



**Federal Aviation  
Administration**



**Financial Services**  
*Fiscal Year 2009 Business Plan*

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# 2009 ABA Business Plan

The Office of the Assistant Administrator for Financial Services/Chief Financial Officer (ABA) serves as the Federal Aviation Administration's (FAA) primary resource steward. Our team has responsibility for managing the agency's \$15.2 billion budget, overseeing and maintaining financial systems, and spearheading government-wide management reforms such as the President's Management Agenda designed to improve the business of government and ensure resources are managed with integrity.

ABA's key strategic efforts are anchored in the FAA's Flight Plan under the "Organizational Excellence" goal. We lead the agency's efforts to achieve the Cost Control Program and Clean Audit Performance Targets and directly support activities in the Conflict Resolution, Enterprise Architecture Conformance and GAO High Risk List Strategic Initiatives. By providing FAA's Lines of Business (LOB) and Staff Offices (SO) with an effective management environment and key business tools and resources, we indirectly support the organization's Increase Safety, Greater Capacity, and International Leadership goals.

In addition to our strategic work directly tied to the agency's Flight Plan, we have fundamental responsibilities key to maintaining a strong agency-wide foundation of accountability and financial management. This work is organized as Core Business in our Business Plan.

Over the long-term, ABA's contributions to the agency's success will be measured by how well cost and financial information is integrated into the agency's business processes and by the analytical contribution that ABA-generated information makes to data-based decision-making at the corporate and LOB levels.

Our highest priorities include standardizing and improving agency business processes and financial systems; continuing to improve the timely and accurate capitalization and management of agency assets; maintaining a unqualified 'clean' audit opinion while addressing corrective actions to eliminate weaknesses in FAA's financial management activities; and spearheading the Cost Control Program in support of the Flight Plan. In support of our priorities, we will address the following emerging challenges in FY 2009:

- Continue to improve DELPHI and PRISM, including developing improved and simplified business processes through participation in the DOT Business Transformation Team (BTT) Initiative.

- Obtain a clean audit opinion with no material weaknesses.
- Improve the quality, timeliness and usefulness of financial information for management decision-making.
- Continue to implement an aggressive agency-wide cost control program.
- Provide analytic, resource-based support to the agency's investment processes and in agency negotiations with our labor unions.

## Organizational Excellence

The Office of the Assistant Administrator for Financial Services/CFO (ABA) co-leads (with the Assistant Administrator for Human Resource Management) and contributes directly to the Organizational Excellence goal.

The highest Organizational Excellence priorities for ABA include improving the business processes related to the financial management system (DELPHI) and the acquisition system (PRISM); formulating and executing the budget; continuing to obtain a "clean audit" with a focus on managing agency assets; and implementing a cost control program in support of the Flight Plan. ABA contributions to the agency's success will be measured by the quality and timeliness of financial information and how well we support effective decision-making in the agency.

### Flight Plan Target: Leadership and Accountability

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

#### Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management.

(LEAD is Center for Early Dispute Resolution - CEDR)

#### Strategic Activity: ABA Conflict Management

Increase employee awareness of CEDR services by attendance at CEDR briefings, participation in conflict management training, and use of CEDR services as needed.

**Activity Target 1:**

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due March 30, 2009

**Activity Target 2:**

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due September 30, 2009

## Strategic Initiative: Organizational Excellence Action Plans

Develop and implement Corporate and LOB/SO Organizational Excellence Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

### Strategic Activity: ABA Organizational Excellence Plan

Development and implementation LOB/SO Organizational Excellence (OE) Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

**Activity Target 1:**

LOB/SOs will meet with AHR on guidance for action plans. Due December 30, 2008

**Activity Target 2:**

LOB/SOs will identify and implement methods (e.g., results from surveys, focus groups, interviews, meetings, etc.) that will be used to solicit employee feedback for organizational improvement. Due March 30, 2009

**Activity Target 3:**

LOB/SOs will develop Organizational Excellence (OE) Action Plans that address their employees' feedback, input, issues and concerns that were identified by employee feedback methods. Due June 30, 2009

**Activity Target 4:**

LOB/SOs will communicate the results of their analyses of employee feedback and their resulting OE Action Plan to their workforce and implement their plan. Due September 30, 2009

## Strategic Initiative: Leadership Development

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

## Strategic Activity: ABA Leadership Development Compliance

Each FAA organization will track and report quarterly in pbviews on their compliance with leadership development policies and initiatives in the areas of mandatory probationary manager training, probationary manager certification, Continuing Management Education, and steps taken to improve compliance rates.

