DRAFT

INTRODUCTION

We Are the FAA.

**We are 46,000 people
whose *Mission* is
to provide the safest, most efficient
aerospace system in the world.**

This is our corporate plan for the future and the strategy we're using to get there. The *Flight Plan* is a report card for the men and women of the Federal Aviation Administration with a precise breakdown on the successes we have built.

INTRODUCTION

Moving America Safely: It's What We Do.

Our ***Vision***:
To improve continuously the safety and efficiency of flight
To be responsive to our customers
To be accountable to the public.

Our Values:

- **Safety Is Our Passion.** We're the world leaders in aerospace safety.
- **Quality Is Our Trademark.** We serve our country, our customers, and each other.
- **Integrity Is Our Character.** We do the right thing, even when no one is looking.
- **People Are Our Strength.** We treat people as we want to be treated.

INTRODUCTION

Flight Plan 2007-2011:
Charting the Path to tomorrow:

The Next Generation Air Transportation System takes wing.

The safety of American aviation is unparalleled. Indeed, since 2001, we've had 50 *million* successful flights. That's 2.7 *billion* passengers who've flown on commercial jet aircraft in the United States without an onboard fatality. That's nine times the population of our country.

But even in the face of a safety record that sets the pace for every other mode of transportation the number that bears our attention is 2025 … as in 19 years from now. The demand for air travel could triple by then, and all those people will want to fly safely and on time while doing it.

This document sets the course toward that future. It sets our compass to make sure we're prepared for what we see when we get there. The *Flight Plan* sets four broad goals -- increased safety, greater capacity, international leadership, and organizational excellence -- under which all activities are aligned. It sets specific, measurable performance targets we will undertake to achieve those goals. These are the steps that chart our path to the next generation air transportation system.

This is the fourth edition of the Flight Plan, reflecting both continuity and change. A core set of goals and objectives has been constant in all the Flight Plans. Each year, however, we assess ourselves. We post our report card quarterly at www.FAA.gov. Our questions to our employees and stakeholders are the same each year: Are we doing what matters most? Are our goals enough of a stretch? Are we providing the taxpayer with a return on the investment?

We listen and we change. Making sure that the Flight Plan addresses the needs of the people who use the system has to be a part of the process and it is.

One major change this year is to refocus this Flight Plan on reducing congestion, both at airports and in the skies. Former Secretary of Transportation Norman Mineta launched this initiative in May 2006. It heightens the focus by the Department of Transportation on the FAA's efforts to modernize the system and add runways at the nation's busiest airports. Bottom line: Our charge is to reduce aviation congestion and manage the growth of the system, without compromising safety.

INTRODUCTION

One of the major steps to reduce congestion is to expand our support for the Next Generation Air Transportation System. As part of Vision 100, Congress chartered the NextGen Joint Planning and Development Office (JPDO) to jump start the aviation system of tomorrow. This office uses the brainpower and resources of six cabinet-level offices to develop a blueprint for the aviation system in 2025 … and – more importantly – a plan to get there. The plan for the next generation system, "NextGen," stated that we might need to handle triple the demand of today's system. It anticipates the need to handle new types of aircraft, ranging from low-orbit spacecraft such as SpaceShipOne to very light jets being used as air taxis. Also, unmanned pilotless civil aircraft will fly cargo and maybe, one day, passengers.

The long and the short of it is that the FAA needs to take steps to avert gridlock in the sky and on the ground. NextGen takes care of both.

The NextGen plan also began to identify how we could create this new aviation system for the next generation. While most of America views the aviation system only in terms of major airports like O'Hare and JFK, in fact, we can use the untapped capabilities of the more than 5,400 small airports throughout the nation. Through the NextGen plan, we're developing new technologies and procedures such as Required Navigation Performance and Automatic Dependent Surveillance-Broadcast (you'll read about both later). NextGen proposed eight transformation strategies – Agile Air Traffic, Airports, Environmental, Global Harmonization, Safety, Security, Situational Awareness, and Weather – and set up eight Integrated Product Teams to flesh out how the strategy would be researched, developed, implemented, and maintained. Those teams are still working. As they detail the next generation requirements, the FAA is implementing them in its Operational Evolution Plan and in this *Flight Plan*.

This *Flight Plan*, then, features several major initiatives that support NextGen. We're integrating the next generation into our current planning like never before. As you go through our plan this year, you will see the symbol that represents each NextGen initiative where it folds into our plan.

What follows is a summary of our accomplishments since last year's update. Then, for each goal, we describe our objective and five-year targets, and what we will do over the next five years to build toward the future.

INTRODUCTION

2006: A Snapshot

Safety. America continues to set the world standard for aviation, and safety is our "hallmark." At the top of our to do list every year comes "Safety." Our commitment is to keep it there. Although we've had three airline accidents this year that resulted in three fatalities, none of the deaths were onboard aircraft. Nevertheless, each of the fatalities on the ground is a sober reminder that we need to continue our work on safety.

In the bigger picture over the last four years, the airlines have carried 2.7 billion passengers without an onboard fatality. This represents a fatal accident rate that is at an all time low. Safety is also advancing with the smaller aircraft in the system. General aviation fatal accidents and accidents in Alaska are down as well. The FAA's perfect safety record for commercial space transportation – arguably the newest foray into the final frontier – remains intact. There has never been a fatality, injury, or major property loss to the public from commercial space transportation. We're looking to keep it that way.

Taking steps to aid the movement of aircraft throughout the system has helped strengthen aviation's safety record. Last year, we created six new required navigation precision (RNP) approaches to runways. This year we've created 10 approaches, and next year we plan 25. These approaches – using "RNP" – offer a more accurate and predictable flight path in all phases of flight. We also installed new safety equipment at airports, including Airport Surface Detection Equipment in Seattle and a Precision Runway Monitor in Atlanta.

Capacity. Nobody likes to wait, but the FAA is hard at work to lessen the sting. So far this year, the agency is meeting its goal of having 87.4 percent of flights arrive on time. Even with the tough weather that comes with summer, we have been able to keep up with high demand and keep things moving. For the record, the FAA is also meeting its airport capacity goals, both at the major airports and in key metropolitan areas.

To increase capacity, we opened four new runways this year, in Minneapolis-St. Paul, Cincinnati, St. Louis, and most recently, in Atlanta, the world's busiest airport. In early May, the agency announced approval for initial deployment of Automatic Dependent Surveillance Broadcast (ADS-B), the new surveillance system throughout the U.S. Switching from our reliance on ground-based radar equipment to satellite-based operations will enhance safety while providing increased capacity and efficiency. ADS-B will keep aircraft safely separated, better utilize the available airspace and enable more direct aircraft routing thus saving fuel. It will be particularly valuable in remote locations where radar is not now available. Besides the operational benefits, we will also save money by being able to decommission many radars that will no longer be needed once ADS-B is on-line.

INTRODUCTION

The FAA has also installed the Traffic Management Advisor at the Seattle, Boston, Albuquerque, and Los Angeles centers that control jets at high altitudes. This software is used to funnel aircraft into busy airports, much in the same way that cars on a highway would adjust to an upcoming tollgate. Using this new software during peak traffic times increases the number of aircraft that can land at airports by up to three percent. Twelve of the 20 centers now have this capability installed.

International Leadership. We see it as a primary responsibility to spread the broad brush of safety across the globe. Americans fly and U.S. business operates to the four corners. It's only natural that we push to ensure that the global aviation system is safe, efficient, and reflects and works seamlessly with our own. We have already achieved two of our four performance targets this year. We have secured over $24 million in funding commitments this year to support international aviation infrastructure projects, especially technical assistance in Afghanistan. We have also completed two installations in Mexico that extend U.S. Global Positioning System (GPS) capability. Our goal to create a seamless sky starts in North America.

The FAA has reached bilateral and multilateral agreements with partners in Asia, Africa and the Americas to improve and sustain their safety oversight capabilities. The FAA supported Presidential safety initiatives, including Safe Skies for Africa, the Third Border Initiative, and special programs to restore aviation services in Afghanistan and Iraq. The FAA promoted U.S. aviation environmental policies with European partners. We also expedited the implementation of Required Navigation Performance and Area Navigation technologies in the Americas region. The FAA opened a regional office in Abu Dhabi and plans to establish an office this year in India as well.

 Finally, the FAA has identified partners in Asia and the Americas to develop and implement NextGen technologies to improve aviation safety and capacity. The FAA is also proposing a cooperative agreement with European aviation organizations to participate in each other's air traffic management modernization programs to ensure that operations are harmonized.

