 10-year period (2009-2018).

Obj. 2 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.

Obj. 3 By FY 2010, reduce Category A and B (most serious) runway incursions to a rate of no more than 0.450 per million operations, and maintain or improve through FY 2013.

Obj. 3 By the end of FY 2013, reduce total runway incursions by 10 percent from the FY 2008 baseline.

Obj. 4 No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities.

INCREASED SAFETY Performance Targets (Continued)

Obj. 5 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.

Obj. 6 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.

GREATER CAPACITY

Goal: *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.*

Objectives:

1. Increase capacity to meet projected demand and reduce congestion.
2. Increase reliability and on-time performance of scheduled carriers.
3. Address environmental issues associated with capacity enhancements.

Performance Targets:

Obj. 1 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.

Obj. 1 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.

Obj. 1 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.

Obj. 1 Sustain adjusted operational availability of 99.7 percent for the reportable facilities that support the 35 OEP airports through FY 2013.

Obj. 2 Achieve a NAS on-time arrival rate of 88 percent at the 35 OEP airports and maintain through FY 2013.

Obj. 3 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.

Obj. 3 Improve aviation fuel efficiency by another 1 percent over the FY 2008 level 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.

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 Work with the Chinese aviation authorities and industry to adopt 20 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.

Obj. 1 By FY 2013, arrange commitments for external funding for at least 35 aviation development projects (7 per year).

Obj. 1 By FY 2013, work with at least 18 countries or regional organizations to develop aviation leaders to strengthen the global aviation infrastructure.

Obj. 2 By FY 2013, expand the use of NextGen performance-based systems and concepts to five priority countries.

ORGANIZATIONAL EXCELLENCE

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

Objectives:

1. Implement human resource management practices to attract and retain a highly skilled, diverse workforce and provide employees a safe, positive work environment.
2. Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.
3. Improve financial management while delivering quality customer service.
4. Make decisions based on reliable data to improve our overall performance and customer satisfaction.
5. Enhance our ability to respond to crises rapidly and effectively, including security-related threats and natural disasters.

Performance Targets:

Obj. 1 By FY 2010, 80 percent of FAA external hires will be filled within OPM's 45-day standard for government-wide hiring.

Obj. 1 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.

Obj. 1 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.

Obj. 1 Maintain the air traffic control workforce at, or up to 2 percent above, the projected annual totals in the Air Traffic Controller Workforce Plan.

Obj. 1 Maintain the aviation safety workforce within 1 percent of the projected annual totals in the Aviation Safety Workforce Plan.

ORGANIZATIONAL EXCELLENCE Performance Targets (Continued)

Obj. 3 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; and by FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing.

Obj. 3 Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year.

Obj. 4 In FY 2009, 90 percent of Major System Investments are within 10 percent variance of current baseline total budget estimate at completion (BAC).

Obj. 4 In FY 2009, 90 percent of Major System Investments selected annual milestones are achieved.

Obj. 4 Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score.

Obj. 4 Achieve zero cyber security events that disable or significantly degrade FAA services.

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