**Activity Target 1:**

Report quarterly the percentage of probationary managers who completed mandatory training (FMC-1, FMC-2, and FMC-3) due during the previous quarter within prescribed timeframes. Due September 30, 2009

**Activity Target 2:**

Report quarterly the percentage of probationary managers completing their probation period during the previous quarter who were formally certified. Due September 30, 2009

**Activity Target 3:**

Report quarterly on steps taken to improve or sustain timely completion of probationary training and certification. Due September 30, 2009

**Activity Target 4:**

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Due September 30, 2009

## Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

### Strategic Activity: ABA Harassment- and Retaliation-Free Workplace Training

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

**Activity Target 1:**

Report quarterly the number of new managers who have completed mandatory training (FMC-1) during the previous quarter. Due September 30, 2009

**Activity Target 2:**

Report quarterly the number of managers who have completed eLMS course #FAA30200134 (Accountability Board Training for FAA Managers) during the previous quarter. Due September 30, 2009

**Activity Target 3:**

Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by Accountability Board Human Resources Points of Contact during the previous quarter. (Ref. eLMS Course #05012, or # as assigned, Other Accountability Board Training.) Due September 30, 2009

**Activity Target 4:**

Report quarterly the number of employees who have completed any other training sessions on workplace harassment or reprisal during the previous quarter. Due September 30, 2009

## Strategic Initiative: New Hires with Targeted Disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

### Strategic Activity: ABA actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities

ABA will track and report monthly on actions taken to support the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

**Activity Target 1:**

ABA will provide to ACR a standard monthly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2009

## Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives such as:  
10-15 percent savings for strategic sourcing for selected products and services;

By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet;

Annual reduction of \$15 million in Information Technology operating costs;

By FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing. FY 2009 Target: 90% of targeted savings

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## Strategic Initiative: Cost Data Tools and Training

Ensure that financial policies and procedures are updated and that management and staff are well trained in the use of FAA cost data, as derived from FAA's acquisition, cost accounting, accounting, payroll and personnel systems, to make management decisions.

### Strategic Activity: Financial Management Training

Prepare financial training curricula.

**Activity Target 1:**

Conduct a training needs assessment including but not limited to the three high risk areas identified using FY 2008 Notice of Findings and Recommendations (NFRs) and audit report. Due February 28, 2009

**Activity Target 2:**

Based on training needs assessment including the three high risk Notice of Findings and Recommendations (NFRs), develop associated training. Due September 30, 2009

**Activity Target 3:**

Target three areas for system-related financial management training, and develop such training. Due September 30, 2009

### Strategic Activity: Financial Tools

Ensure employees record their labor distribution so that labor reporting and cost accounting data are accurate. Provide timely financial reports on the costs of agency operations.

**Activity Target 1:**

By the end of the fiscal year, ninety-six percent of Labor Distribution Reporting hours are charged to valid projects and activities. Due September 30, 2009

**Activity Target 2:**

Deliver cost accounting reports to lines of business within 30 days of the end of a quarter, except for year end. Due February 10, 2009

**Activity Target 3:**

Deliver cost accounting reports to lines of business within 30 days of the end of a quarter, except for year end. Due May 10, 2009

**Activity Target 4:**

Deliver cost accounting reports to lines of business within 30 days of the end of a quarter, except for year end. Due August 10, 2009

## Strategic Initiative: Management Systems Implementation

Maintain and improve business processes and systems in order to provide timely and reliable financial information to FAA organizations.