Organizational Excellence. In an era of tight purse strings, it's never been more important to keep a close eye on the taxpayer's investment. We've taken steps to provide the FAA with some of the best planning, budgeting, and performance management in government. The Office of Management and Budget – the government's watchdog for dollars and sense –said that the FAA's work in providing better, smarter government puts us on the "leading edge." The Government Accountability Office (GAO), the investigative arm of Congress, issued a thumbs-up report: "FAA Case Study Shows How Agency Performance, Budgeting, and Financial Information Could Enhance Oversight."

INTRODUCTION

So far, the results are impressive, but we keep pushing nevertheless. We're becoming known as an organization that delivers on time and on budget. By "operating like a business", we have been able to improve our acquisition management. All our major acquisition programs are within 10 percent of budget, and 97 percent are on schedule. We continue to make inroads on how to gain control of our costs, making better decisions for the bottom line. All FAA organizations have programs to reduce or avoid costs, and we have saved well over $100 million, which has gone to fund improvements we couldn't have made otherwise.

No program is too small. Case in point: office supplies. For an organization of this size, the bill for paper, pens and pencils alone is considerable. We're putting in place an innovative strategic sourcing initiative through a share-in-savings contract. Through it, we will move away from fragmented procurement of office supplies and equipment and computer hardware to a corporate approach. We expect to save $7 million a year.

Other highlights:

- **Controllers.** We hired more than 600 new air traffic controllers through April and have expanded our training to accommodate them;
- **Settling workplace issues.** We piloted a new Center for Early Dispute Resolution that has handled 109 requests through June, approaching a 100 percent satisfaction rate from employees;
- **A business environment built on respect.** We trained almost 900 employees and managers in 53 training sessions on the Model Equal Employment Opportunity program. Creating a hospitable environment in the workplace starts with education;
- **Saving through consolidating.** Instead of duplicating offices around the country, we centralized the Workers' Compensation Programs from our regional offices into a single Headquarters division; and
- **Buy smart.** We trained more than 3,000 employees on FAA's new procurement policies, fiscal law, false claims, solicitation and contract drafting, contract administration, and procurement integrity.

INTRODUCTION

Some Longer Term Achievements

When we launched the idea of the *Flight Plan* three years ago, skeptics were dubious. To be fair, we were only cautiously optimistic ourselves.

But the proof, as they say, is in the pudding. What started as the answer to the question, "How do we make sure we're doing the right things?" has now become the institutional watchword for operating like a bottom-line business. The *Flight Plan* was created to focus on top priorities and discard the projects that were siphoning limited resources. We asked every stakeholder we could find to weigh in. They did. Gladly. And at the outset, it stung a little bit.

The sting of that criticism has given way to an overwhelming sense of gratitude. Our stakeholders – a *de facto* representation of the taxpayer – agree with our plan of action. They know that the *Flight Plan* is checked and rechecked every month.

Employees know that this isn't just another plan to sit on a shelf and collect dust. Employee pay is tied directly to the achievement and completion of the goals. The result is a sense of pride and determination that makes sure our compass is calibrated, that makes sure we stay the course, and that makes equally sure we're actually going where the taxpayer wants us to go.

The *Flight Plan* is an experiment no longer. It's the smart way to do business.

A look at *Flight Plan* successes in the longer term:

Airline Fatal Accident Rate: In 1997, in response to the TWA 800 crash, the White House Commission on Aviation Safety and Security recommended that we set a target to reduce the airline fatal accident rate by five-fold in 10 years. We accepted that challenge and set our first performance target, one we still carry in this *Flight Plan*. In 1997, the baseline fatal accident rate was 0.51 fatal accidents per 100,000 departures. It rose to 0.061 in 1998. Today, that rate is 0.022, and if there are no more fatal accidents, it will fall below our target of 0.018 by the end of the fiscal year. Our target for 2007 and thereafter is 0.010 fatal accidents per 100,000 departures.

Runway Safety: We've reduced runway incursions caused by vehicles and pedestrians each year since 2003. We've also made significant progress on improving runway safety

areas, portions of ground at the ends of runways that give planes extra room to stop. We've met our goals each year and have completed 120 runway safety area improvements between 2003-2005.

Airport Safety: We've established a Congressionally directed Airport Cooperative Research Program, which is funded at $10 million per year. We've also continued pavement research at National Pavement Test facility leading to development of improved pavement design models.

10-Year Controller Hiring Plan: On December 21, 2004, the FAA announced that it was sending to the Congress a plan to hire 12,500 new controllers over the next 10 years to replace the large number of controllers expected to retire during that time. The plan remains on track.

The Final Frontier: On June 21, 2004, test pilot Mike Melvill successfully flew SpaceShipOne, the world's first commercial manned space vehicle. It was also the first privately funded passenger flight to leave Earth's atmosphere. The flight culminated years of work by the FAA's Office of Commercial Space Transportation to make the trip possible.

Ten New Runways: Since 2001, when FAA started using a matrix system called the Runway Template Action Plan (RTAP), we have commissioned ten runways on schedule. RTAP created the partnership and collaboration needed between the FAA and key stakeholders. All parties were focused on a common goal. What do ten runways provide? They provide 93,000 feet, or 17.5 miles of new concrete. This in turn provides the capability to accommodate 1,646,000 additional operations per year. No matter how you slice it, that's impressive.

Flight Service Contract: In 2006, we completed the largest non-military outsourcing competition in Federal government and will see the first installment of cost savings – $66 million – in 2007. The Agency's network of automated flight service stations, which provide weather guidance and other assistance to the pilots of small airplanes, will be reduced from 58 to 20. The contract not only saved money, it also committed the vendor, Lockheed Martin, the successful bidder of the contract, to modernize and improve the flight services we provide to general aviation pilots. We expect the contract to save some $2.2 billion since its inception.

Award for the *Flight Plan*: In October 2004, the Association for Strategic Planning honored the FAA with the 2004 *Richard Goodman Strategic Planning Award*. The ASP applauded our ability "to enable individuals and organizations to succeed through strategic thinking, planning and action."

INTRODUCTION

Emergency and Disaster Response: The FAA has always responded well to emergencies and disasters. On September 11, 2001, the FAA grounded everything in the skies within roughly an hour of the order. Katrina and the hurricanes of 2005 tested us again. After Katrina wreaked its havoc on the Gulf Coast, dozens of FAA employees had the system back on-line long before anyone expected it could be done. They slept on the floor, pumped water, and worked virtually around the clock to get search and rescue operations and relief flights moving. Even as the floodwaters continued to rise, employees remained at their posts, knowing that thousands of Americans were depending on them.

More Precise Navigation: We published criteria for public Required Navigation Performance approach procedures in 2005. We published the first RNP public approach procedure for Washington Reagan National Airport in September 2005, and five additional RNP special approach procedures during 2005. Because of its high degree of precision, RNP allows for more efficient use of the airspace. In addition, RNP can assist in developing stable descent approaches, increasing safety during approach and landing, including at airports where such approaches are currently not available during bad weather. Simply put, RNP will allow us to fly more planes, more efficiently, and more safely than ever before.

Unmanned Aerial Vehicles: On August 25, 2005, turning what may be the newest page in aviation, the FAA issued the first experimental airworthiness certificate for a civilian unmanned aircraft operating in the national airspace system. This was for the General Atomics ALTAIR - the first unmanned aircraft that met FAA requirements for flight in the National Airspace System.

Reduced Vertical Separations: After several years of careful preparation with industry, the Governments of Canada and Mexico, airports, and our workforce, we implemented Domestic Reduced Vertical Separation Minimum – DRVSM – on January 20, 2005. Reduced vertical separations means that more aircraft can fly in a given airspace, greatly increasing the total number of aircraft that can fly safely at any one time and providing more flexibility to avoid severe weather.

Early Dispute Resolution: In the 2003 Employee Attitude Survey FAA employees told us that we needed to do more to quickly and efficiently resolve conflict in the workplace. We put together a team that studied best practices in private industry and across the government. They piloted the new Center for Early Dispute Resolution. The Center opened its doors September 26, 2005 with the goal of expanding it across the agency.

FAA Financing: In April 2005, we held an Aviation Trust Fund Forum where representatives from government, the aviation community, academia, finance, and the international community discussed issues with the current Airport and Airway Trust Fund

structure and options for the future. The current Trust Fund authorization expires in 2007, and this was a first step to understanding funding stability beyond the current Trust Fund and developing a proposal to replace it. Since then, we have been sharing data and discussing options with our stakeholders.

Performance-Based FAA: A key accomplishment over the last four years has been moving the FAA from pay based largely on longevity and cost-of-living increases to pay for performance. Today, FAA pay bands are set based on market rates for comparable positions. Within those bands, FAA employees receive an additional increase if the FAA meets, typically, 90 percent of the performance targets specified in the *Flight Plan*. Not surprisingly, the FAA is meeting a larger percentage of its performance targets now (90 percent in 2005) than it did before the *Flight Plan* (75 percent in 2003).

Creation of the Air Traffic Organization (ATO): The biggest step toward becoming a customer focused, cost-driven organization came with the reorganization of the FAA's 38,000-member air traffic services workforce in 2004. In a report released May 4, 2006, the GAO found that the Air Traffic Organization has streamlined management and adopted core values, is revising its acquisition processes and has met its major acquisition performance goals for the past two years. The report also highlights the steps taken by the ATO to control costs. "ATO has saved about $84 million to date through initiatives to control its costs," the report states.

Major Acquisitions On Schedule and On Budget: In 2004, for the first time, the FAA met its annual major acquisitions goal—91 percent of major acquisitions were on schedule and within 10 percent of budget in 2004. Since then, major acquisitions have been on schedule and on budget every year. As of June 2006, all critical acquisitions are within 10 percent of budget and 97 percent are on schedule.

Increased Transparency: For three straight years, the Association of Government Accountants has given one of its top honors to the FAA for the agency's *2005 Performance and Accountability Report*. The Association considers the Certificate of Excellence in Accountability Reporting (CEAR) award to be the "highest form of recognition in federal government management reporting." In addition, in March the Government Accountability Office Cited the FAA as being on the leading edge in providing Congress what it needs for oversight. According to GAO, "FAA has made available much of the information and analytic resources that Congress needs to conduct its oversight role."

INCREASED SAFETY

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

Overview

In a nutshell, it's never been safer to fly. Ever. Over the last three years, the trends in both commercial and general aviation show consistent improvement toward all-time lows. We also continue our commercial space transportation record of never having a fatality, injury, or any significant property damage to the public. This *Flight Plan* continues our commitment to reduce commercial and general aviation fatal accidents, especially in Alaska. We will cut the number of runway incursions, operational errors, and HAZMAT incidents. The commercial airline fatal accident rate target will continue the three-year rolling average below 0.010 fatal accidents per 100,000 departures to 2011.

The bar already is higher than it's ever been, but even so, our goal is – as always – to improve aviation safety continuously. We address our operational vulnerabilities to reduce risk. We work to improve airport infrastructure, safety management programs awareness, runway safety training, and new procedures.

The lynchpin for our safety efforts is cooperation among our stakeholders. Safety is one place where you can't go it alone. We constantly work with groups such as the Aircraft Owners and Pilots Association, Air Safety Foundation, Airline Pilots Association, Air Transport Association, Experimental Aircraft Association, General Aviation Manufacturers Association, National Business Aviation Association, Allied Pilots Association, Association of Flight Attendants, airline and airport officials, manufacturers, and safety experts. Each group helps us with technology, communications, and its own unique expertise.

To reduce runway incursions, we deployed the Airport Surface Detection Equipment-Model X (ASDE-X) warning system at five major airports, including Seattle. We also strengthened the airfield paint markings standard for taxiway centerlines at 72 large airports to alert pilots when they are approaching hold short lines so they won't inadvertently enter a runway without authorization.

Our efforts also are making headway when it comes to helping controllers to do their jobs more safely, especially when it comes to tracking and eliminating mistakes, a/k/a "operational errors." Responding to a long-standing recommendation by the Department of Transportation Inspector General and the National Transportation Safety Board to improve reporting of operational errors, we've added a new initiative to automate that reporting. The Traffic Analysis and Review Program – known as "TARP" – is a state-of-the-art reporting and playback system that will improve safety risk identification, quality assurance and air traffic control training. We're putting the software in place for use next year, with all installations complete by 2011. The high fidelity, near-real time playback feature of TARP will also support more effective and efficient air traffic controller training.

INCREASED SAFETY

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The added demands on the capacity of the system that are sure to come by 2025 require that we put plans in place now to be ready. In particular, three capabilities are key: Required Navigation Performance, Required Communications Performance, and Required Surveillance Performance. We have already developed design criteria and aircraft and operator requirements for Required Navigation Performance approaches. We published six special RNP approaches last fiscal year, ten more this year, and we are setting a goal of 25 for FY 2007. We will continue to develop and implement RNP procedures to reduce our already low airline fatal accident rate. 

The work of the Commercial Aviation Safety Team, which includes representatives from government, industry, and employee groups, has been instrumental in using data to drive decisions. Because of its disciplined and focused approach to analyzing accidents and incidents, identifying precursors, and developing targeted implementation strategies, we've been able to reduce the airline fatal accident rate almost 60 percent in the last 10 years. In fact, the rate is now so low that we are working with this team to develop new targets to measure performance in commercial aviation safety.

Finally, we continue our work to expand the growing field of commercial space transportation. Last year, there were 6 commercial launches. We are granting safety approvals of commercial space launch and reentry vehicles, safety systems, processes, services and personnel. We met our commercial space launch target and continued improvement of internal processes and partnerships with the Air Force, other government agencies, and the commercial space transportation industry.

INCREASED SAFETY

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

Top INCREASED SAFETY Accomplishments for FY 2006

Reduced General Aviation Fatal Accidents. We're meeting our goal to reduce fatal accidents in general aviation. Even one is one too many, but our efforts are focused on the training and education required to keep the number as low as possible. There were 173 General Aviation fatal accidents through May versus a not-to-exceed ceiling of 204. That's 36 less than the same time period last year. The dramatic reductions in accidents in Alaska continue as well. There were 45 accidents in Alaska through May versus a not-to-exceed ceiling of 46, and 59 through May of FY 2005.

Reduced Runway Incursions. Through May, the rate of Category A and B runway incursions – the most serious – is approximately 20 percent below target and 10 percent below last year. The significant decrease in runway incursions caused by operational errors accounts for most of the improvement. The FAA continued to focus airports' attention on reducing Runway Incursions caused by pedestrian or vehicle deviations. We are on track to complete improvements on 34 Runway Safety Areas in FY 2006. Runway Safety Areas provide a graded area of as much as 1,000 feet at the end of runways in case of an aircraft overrun.

Required Navigational Performance Approaches. Through June, the FAA has created and implemented ten planned RNP approaches this year throughout the U.S. We implemented six last year. These procedures take advantage of modern flight management systems that can use GPS positioning, inertial navigation and other sensors to precisely contain an aircraft in a narrow corridor of airspace. Without having to add expensive ground-based navigation aids, an airport can add instrument approaches and departures to avoid hazardous terrain or restricted airspace.

On-Demand Air Carriers and Operational Control. After litigating some enforcement cases where paying passengers and cargo were transported illegally or unsafely, the FAA created a team to educate FAA personnel, on-demand air carriers, and aircraft owners about the importance of the certificated carrier exercising operational control over commercial flights. The team held three one-day education workshops in Las Vegas, Newark, and Herndon, with at least seven more planned.

Commercial Space Launches. The FAA again met its target of zero fatalities, serious injuries, or significant property damage to the uninvolved public during licensed space launch and reentry activities.

INCREASED SAFETY

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

Objective 1. Reduce the commercial airline fatal accident rate.

Strategy
Continue the evolution toward a performance-based National Airspace System (NAS) by using a space-based navigation system and onboard technologies that allow aircraft greater flexibility to navigate airspace more safely, efficiently, and in a more environmentally sound way than the current ground-based navigation system.

Initiative

- Develop and implement Required Navigation Performance (RNP) approach procedures.

Strategy
Address safety concerns and issues, expand cost-effective safety oversight and surveillance, and continue research into the causal factors of accidents.

Initiatives

- Send critical safety rules to the Office of the Secretary of Transportation within 90 days of planned date, such as Air Tour Safety Standards.
- Address the National Transportation Safety Board's identified safety issues.
- Ensure that safety oversight keeps pace with changes occurring in the aviation environment by targeting our inspections resources better, improving our oversight systems, and providing training for safety critical employees on time.
- Achieve ISO:9001 registration to certify that FAA's Aviation Safety organization meets the same standards expected of those we regulate in the aviation industry.
- Continue research to identify human factors that may cause accidents and develop strategies, methods, and technologies that will reduce those accidents.
- Identify and implement activities designed to streamline and improve the Notice to Airmen process.
- Where practical, upgrade runway safety areas to meet standards.