### Strategic Activity: Improve Resource Management

Maintain data integrity within DELPHI and identify and improve resolution of LOB/SO financial reporting discrepancies.

#### Activity Target 1:

Oversee administration, reconciliation and maintenance of a monthly scorecard for Operations, AIP, Safety, ATO, and the expiring appropriations for both F&E and RE&D. Due September 30, 2009

#### Activity Target 2:

Develop and analyze annual pay increase and salary estimates based upon OST guidance for the FY 2011 budget; Due May 30, 2009

#### Activity Target 3:

Develop a plan for reimbursables which includes overseeing administration, reconciliation and maintenance of a monthly reimbursable scorecard. The plan will include a phase-in implementation schedule for FY 2010. Due July 31, 2009

#### Activity Target 4:

Develop and finalize the procedures, methodology, and guidance for the new overhead rates for FY 2010 for implementation. Due April 30, 2009

### Strategic Activity: Implement and Improve Business Systems and Processes

Continue enhancements/improvements to financial and acquisition systems and develop a long term strategy for business systems that effectively support the FAA.

#### Activity Target 1:

Update the 5-year financial system plan. Due April 30, 2009

#### Activity Target 2:

In coordination with ATO-F, develop a Financial reporting strategy to reduce or eliminate duplicative "cuff" systems. Due March 30, 2009

## Strategic Initiative: Cost Control Program

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.

### Strategic Activity: Corporate Leadership for Cost Control Initiatives

ABA will lead an agency-wide initiative to control and reduce the cost of operations.

#### Activity Target 1:

Establish FY 2009 cost control approved savings total. Due October 10, 2008

#### Activity Target 2:

Consolidate all line of business/staff office cost control savings/avoidance from FY 2005 - FY 2008 and report quarterly to ABA. Due February 28, 2009

#### Activity Target 3:

Initiate FY 2010 Cost Control Program. Due March 31, 2009

#### Activity Target 4:

Consolidate all line of business/staff office cost control savings/avoidance from FY 2005 - FY 2008 and report quarterly to ABA. Due May 30, 2009

#### Activity Target 5:

Consolidate all line of business/staff office cost control savings/avoidance for FY 2009 and report monthly. Due September 30, 2009

#### Activity Target 6:

Consolidate all line of business/staff office cost control savings/avoidance from FY 2005 - FY 2008 and report quarterly to ABA. Due September 30, 2009

#### Activity Target 7:

Review and validate proposed cost control initiatives, making a determination made as to suitability for cost control program, within 45 days of receipt by ABA. Due September 30, 2009

### Strategic Activity: ABA SAVES Program

The SAVES Program applies strategic sourcing to FAA purchases of office supplies, office equipment, overnight mail, IT hardware, printing, and support contracts for the Office of Financial Services.

#### Activity Target 1:

Track and report status monthly to ABA. Due September 30, 2009

#### Activity Target 2:

Submit an FY 2010 cost control activity to ABA within 30 days after the FY 2010 Cost Control Kickoff. Due September 1, 2009

## Strategic Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: Cost per flight controlled, Research, Engineering, and Development (RE&D) Management Staff Efficiency Measure, Grant Administration Efficiency Measure, Direct labor costs of certification of foreign and domestic repair stations, Direct labor costs of surveillance of foreign and domestic repair stations.

### Strategic Activity: Corporate Leadership for Cost Efficiency Initiatives

As the agency lead for all cost control/efficiency efforts, ABA will provide leadership and guidance in the development of efficiency and financial metrics that can be used to track the efficiency and financial performance of each organization within the agency.