Strategy
Promote and expand safety information sharing efforts, including FAA-industry partnerships and data-driven safety programs that prioritize and address risks before they lead to accidents.

INCREASED SAFETY

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

Initiatives

- Promote national data sharing and analysis programs (for example, Voluntary Aviation Safety Information Program (VASIP), Flight Operational Quality Assurance (FOQA), Aviation Safety Action Program (ASAP), and Continued Operational Safety Program (COSP)).
- Continue implementing the Air Transportation Oversight System.
- Continue implementing Commercial Aviation Safety Team (CAST) initiatives.
- Working with CAST, develop new targets to measure performance in commercial aviation safety.
- Improve the safety of transporting hazardous materials by air.

Performance Target

- Maintain the three-year rolling average fatal accident rate below 0.010 fatal accidents per 100,000 departures.

Objective 2. Reduce the number of fatal accidents in general aviation.

Strategy

Implement technologies and systems that will help pilots operate aircraft as safely as possible.

Initiatives

- Continue delivery of dependent surveillance to key sites.
- Provide text and graphical data through programs such as Automatic Dependent Surveillance-Broadcast/Traffic Information Service-Broadcast, and Flight Information Service Broadcast to the cockpit through flight information services.
- Increase situational awareness by improving the capabilities of small aircraft with integrated displays, data-link, and traffic information.
- Develop and publish Wide Area Augmentation System (WAAS) approaches. In FY 2007, we will publish 300 WAAS Lateral Precision with Vertical (LPV) Guidance Approaches.

Strategy

Establish standard procedures and guidelines for general aviation operators.

Initiatives

- Ensure that safety oversight and regulatory compliance keep pace with changes in the general aviation environment.

INCREASED SAFETY

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

- Continue to implement General Aviation Joint Steering Committee initiatives.
- Continue research to identify human factors that may cause accidents and develop strategies, methods, and technologies that will reduce those accidents.
- Develop policies, procedures, and approval processes to enable operation of unmanned aerial vehicles (UAVs).
- By FY 2009 and working with industry, develop and baseline a target rate for general aviation fatal accidents to replace the current performance measure.

Strategy

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

Initiatives

- Achieve full operational capability of WAAS.
- Expand the Capstone Program as part of the NAS through a phased approach starting with Bethel and Southeast Alaska with the goal of statewide implementation.
- Continue to optimize weather camera benefits and explore alternative technologies to provide or expand similar data and real-time images to the aviation community and other government entities (U.S. and foreign).
- Support the Medallion, Circle of Safety, and Alaska Flight Service Safety programs.
- Improve rural airports thereby permitting 24-hour Visual Flight Rules (VFR) access. In many rural communities, the airport provides the only year-round access. Because there are no roads linking these communities to larger cities, the airport needs to provide year-round transportation of people, food, supplies, and medical assistance/transportation when necessary.
- By FY 2009, establish an improved statewide public RNP/RNAV WAAS enabled route structure where supported by WAAS.

Performance Targets

- By FY 2009, reduce the number of general aviation and nonscheduled Part 135 fatal accidents to no more than 319 (from 385, which represents the average number of fatal accidents for the baseline period of 1996-1998).
- By FY 2009, reduce accidents in Alaska for general aviation and all Part 135 operations from the 2000-2002 average of 130 accidents per year to no more than 99 accidents per year.

INCREASED SAFETY

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

Objective 3. Reduce the risk of runway incursions.

Strategy
Identify and reduce runway incursion collision risks.

Initiative

- Improve training, procedures, evaluation, analysis, testing, and certification to reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, and airport authorized pedestrians, vehicle operators, tug operators, and mechanics conducting aircraft taxi operations.

Strategy
Modify and improve existing surface movement infrastructure.

Initiatives

- Install Airport Surface Detection Equipment-Model X (ASDE-X) and retrofit of ASDE-X equipment capability into selected Airport Movement Area Safety System (AMASS) installations.
- Continue developing, testing, evaluating, and deploying runway status lights at AMASS and ASDE-X airports.

Performance Target

- 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 through FY 2011.

Objective 4. Ensure the safety of commercial space launches.

Strategy
Continue developing tools, guidance, and regulations for reducing the safety risks for commercial space launch and reentry operations, including those involving human space flight.

Initiatives

- Ensure that safety oversight keeps pace with changes in the commercial space transportation environment.
- Partner with National Aeronautics and Space Administration (NASA) and Department of Defense (DOD) to manage the integration of emerging space transportation operations into the National Airspace System.

- Conduct research to identify commercial human space flight safety requirements.

Performance Target

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

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

Strategy

Identify and reduce operational error collision risks and influence their reduction.

Initiatives

- Modify the evaluation process to facilitate the reduction of operational errors.
- Improve measurement and analysis of safety performance by implementing automated tools (Traffic Analysis and Review Program) and developing enhanced safety metrics and more efficient performance reporting processes.
- Provide pilots with safe access to the NAS by analyzing and disseminating aeronautical and meteorological information to pilots and controllers through innovative systems.

Strategy

Design, develop, and implement a Safety Management System (SMS) that complies with the International Civil Aviation Organization's (ICAO) requirements and applies a system safety approach to the FAA's delivery of air traffic services.

Initiatives

- Implement Safety Risk Management (SRM) using a phased approach with initial implementation focusing on targeted NAS changes.
- Implement SRM processes FAA-wide to assess safety risk and to monitor effectiveness of safety risk-mitigation strategies.
- Expand the collection, consolidation, and analysis of safety data to enhance reporting and assessment.

Performance Targets

- Maintain Category A and B (most serious) operational errors to a rate of no more than 4.27 per million activities through FY 2008.
- By FY 2010, apply Safety Risk Management to at least 19 significant changes in the NAS.

GREATER CAPACITY

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

Overview

Greater airport and airspace capacity is a must if we're to meet the demands placed on our aviation system. The number of passengers continues to increase each year, and we continue to work with all airspace users to increase the reliability and predictability of air travel. Passengers want answers to why flights are delayed or canceled when they are anxious to spend the holidays with family and friends. They want solutions to delays, whatever the reason. That's why we're spearheading an initiative to combat congestion across the entire network. Every person and every business has a vested interest in reducing congestion because of the wasted hours and fuel, and the high cost.

In this *Flight Plan*, we have made cutting congestion our first capacity objective. Our pledge is to make today's congestion a thing of the past. We're not alone in that objective. We're part of an interagency effort with six cabinet-level organizations and partnered with private industry to develop the Next Generation Air Transportation System. The vision of NextGen is to modernize aviation to support greater capacity and less congestion – no small task.

We added initiatives to capture what we must do in the near term to achieve the vision of NextGen. Two initiatives create the pipeline and funding to implement new technologies and incorporate the operational concepts that will be the foundation for NextGen. They will provide both an internal process for ensuring commitments are met, and an external process for communicating the FAA's progress to stakeholders.

We're also working to manage congestion where physical expansion is no longer possible. We commissioned four new runways this year, which will significantly increase annual operations and reduce delays. We're conducting several reviews of future airport capacity projects to ensure that we implement enhancements in an environmentally sound manner and that we're responsive to state and local concerns. These projects include the redesign of constrained airspace over New York, New Jersey, Philadelphia, and Chicago.

Every year after thorough data analysis, we update the list of metropolitan areas that will most affect total system delays. For years, we've had eight –- New York, Philadelphia, Miami, Atlanta, Chicago, Washington/ Baltimore, Los Angeles and San Francisco. Atlanta is now off the list. In June, we commissioned a new runway there, allowing the airport to handle 33 percent more operations a year. In addition, we will open a new taxiway next year to provide even more efficiency.

GREATER CAPACITY

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

Top GREATER CAPACITY Accomplishments for FY 2006

- **Four New Runways.** The FAA commissioned four new runways this fiscal year - Minneapolis-St. Paul on October 27, 2005; Cincinnati on December 22, 2005; St. Louis on April 13, 2006; and Atlanta on June 8, 2006. These additional miles of concrete provide the capability to accommodate 655,000 additional operations per year.

- **The User Request Evaluation Tool**, software that enables controllers to assess new altitudes or changes in course instantly, is now up and running at all 20 air route traffic control centers in the U.S. This technology offers air carriers significant fuel savings. In the Memphis area alone, airlines save almost $1.5 million per month by receiving more direct routings that come from this software.

- **Reducing the Number of People Exposed to Airport Noise.** The FAA seeks to ensure that at least 20,000 people a year (residents and school students) experience reduced airport noise. Thanks to FAA regional and field offices, we have already exceeded our performance target of 20,000 people this year – we're at 20,552 and counting.

GREATER CAPACITY

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

Objective 1. Increase capacity to meet projected demand and reduce congestion.

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

Initiatives

- Expand FAA's existing Operational Evolution Plan to incorporate critical NextGen operational concepts and changes, and detailed milestones of key NAS modernization programs through 2025.
- By FY 2010, operationally implement Automatic Dependent Surveillance-Broadcast (ADS-B) for air traffic services at selected sites.
- Strategically link funding requests with the acquisition of research products or services that support FAA's transition to NextGen.
- Ensure that the environmental approach for capacity expansion is compatible with the road map developed by the Environmental Integrated Product Team (IPT) for NextGen.
- Develop the Airports Integrated Product Team road map in support of NextGen.

Strategy
Evaluate existing airport capacity levels and set investment and infrastructure priorities and policies that enhance capacity.

Initiatives

- Work with the aviation community to establish the most feasible policies to enhance capacity and manage congestion.
- Update the Future Airport Capacity Team (FACT) Report titled "Capacity Needs in the National Airspace System."
- Establish priorities for infrastructure investments to maintain existing capacity in a cost-effective manner.
- Provide operational support for new runway construction.
- Support master plans for airfield improvements at the 35 Operational Evolution Plan (OEP) airports (for airports not located within the seven major metropolitan areas).
- Ensure that all necessary activities are accomplished to meet new OEP runway capability commitments established in partnership with stakeholders.
- Support environmental processing of airfield improvements at the 35 OEP airports including projects selected under the President's environmental

GREATER CAPACITY

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streamlining executive order and support *Vision 100* environmental streamlining (for airports not located within the seven major metropolitan areas).

Strategy
Improve airway access and modify separation standards to increase capacity and allow more efficient use of congested airspace.

Initiatives

- Redesign terminal airspace and change procedures.
- Implement the performance-based navigation roadmap by continuing development and implementation of Area Navigation (RNAV) routes, standard instrument departures (SIDs), and standard terminal arrivals (STARs).
- Using the cross-organizational Airport Obstructions Standards Committee (AOSC), develop recommended standards and action plans for runway procedures, such as end-around taxiways, and establish databases and data collection tools to improve airport flight operations, while maintaining an optimal balance among safety, capacity, and efficiency considerations.
- Conduct research to improve safety and increase throughput using wake turbulence monitoring, operational procedures, and controller tools.
- Enhance NAS performance for 35 OEP airports through advanced engineering and program support.

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

Initiatives

- Capitalize on Spring/Summer Plan data, developed in partnership with the airlines and other segments of aviation, to improve traffic flow in bad weather.
- Implement Precision Runway Monitor.
- Increase airport capacity through the use of Traffic Management Advisor.
- Identify and implement procedures and technology to improve the dissemination of weather information to pilots and controllers.
- Develop an FAA weather index to better quantify and improve our on-time performance during good and bad weather.

GREATER CAPACITY

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

Strategy

Increase aviation capacity and reduce congestion in the seven major metropolitan areas and corridors that most affect total system delay. For FY 2007, those areas are: New York, Philadelphia, South Central Florida, Chicago, Washington/Baltimore, Los Angeles Basin, and San Francisco Bay.

Initiatives

- Monitor and maintain scheduled progress for Environmental Impact Statements at Washington Dulles, new South Suburban, Ft. Lauderdale, and Philadelphia Airports.
- Support master plans for airfield improvements at OEP airports.
- Conduct regional studies in the New York, New England, and Los Angeles metropolitan areas.
- Direct Airport Improvement Program (AIP) funding to reduce capacity constraints of secondary and reliever airports located within those metropolitan areas.
- Update which metropolitan areas we project will have the greatest impact on the total system for delays over the period of the *Flight Plan*.
- Redesign the airspace of the seven major metropolitan areas.
- Expand use of time-based metering at air traffic control centers.

Performance Targets

- Achieve an average daily airport capacity of 104,338 arrivals and departures per day by FY 2008 and maintain through FY 2011 at the 35 OEP airports.
- Commission as many as six new runway 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 2011.
- Sustain adjusted operational availability at 99.7 percent for the reportable facilities that support the 35 OEP airports through FY 2011.
- By FY 2009, achieve an average daily airport capacity for the seven major metropolitan areas of 64,117 arrivals and departures per day and maintain through FY 2011.

Objective 2: Increase reliability and on-time performance of scheduled carriers.

Strategy

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

GREATER CAPACITY

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

Initiative

- Improve on-time performance and operator and passenger access to information through the use of Traffic Flow Management (TFM), Traffic Management Advisor (TMA), and Collaborative Decision-Making (CDM) capabilities.

Strategy

Restructure airspace to ensure efficient traffic flow between oceanic and domestic airspace.

Initiatives

- Use new equipment and technology to reduce en-route congestion.
- Implement high-altitude airspace redesign to reduce congestion.
- Reduce oceanic separation in the Pacific.
- Develop ocean capacity metrics and targets for FY 2007 and the out years, through the use of a comprehensive Advanced Technologies and Oceanic Procedures (ATOP) data collection and analysis capability and oceanic simulation and modeling capability.

Performance Target

- By FY 2011, achieve an 88.76 percent on-time arrival for all flights arriving at the 35 OEP airports, equal to no more than 15 minutes late due to NAS related delays.

Objective 3: Address environmental issues associated with capacity enhancements.

Strategy

Develop better technologies and analytical tools to evaluate aircraft noise and emissions.

Initiatives

- Conduct research and develop, verify, and validate analytical tools to better understand the relationship between noise and emissions and different types of emissions, and to provide the cost benefit analysis capability necessary for data-driven decision-making.
- Along with stakeholders, increase aircraft noise and emissions mitigation activities at the new environmental Center of Excellence.

GREATER CAPACITY

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

- Work with several airports to implement Continuous Descent Approach (CDA) for night operations, and initiate research into CDA applicability to airports with greater traffic levels, general mixed fleet, and mixed operations.

Performance Targets

- Reduce the number of people exposed to significant noise by 1 percent per year through FY 2011, as measured by a three-year moving average, from the three-year average for calendar years 2000-2002.
- Improve aviation fuel efficiency per revenue plane-mile by 1 percent per year through FY 2011, as measured by a three-year moving average, from the three-year average for calendar years 2000-2002.

INTERNATIONAL LEADERSHIP:

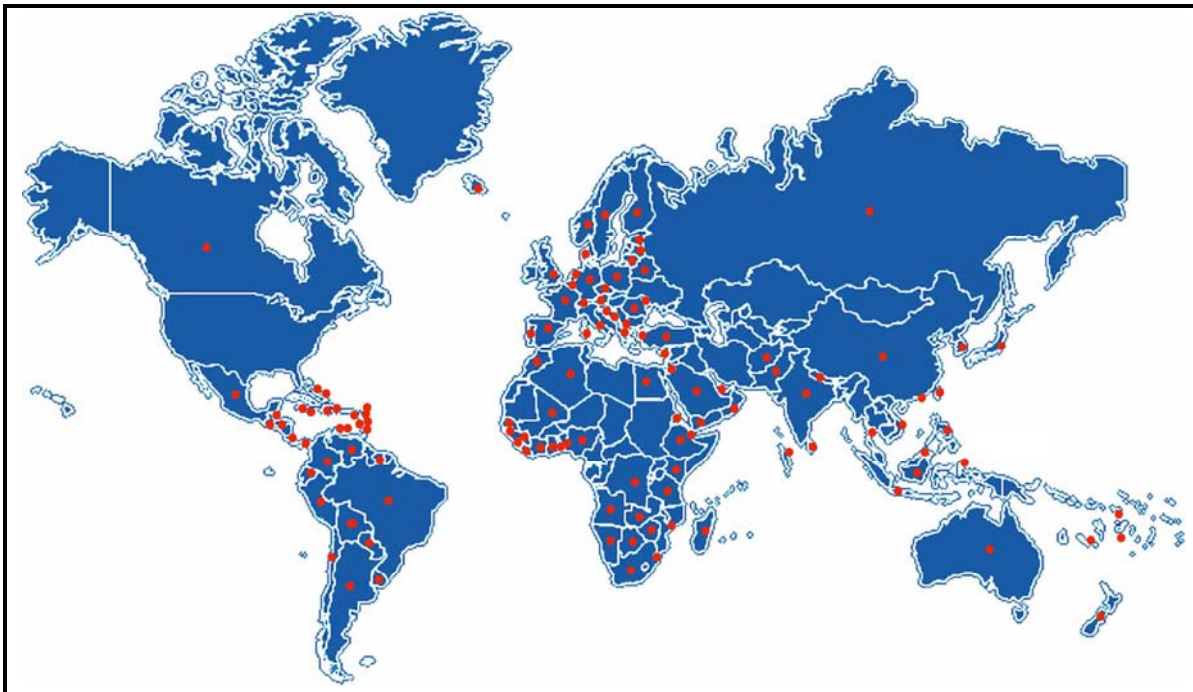
Goal: Increase the safety and capacity of the global civil aerospace system in an environmentally sound manner.