#### Activity Target 1:

Consolidate LOB/SO efficiency or financial metrics and report quarterly. Due September 30, 2009

#### Activity Target 2:

Report status at critical milestones on all new OMB Program Assessment Rating Tool (PART) reviews. Due September 30, 2009

#### Activity Target 3:

Track recommendations from OMB and the steps that PARTed programs are taking to improve their efficiency. This includes coordinating between OST and FAA to provide timely, useful, and accurate information to OST/OMB requests and updates for the Spring and Fall PART Assessments. Due September 30, 2009

### Strategic Activity: ABA Efficiency Measure Overhead Rate

ABA will track and report ABA overhead costs as a percentage of total ABA costs. Cost accounting data will be used with overhead costs derived from specific project codes that have been determined to represent overhead or support activities within the ABA organization.

#### Activity Target 1:

Report quarterly on ABA overhead costs. Target: Overhead will make up no more than 17.50% of total costs. Due January 31, 2009

#### Activity Target 2:

Report quarterly on ABA overhead costs. Target: Overhead will make up no more than 17.50% of total costs. Due April 30, 2009

#### Activity Target 3:

Report quarterly on ABA overhead costs. Target: Overhead will make up no more than 17.50% of total costs. Due July 31, 2009

### Strategic Activity: ABA Efficiency Measure Staff Office Overhead Rate

ABA will track and report on agency overhead measures for the staff offices. These overhead measures would, in most cases, be in addition to some other efficiency measure or financial metric tracked by the individual staff offices.

#### Activity Target 1:

Report efficiency measures on a quarterly basis against estimates/targets set for each staff office. Due January 31, 2009

#### Activity Target 2:

Report efficiency measures on a quarterly basis against estimates/targets set for each staff office. Due April 30, 2009

#### Activity Target 3:

Report efficiency measures on a quarterly basis against estimates/targets set for each staff office. Due July 31, 2009

## Strategic Initiative: Integrate Performance to Budget

Integrate performance information into budgetary decision-making and presentation.

### Strategic Activity: Budget and Planning Process and Tool Improvements

Create agency process and tools to enable more accurate and consistent costing of annual business plans.

#### Activity Target 1:

Complete project plan for FAA budget and Business Planning integration. Due January 31, 2009

#### Activity Target 2:

Document current status and best practices for costing annual business plans. Due June 30, 2009

#### Activity Target 3:

Present proposed agency standard practice for costing annual business plans Due September 30, 2009

## Strategic Initiative: Reduce Leased Space for Automated Flight Service Stations

In FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square

feet to approximately 150,000 square feet.

### **Strategic Activity: ABA Corporate Leadership for AFSS Leased Space Reduction**

ABA will lead an agency-wide initiative to reduce space associated with prior FAA managed Automated Flight Service Stations.

#### **Activity Target 1:**

Meet with AFSS leased space reduction stakeholders monthly to manage risks associated with reducing space to 150,000 square feet. Due September 30, 2009

#### **Activity Target 2:**

Provide monthly report on AFSS leased space reduction to FAA CFO. Due September 30, 2009

### **Strategic Initiative: Reduce Information Technology Operating Costs**

Achieve an annual reduction of \$15 million in Information Technology operating costs.

#### **Strategic Activity: ABA Tech Support Migration.**

ABA will migrate all desktop(PC) and LAN support functions to the ATO IT Operations division in FY09. Transition planning started October 1, 2008 with an implementation target date for April 1, 2009. Cost savings to begin in the 4th quarter of 2009 due to an overlap of services throughout the summer.

#### **Activity Target 1:**

Track and report status monthly to ABA until completion of migration project. Due September 30, 2009

#### **Activity Target 2:**

Submit an FY 2010 cost control activity to ABA within 30 days after the FY 2010 Cost Control Kickoff. Due September 1, 2009

### **Flight Plan Target: Critical Acquisitions on Schedule**

In FY 2009, 90 percent of Major System Investments selected annual milestones are achieved. FY 2009 Target: 90%

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### **Strategic Initiative: GAO High Risk List**

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

### **Strategic Activity: Meet all targets set in the FAA/GAO plan to get off the High Risk List in FY 2009.**

Develop, implement, and institutionalize compliance assessment.