Overview

The United States has established world leadership in aviation with the consistent and constant message that safety is our most important export. It's a responsibility – and challenge – that we accept with pride.

Our daily goal is to advance safety and efficiency on the planet; literally, anywhere Americans fly. We've continued our strong support of Presidential safety initiatives and of key regional aviation authorities across the globe.

How far is our reach? Here's our list for 2006:



Federal Aviation Administration Technical Assistance Provided in FY 2006:
Argentina, Bahamas, Barbados, Bermuda, Brazil, Canada, Cape Verde, Chile, China, Colombia, Djibouti, Dominican Republic, Gambia, Guatemala, Israel, Italy, Jamaica, Japan, Jordan, Kenya, Panama, Peru, South Africa, South Korea, Taiwan, Tanzania, Thailand, Trinidad and Tobago, Uganda, and Uruguay.

INTERNATIONAL LEADERSHIP:

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

We position our FAA employees across the globe for a variety of assignments – from installing global positioning systems in our closest neighbor (Mexico) to leading the construction of air traffic management facilities (Baghdad). We provide technical assistance in creating infrastructure, training, developing safety regulations and outreach to fund aviation programs. The list goes on. To date, we've assisted over 131 countries, more than half of all countries in the world.

The FAA continues to support Safe Skies for Africa, the Third Border initiative (which promotes regulatory safety in the Caribbean) and special rebuilding programs in Afghanistan and Iraq. We promote U.S. aviation environmental policies with European partners. We also support the implementation of Required Navigation Performance and Area Navigation technologies in Asia and the Americas. We cooperate with bilateral and multilateral partners in Europe and Asia to negotiate executive agreements and implementation procedures to support the transfer of aviation products. We also opened a regional office in Abu Dhabi, United Arab Emirates on October 2, 2005 and will establish an office in India this year.

In an effort to better reflect FAA's safety impact on other regions, we have analyzed high growth areas to focus proven safety enhancements today and in the future. China has been a focus for FY 2006, and we will continue to work collaboratively with China to help maintain its already low accident rate as it develops its commercial fleet and services. In the future, we will use this approach as a model for similar work in other areas of the globe, such as Latin America. These enhancements are the best approach to influencing accident rates in areas that are experiencing substantial growth in operations.

With the aim of better targeting our resources, we've added a new initiative to the *Flight Plan* to identify opportunities where we can further promote safety and capacity services. We want to ensure that our investment and presence overseas has a positive impact and supports our goal of seamless travel.

Lastly, we've revised a strategy and several initiatives to increase the focus on FAA's critical international role in putting NextGen in place. The FAA has identified partners in Asia and the Americas that will implement NextGen technologies to improve worldwide aviation safety and capacity. The International Civil Aviation Organization (ICAO) is adopting much of NextGen as the worldwide standard. We supported the ICAO Required Navigation Performance (RNP)

INTERNATIONAL LEADERSHIP:

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study group to develop the final draft of the ICAO RNP procedures design manual. We also continue to assist with RNP activities in Asia, South America, Central America, and Mexico. FAA is proposing a cooperative agreement with European aviation organizations to participate in each other's air traffic management modernization programs to harmonize operations. These efforts are essential to seamless operation of aircraft.

Top INTERNATIONAL LEADERSHIP Accomplishments for FY 2006

- **Rebuilding Infrastructure in War-Torn Countries.** The FAA has many civilian volunteers and military servicemen and women who are helping to rebuild the war-torn aviation systems in Iraq and Afghanistan. The FAA is guiding efforts to rebuild airports, radars, towers, runways and terminals. A team of experts is also helping these countries redesign their airspace.

- **Assistance Around the World.** FAA provided a range of assistance to bilateral and multilateral partners in Asia, Africa and the Americas to improve and sustain their safety oversight capabilities. Among them were the East African Community (Kenya, Tanzania, and Uganda), the Central America Agency for Aviation Safety (ACSA), the Regional Safety Oversight System in the Caribbean (RASOS), and the Latin American Civil Aviation Commission (LACAC).

- **Raising Safety Levels.** We've done intensive work and technical reviews of the civil aviation authorities of Argentina, the Eastern Caribbean States, and Venezuela resulting in each authority achieving or maintaining International Aviation Safety Assessments (IASA) program Category 1 status. In other words, these countries have adhered to safety standards for aircraft operation and maintenance set by ICAO.

- **External Funding.** FAA has secured funding commitments of $27 million to support international aviation infrastructure projects. This includes $19 million from the U.S. Agency for International Development for funding aviation assistance programs in Afghanistan.

- **GPS-Based Technologies.** FAA met its Flight Plan goal for FY 2006 to expand Global Positioning System-based technologies by installing two Wide Area Augmentation Systems (WAAS) reference stations in Mexico and

INTERNATIONAL LEADERSHIP:

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

Canada. Both stations will contribute to the creation of a North American regional WAAS capability.

- **Harmonizing Safety Standards.** Under the Safe Skies for Africa program, we assisted Tanzania and Uganda in harmonizing their draft civil aviation regulations with those of Kenya. This harmonization is a critical step in meeting international safety standards on a regional basis.

INTERNATIONAL LEADERSHIP:

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

Objective 1. Promote improved safety and regulatory oversight in cooperation with bilateral, regional, and multilateral aviation partners.

Strategy
Support the continued development of competent authorities worldwide.

Initiatives
- Provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation organizations in Asia and the Americas.
- Implement civil aviation safety programs to support the Administration's initiatives.
- Support creation of government industry partnerships to facilitate the transfer of aeronautical products, services, and technologies to key developing regions.
- Provide technical assistance and training in creating at least four regional aviation authorities or organizations capable of meeting globally accepted safety and efficiency standards.

Strategy
Work with key international partners to implement safety enhancements that will improve worldwide aviation safety while enabling the transfer of aeronautical products, technologies, and services.

Initiatives
- Establish an effective partnership with the European Union and the European Aviation Safety Agency (EASA) to ensure the highest level of cooperation for aviation safety and an efficient exchange of products, services, and technologies.
- Establish coordinated safety agendas throughout the world to improve aviation safety.
- Negotiate and conclude bilateral agreements for safety, certification, and approval systems that enable technology transfer with global aviation partners.

Strategy
Support ICAO and other international organization initiatives.

INTERNATIONAL LEADERSHIP:

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

Initiatives

- Provide U.S. technical participation and leadership in ICAO meetings to achieve U.S. objectives.
- Strategically influence international aviation safety, capacity, and efficiency by promoting FAA recommendations and policies at key international venues.
- Increase recruitment of qualified U.S. technical personnel to fill positions at ICAO.
- Reduce the number of filed U.S. differences with ICAO Standards and Recommended Practices (SARPs) and provide leadership in the development of new SARPs.
- Work at ICAO to foster international environmental standards, recommended practices, and guidance materials that are technically feasible, economically reasonable, provide a measurable benefit and take interdependencies between the various emissions and between emissions and noise into account.

Strategy

Secure external funding for global safety initiatives.

Initiative

- Increase external funding from the U.S. government, bilateral partners, multilateral banks, and industry to strengthen the global aviation infrastructure.

Strategy

Work with global partners and industry to develop and implement technologies and processes that enhance safety.

Initiative

- Seek global harmonization of fractional ownership regulatory policy.

Performance Targets

- Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011.

INTERNATIONAL LEADERSHIP:

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

- Conclude at least eight (new or expanded) bilateral safety agreements that will facilitate an increase in the ability to exchange aviation products and services by FY 2011.
- Secure a yearly increase of 20 percent in external funding for international aviation activities from the U.S. and international government organizations, multilateral banks, and industry. FY 2007 target is $12 million.

Objective 2. Promote seamless operations around the globe in cooperation with bilateral, regional, and multilateral aviation partners.

Strategy

Collaborate with strategic global partners on the implementation of Next Generation Air Transportation System (NextGen) performance-based systems and concepts to ensure harmonization with corresponding international modernization efforts.

Initiatives

- Work with the international civil aviation community on the adoption of enabling systems, such as the Global Navigation Satellite System (GNSS) and Automatic Dependent Surveillance-Broadcast (ADS-B), to improve safety of flight operations. 
- Develop and implement capacity enhancing applications, such as Performance Based Navigation (PBN), embracing current operational capabilities to the maximum extent possible. 
- Improve global interoperability and harmonization of systems, concepts, automation tools and operational procedures in support of future seamless global operations. 
- Develop and implement international strategy in support of the NextGen Global Harmonization IPT and work with civil aviation and interagency partners to implement the strategy. 

Performance Target

- By FY 2011, expand the use of Next Generation Air Transportation System (NextGen) performance-based systems 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.

Overview

The FAA does nothing without its people. If we are to build a next generation air transportation system as ambitious as the one described in this plan, we need highly talented, high performing people. We need to train them, inspire them with our mission, and get them ready to build that future. Then we need to lead them in ways that gain the most value from their efforts and the resources available to us. We need leaders who focus on the mission, cut waste and duplication, collaborate to achieve our mutual goals, and reward quality and performance.

Our employees already are top shelf. We are committed to eliminating barriers to equal opportunity. Fairness and diversity are sources of our strength. We strive to give our people the tools and resources they need to overcome the challenges of the future. We lead them to be more businesslike, performance-based, customer-centered, and cost-efficient. We base pay and salary increases on performance. This allows us to pay for results and reward success. Our objectives are to manage our human capital, improve our financial performance, control our costs, and deliver quality customer service.

We have refined our focus on human capital management and workforce planning to support the President's Management Agenda. We updated our 10-year Air Traffic Controller Workforce Plan to make sure we have the right number of controllers in the right places at the right time as controllers retire. We have also completed competency assessments for leaders and information technology professionals, and are conducting workforce analyses for Human Resource personnel and Engineers. We will analyze other mission-critical occupations to ensure that our Nation's aerospace system continues to operate safely, reliably, and efficiently.

We are controlling our costs and using resources more efficiently to achieve our mission and give the taxpayer a full return on the investment made in us. FAA organizations are required to develop and track a cost control activity or a measure of operating efficiency. We are prioritizing Facilities and Equipment needs to modernize the airspace system; operate, maintain, and train for these new capital assets, and address congressional and Government Accountability Office (GAO) concerns. We use these cost savings and avoidances to absorb

budget shortfalls (e.g., unfunded pay raises and rescissions). Even with these savings, we must still make tough funding choices.

As a result of Hurricane Katrina, the FAA is established as a leader in emergency security and disaster response efforts. We are improving our emergency preparedness tools to sustain essential services and provide for employees in the face of crises, including a possible pandemic of Avian Flu. This *Flight Plan* includes a new objective with supporting strategies and initiatives to respond rapidly and effectively to security related threats and natural disasters.

Finally, the FAA is working with the aerospace community and our schools to assure that students have essential knowledge and skills they will need in tomorrow's aviation workforce. The Aviation and Space Education Outreach Program gives today's students' opportunities to gain the scientific, technological, engineering, and mathematics skills. Through partnerships with educational institutions, educators, and the aerospace community, we leverage the FAA's resources and expertise to help teach aviation and related curricula.

Top ORGANIZATIONAL EXCELLENCE Accomplishments for FY 2006

GAO Points to the FAA as 'Leading Edge' in Providing Congress What It Needs for Oversight. A GAO study found that the FAA now makes available much of the information and analysis that Congress needs to conduct its oversight. GAO cited the FAA's *Flight Plan*, *Performance and Accountability Report*, business plans, and budget documents as valuable tools to help Members of Congress and congressional staff to conduct oversight. In response, the FAA developed a FAA Congressional information web page specifically for members of Congress and their staff. To date, the site has approximately 1,585 subscribers. There have been some 3,008 visits to the site since October 1, 2005, with approximately 12,134 page visits.

ORGANIZATIONAL EXCELLENCE

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CEAR Award. For the third straight year, the Association of Government Accountants has given one of its top honors to the FAA for the agency's *2005 Performance and Accountability Report*. The Association considers the Certificate of Excellence in Accountability Reporting (CEAR) award to be the "highest form of recognition in federal government management reporting." We also received a clean audit for the fifth straight year.

Leading the Implementation of Earned Value Management. The FAA has become a recognized leader among civilian agencies in implementing Earned Value Management. Never at a loss for an indecipherable acronym or abbreviation, "EVM" is a critical management tool used to prevent, detect, report, and correct problems in the acquisition of major systems. Senior FAA managers use it to assure major programs are within cost and schedule targets (both of these are *Flight Plan* goals). We have received numerous requests across government (and from several other countries) for copies of our policies, guidance, training materials, and lessons learned.

It all adds up:

- The FAA created a consolidated Office of Workers' Compensation Programs Division and has been migrating Regional OWCP offices to headquarters, saving an estimated **$5.6 million** through May 2006.
- We cut layers of management in our air traffic organization and implemented a cost accounting system to cut wasteful spending, reduce operating costs, and better link financial performance to mission objectives.
- We consolidated nine accounting operations into a single Finance Center in Oklahoma City.
- We created an Office of Financial Controls to ensure that the **$1.3 billion** in contract services are wise investments, avoid duplication of effort, and do not include excessive labor rates.
- Finally, as of May 2006, we removed 144 navigation aids, surpassing our goal of 100 in FY 2006.
- In the largest non-military outsourcing program in government history, the FAA awarded a contract to operate automated flight service stations. Projected savings: **$2.2 billion.**

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.

Pandemic Avian Flu Planning. We have coordinated FAA's portion of the Department of Transportation's pandemic plan, which was incorporated into the National Strategy for Pandemic Influenza. These efforts will enable the FAA to respond efficiently if a pandemic flu event occurs, while maintaining essential services for our customers, employees, and stakeholders. This effort also improves FAA's ability to respond to other significant incidents or disasters.

No computer security events disrupting a major FAA system. FAA has again met our information security performance target to achieve zero cyber security events that disable or significantly degrade FAA services through the Cyber Security Incident Response Center. The incident response center has monitored and reported cyber threats and vulnerabilities for more than five years.

Human Capital Planning and Closing Critical Skill and Competency Gaps. The FAA is closing skill and competency gaps for Leaders and IT professionals through multi-year training, development, and other human resource management strategies. A key priority is to assure that at least 60 percent of newly appointed Frontline Managers perform at an intermediate level of proficiency in the key competency area of Managing Organizational Performance at the conclusion of their probationary period.

Air Traffic Controller Hiring. Through April, the FAA has hired 609 new controllers this fiscal year, exceeding the number in its Air Traffic Workforce Hiring Plan.

Training. The FAA constantly trains its employees, managers, and executives to continuously improve our performance. The FAA Academy in Oklahoma City and the Center for Management and Executive Leadership in Florida help meet those training needs.

- The FAA Aeronautical Center has expanded Air Traffic training capacity in the Terminal Radar course and is completing two new laboratories to train the new hires from the Air Traffic Controller Workforce Hiring Plan.
- The FAA trained 897 FAA employees and managers in 53 training sessions on various aspects of the Model Equal Employment Opportunity (EEO) Program under the President's Management Directive (MD) 715.

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.

- The FAA trained 156 employees in Earned Value Management, an area where the FAA is becoming a leader in government as part of the President's Management Agenda.
- The FAA selected 24 employees for the pilot FAA Senior Leadership Development process in the Air Traffic Organization to strengthen leadership competencies while improving organizational performance.
- In February and March 2006, the FAA provided training to over 3,000 key FAA employees on new FAA procurement policies, fiscal law, false claims, solicitation and contract drafting, contract administration, and procurement integrity.

Early Dispute Resolution. Through June 2006, the FAA's new Center for Early Dispute Resolution received 109 requests for assistance. Key issues included performance and promotion, work schedules and leave, work environment, employee conduct and discipline, and organizational policies and procedures. Clients rated different aspects of the process and reported an overall satisfaction rate approaching 100 percent. Also, the Center, in operation with the FAA's Center for Management and Executive Leadership, developed the "*Constructive Conflict Management*" course. This course has been very well received and the remaining FY 2006 classes are full.