#### **Activity Target 1:**

An assessment plan is developed and approved by the GAO HRL Executive Management Team identifying compliance assessment targets for FY09. Due November 30, 2008

#### **Activity Target 2:**

An assessment process is developed and adopted by the GAO High Risk List Compliance Assessment Team. Due November 30, 2008

#### **Activity Target 3:**

Conduct 9 compliance assessments as identified in the action plan. Due September 30, 2009

#### **Activity Target 4:**

Track and report status of identified assessment findings. Due September 30, 2009

### **Flight Plan Target: Information Security Program**

Achieve zero cyber security events that disable or significantly degrade FAA services. FY 2009 Target: 0

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### **Strategic Initiative: Enterprise Architecture Conformance**

Enable enterprise-wide conformance to information technology enterprise architecture.

#### **Strategic Activity: Enterprise Architecture Conformance**

Define and implement Enterprise Architecture goals.

#### **Activity Target 1:**

Define and implement Enterprise Architecture goals, as agreed to with AIO. Due August 31, 2009

### **Flight Plan Target: Customer Satisfaction**

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score. FY 2009 Target: Government Regulatory Average

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### **Strategic Initiative: Standardize FAA Websites**

Standardize FAA websites making them more useful for exchanging information and conducting business.

## **Strategic Activity: Standardize ABA Websites**

Web Management order signed by the Administrator in August 2004 requires an annual certification on compliance with FAA web policies and standards, from the head of each LOB and Staff Offices, by September 30 of each year.

The objective of this initiative is to make ABA websites for the public and employees have a consistent look and navigation as required by FAA Policy.

### **Activity Target 1:**

Update ABA web strategies and action plans in writing to the FAA Web Manager and brief FAA Web Council on the plans on or before January 30, 2009. Due January 30, 2009

### **Activity Target 2:**

Submit ABA web progress reports to the FAA Web Managers on or before March 31, 2009. Due March 31, 2009

### **Activity Target 3:**

Submit ABA web progress report to the FAA Web Managers on or before June 30, 2009. Due June 30, 2009

### **Activity Target 4:**

Certify to the Administrator on or before September 30, 2009 that 90 percent or more of ABA web pages comply with FAA web standards, policies and requirements Due September 30, 2009

## **Flight Plan Target: OPM Hiring Standard**

By FY 2010, 80 percent of FAA external hires will be filled within OPM's 45-day standard for government-wide hiring. FY 2009 Target: 65%

## **Strategic Initiative: External Recruiting**

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.

### **Strategic Activity: ABA Mission-Critical Hiring Plans**

Identify mission-critical external hires.

#### **Activity Target 1:**

Update and submit FY09 and FY10 hiring projections for mission-critical occupations. Due March 1, 2009

## **Flight Plan Target: Clean Audit**

Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year. FY 2009 Target: Clean Audit with no material weaknesses

## **Strategic Initiative: Document and Test Internal Controls**

Comply with Office of Management and Budget (OMB) guidance by performing routine testing of internal controls to improve the quality of financial information.

### **Strategic Activity: Internal Controls**

Provide assistance in identifying, documenting, and testing key business processes and internal controls.

#### **Activity Target 1:**

Test four key LOB business processes in accordance with DOT A-123 Plan. Due August 31, 2009

#### **Activity Target 2:**

Develop the FY 2009 plan for Internal Control testing. Due November 30, 2008

#### **Activity Target 3:**

Implement an automated tool to facilitate A-123 processes and maintain related documentation. Due September 30, 2009

#### **Activity Target 4:**

Conduct an assessment of Internal Controls best practices. Due March 31, 2009

## **Strategic Activity: Inactive Obligations**

Perform a quarterly review of all inactive obligations and release funds no longer needed.

#### **Activity Target 1:**

Analyze data from reports to ensure lines of business and staff offices perform quarterly reviews of inactive obligations within 90 days of the end of the quarter. Due December 31, 2008

#### **Activity Target 2:**

Analyze data from reports to ensure lines of business and staff offices perform quarterly reviews of inactive obligations within 90 days of the end of the quarter. Due March 31, 2009

#### **Activity Target 3:**

Analyze data from reports to ensure lines of business and staff offices perform quarterly reviews of inactive obligations within 90 days of the end of the quarter. Due June 30, 2009

#### **Activity Target 4:**

Analyze data from reports to ensure lines of business and staff offices perform quarterly

reviews of inactive obligations within 90 days of the end of the quarter. Due September 30, 2009

**Activity Target 5:**

At the end of the year, FY 2009 inactive obligations will be reduced by 10%. Due September 30, 2009

**Strategic Activity: Electronic Payments**

Ensure vendors and travelers receive payments electronically and on time for more efficient financial operations.

**Activity Target 1:**

Each month, electronic payments are greater than or equal to 90% (Office of Management and Budget (OMB) government-wide metric). Due September 30, 2009

**Activity Target 2:**

Each month, non-credit card invoices paid on time 98% of the time (OMB government-wide metric). Due September 30, 2009

**Strategic Activity: Travel Card Balances**

Put in place a process that ensures employees reimburse the travel credit card company before it becomes reported overdue.

**Activity Target 1:**

Each month, travel card balance outstanding over 61 days for individually billed accounts is less than 2% (OMB government-wide metric). Due September 30, 2009

**Strategic Initiative: Improper Payments**

Reduce both the number of and the dollar amount of improper payments.

**Strategic Activity: Improper Payments**

Support the auditors in assessing improper payments in their review of airport grant payments and by providing timely responses to documentation requests.

**Activity Target 1:**

At the end of the fiscal year, the rate of improper grant payments is less than .05%. Due September 30, 2009

**Strategic Initiative: Capitalization of Assets**

Improve timeliness and accuracy of financial transactions by capitalizing assets in a timely manner.

**Strategic Activity:**

**Property/Capitalization**

The Office of Financial Management (AFM) will coordinate with the Air Traffic Organization (ATO),

Assistant Administrator for Regions and Center Operations (ARC) and the Office of Operational Services (AMZ) to ensure timely and accurate capitalization of assets that have been placed in service and to enhance business processes.

**Activity Target 1:**

At the end of the year, seventy percent (70%) of assets are capitalized within 65 days of the date placed in service. Due September 30, 2009

**Activity Target 2:**

Publish an asset dictionary to provide componentization guidance. Due March 31, 2009

**Activity Target 3:**

Complete 80% of clean up of Delphi fixed asset descriptions by providing clear, definite, or distinct asset descriptions. Due June 30, 2009

**Activity Target 4:**

Complete and accurate asset capitalization packages will be processed within ten (10) days of receipt from ARC or ATO-F. Due September 30, 2009

**Strategic Initiative: Closeout of Prior Year Audit Findings**

Closeout of Prior Year Audit Findings during the fiscal year.

**Strategic Activity: NFR Follow-up Actions**

Put in place a process that updates current year business plans with activities required to close out prior year high risk problem areas uncovered through the Notifications of Findings and Recommendations issued by the auditors.

**Activity Target 1:**

Coordinate updates to FY 2009 Business Plans as result of Notifications of Findings and Recommendations (NFR) for organizations that have follow-up activities from the prior year financial statement audit. Due February 28, 2009

**Strategic Initiative: IT Audit Findings**

Closeout prior year information technology Audit Findings not later than the second quarter of each fiscal year, and receive no significant deficiencies related to new IT Notices of Findings and Recommendations (NFR).

**Strategic Activity: IT Audit Findings.**

Correct High and Medium Vulnerabilities and receive no Significant Deficiencies related to new IT NFRs.