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.

Objective 1: Make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained, safer, diverse workforce.

Strategy
Use workforce planning to identify and fulfill current and future human capital needs to meet FAA's mission.

Initiatives
- Sustain and improve agency human capital planning and measurement processes.
- Implement the hiring, training, staffing analysis, and management recommendations of the Air Traffic Controller Workforce Plan to support FAA's safety mission and meet external stakeholder requirements. Update and report annually on agency progress.

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

Initiatives
- Implement corporate policies to improve managerial selection and strengthen probationary requirements for managers.
- Establish corporate managerial training programs that ensure effective use of resources and alignment with agency goals.
- Pilot a corporate, senior leadership development process to build executive-level competencies.

Strategy
Implement corporate systems, policies, programs, and tools to build a results-oriented, high performance workforce.

Initiatives
- Undertake a timely and effective corporate approach to conflict management.
- Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

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.

Strategy
Make strategic people investments and provide a professional, safe and secure work environment to attract, acquire, and retain a highly skilled workforce.

Initiatives

- In external recruitment efforts, implement corporate strategies that expand the applicant pool to ensure equal opportunity to all applicants and result in attracting high quality candidates to the FAA for employment.
- Establish corporate employee training programs to build leadership competence within the FAA workforce, support professional development, and promote continuous learning.
- Evaluate the use of high fidelity simulation to improve air traffic controller training for local facilities.
- Integrate cockpit and tower cab simulation facilities to design and develop new equipment, procedures, and training for air traffic controllers.
- Reduce workplace injuries to enhance FAA worker safety.
- Provide our employees with a safe environment through the identification of security measures designed to provide protection for our employees, our facilities, and our critical infrastructure.

Strategy
Improve and upgrade aviation related scientific, technical, engineering, and mathematical skills in the emerging and future aviation workforce.

Initiative

- Refocus and refine the Aviation and Space Education Program to integrate aerospace applications into existing scientific, technical, engineering and mathematical (STEM) curriculum.

Strategy
Improve labor management relations while delivering quality service.

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.

Initiatives

- Monitor service level agreements to ensure the requirements of lines of business and staff offices are met.
- Develop and provide labor relations training for agency supervisors and managers.
- Using the Grievance Electronic Tracking System (GETS), reduce grievance processing time against the baseline measure.

Performance Targets

- Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 6 percent, over the FY 2003 baseline by FY 2011.
- By FY 2011, reduce the time it takes to fill mission-critical positions by 7 percent (to 51 days) over the FY 2006 baseline of 55 days.
- Reduce the total workplace injury and illness case rate to no more than 2.76 per 100 employees by the end of FY 2007, representing a cumulative 3 percent annual reduction from the FY 2003 baseline (3.12) set in the Safety, Health and Return to Employment (SHARE) Presidential Initiative.
- Reduce grievance processing time by 25 percent by FY 2010, and maintain through FY 2011.
- Maintain air traffic controller annual hiring within 5 percent of the Air Traffic Controller Workforce Hiring Plan.

Objective 2. Improve financial management while delivering quality customer service.

Strategy

Develop and implement an agency-wide cost control and cost reduction program.

Initiatives

- Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include:
    - Cost per controlled flight

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.

        - Research, Engineering, and Development (RE&D) Management Staff Efficiency Measure
        - Grant Administration Efficiency Measure
    - Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.
    - Improve the overall management of cost-reimbursable contracts through the Defense Contract Audit Agency (DCAA) audit process.
    - Improve how we manage FAA's real property assets.
    - In partnership with the aerospace community, reform the way FAA is financed to provide stable, adequate funding more closely tied to FAA costs, services, and performance.
    - Develop a legislative proposal to reauthorize the FAA.

Strategy

Improve financial performance.

Initiatives

- Maintain and improve business processes and systems in order to provide timely and reliable financial information to FAA organizations.
- In compliance with the Office of Management and Budget (OMB) guidance, perform routine testing of internal controls to improve the quality of financial information.
- Reduce improper payments.
- Continue integrating performance information into budgetary decision-making and presentation.
- Improve the timeliness and accuracy of financial transactions related to capitalization of assets, management of suspense accounts, and reconciliation of accounts.

Performance Targets

- Close out 85 percent of eligible cost reimbursable contracts during each fiscal year.
- Organizations throughout the agency will continue to implement cost efficiency initiatives including, but not limited to:
    - Strategic sourcing for selected products and services;

  - Consolidating facilities and services, such as service areas, real property management, help desks, and web services;
  - Eliminating or reducing obsolete technology;
  - Achieving demonstrated reductions of Information Technology operating costs; and
  - Implementing Environmental Management Systems.
- Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year.

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

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

Initiatives
- Provide training to all current executives and managers on using FAA cost data, as derived from FAA's acquisition, cost accounting, accounting, and payroll and personnel systems, to make management decisions.
- Monitor and report progress on *Flight Plan* targets and initiatives and establish the appropriate linkages and accountability in each line of business and staff office with annual Business Plans.

Strategy
Eliminate FAA Air Traffic Control Modernization from the Government Accountability Office's high-risk list by FY 2008.

Initiatives
- Develop, document, and use investment criteria to manage major capital programs.
- Implement and improve program management processes to remain within acquisition cost and schedule baselines.

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.

Strategy
Find faster, more efficient ways to collect and measure customer feedback and satisfaction.

Initiatives
- Communicate the goals of the *Flight Plan* to the FAA employees and the aerospace community and gain feedback that helps the FAA meet their needs. Give employees and stakeholders a clear line of sight from their jobs to the goals of the *Flight Plan*.
- Review customer requirements annually and measure customer satisfaction more broadly for FAA services.

Strategy
Improve the security of our data.

Initiative
- Improve how we protect FAA's information infrastructure using the agency's cyber-defense android concept, which is an advanced defense strategy.
- Enable enterprise-wide conformance to information technology enterprise architecture.

Performance Targets
- By FY 2008, 90 percent of major system acquisition investments are within 10 percent of annual budget and maintain through FY 2011.
- By FY 2008, 90 percent of major system acquisition investments are on schedule and maintain through FY 2011.
- Increase agency scores on the American Customer Satisfaction Index.
- Achieve zero cyber security events that disable or significantly degrade FAA services.

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.

Objective 4. Enhance our ability to rapidly and effectively respond to crises, including security related threats and natural disasters.

Strategy
Continue to build and improve emergency plans and preparedness tools that enable us to sustain essential services and provide for employee well-being during crisis events.

Initiatives

- Develop web-based emergency operation information-sharing tools that create a common operational picture and support effective decision-making.
- Standardize regional crisis response working group procedures to be used in the three Air Traffic Organization (ATO) Service Areas.

Strategy
Strengthen operational coordination, communication, and command and control capabilities needed to prepare for, respond to, and recover from crises.

Initiatives

- Improve the use and functionality of operational and corporate crises response structures such as specialized hurricane coordination cells and continuity of operations programs.
- By October 1, 2008, develop performance targets that measure improvement in three outcome areas: readiness; providing a framework for effective decision-making; effective response.

ACRONYM DEFINITION

ACRONYM	DEFINITION
ADS-B	Automatic Dependent Surveillance Broadcast
AIP	Airport Improvement Program
AMASS	Airport Movement Area Safety System
ASAP	Aviation Safety Action Program
ASDE-X	Airport Surface Detection Equipment-Model X
CAEP	ICAO Committee on Aviation Environmental Protection
CAST	Commercial Aviation Safety Team
COSP	Continued Operational Safety Program
EAS	Employee Attitude Survey
EASA	European Aviation Safety Agency
EDRC	Early Dispute Resolution Center
FOQA	Flight Operational Quality Assurance
FY	Fiscal Year
GNSS	Global Navigation Satellite System
ICAO	International Civil Aviation Organization
JPDO	Joint Planning and Development Office
NAS	National Airspace System
NextGen	Next Generation Air Transportation System
OEP	Operational Evolution Plan
PMA	President's Management Agenda
PRM	Precision Runway Monitor
RNAV	Area Navigation
RNP	Required Navigation Performance
SRM	Safety Risk Management
SMS	Safety Management System
TFM	Traffic Flow Management
TMA	Traffic Management Advisor
UAV	Unmanned Aerial Vehicle
VASIP	Voluntary Aviation Safety Information Program
WAAS	Wide Area Augmentation System