**Activity Target 1:**

Close out/complete corrective actions to prior year NFRs. Due March 31, 2009

**Activity Target 2:**

Within 1 month timeframe of being provided CIO produced scan report, system owners will implement corrective actions/fixes to High Vulnerabilities on that report. Due monthly. Due September 30, 2009

**Activity Target 3:**

Within 2 month timeframe of being provided CIO produced scan report, system owners will implement corrective actions/fixes to majority (51%) of Medium Vulnerabilities. Due bi-monthly. Due September 30, 2009

**Activity Target 4:**

Within 2 month timeframe of being provided CIO produced scan report, system owners will develop plan of action & milestones for correction of remaining Medium Vulnerabilities (49%) and develop Risk Acceptance from System Authorizing Official for those vulnerabilities that will not be mitigated. Due bi-monthly. Due September 30, 2009

**Activity Target 5:**

Report on a monthly basis to the FAA CIO, for the vulnerabilities found in the CIO produced scan report, indicate vulnerabilities fixed, dates for planned fixes, and risk acceptance letters in place if any. Due monthly. Due September 30, 2009

**Core Business Measure: Budget**

Meet all established internal deadlines for agency budget preparation (policy memo, briefings, etc.) during transition year.

**Core Business Function: Budget Policy**

Coordinates the formulation of the Agency's budget submissions. This includes responsibility for key exhibits, schedule, galleys and final production. The division also develops Questions and Answers (Q&A's) to prepare the Administrator for hearings. It coordinates responses to Congressional inquiries and budget data requests (BDRs), provides Appropriation support and tracks AOA/Congressional documents, including appropriation hearing questions for the record (QFRs).

It provides key updates on congressional and aviation-related matters of interest on a daily basis. It serves as the agency's IG/GAO Audit Liaison and represents the Office of Budget on emergency operations budgetary matters. The Office of Financial Services' Knowledge Sharing Network (KSN) and the Office of Budget's website are maintained by this division. The division also prepares the CFO's

Management Advisory Council (MAC) briefing.

**Core Activity: Budget Formulation and Presentation: Improved Responsiveness**

Coordination of FAA's annual budget submissions and congressional presentations.

**Activity Target 1:**

Prepare FY 2010 Congressional Justification materials, coordinated with OST and OMB, for submission to appropriations committees. Final dates will be determined by OMB guidance. Due April 30, 2009

**Activity Target 2:**

Meet all established appropriation hearing deadlines, including preparation of questions for the record, transcripts, and testimony. Submit these documents to OST/OMB and congressional committees. Due July 31, 2009

**Core Activity: OIG/GAO Liaison/Coordination**

Improve communications between the agency and the Office of Inspector General (OIG) and Government Accountability Office (GAO)

**Activity Target 1:**

Work closely with audit liaisons and auditors to reduce/minimize the number of responses overdue at the end of each quarter. Due September 30, 2009

**Activity Target 2:**

Work with the LOBs/SOs to either close or propose to the IG new target dates for 70 percent of the recommendations that were overdue as of October 1, 2008. Due September 30, 2009

**Activity Target 3:**

Work with LOB's/SO's to close 60% of FY 2009 open recommendations by their target dates. Due September 30, 2009

**Core Activity: Coordinate FAA Data Requests**

Coordinate responses to OMB and Congressional inquiries and budget data requests.

**Activity Target 1:**

Baseline ABU's annual response rate to OMB budget data requests. Due September 30, 2009

**Activity Target 2:**

Submit obligation reports to Congress. Due November 30, 2008

**Activity Target 3:**

Submit obligation reports to Congress. Due February 28, 2009

**Activity Target 4:**

Submit obligation reports to Congress. Due May 31, 2009

**Activity Target 5:**

Submit obligation reports to Congress. Due August 31, 2009

**Core Activity: Budget Policy**

Develop budget policy.

**Activity Target 1:**

Develop project plan for: updating funds criteria control, funds control order, and updating all relevant manuals. Due September 30, 2009

**Activity Target 2:**

Create draft funds control criteria. Due September 30, 2009

**Core Business Function: Operations Budget**

This division performs all Operations execution activities. It tracks the agency's staffing and other object class Operations funding to provide quarterly and end-of-year reports. Labor analysis support is also provided by this division. The Operations Budget Division oversees and develops the budget for the Staff Offices, AVS, and AST, including the development and maintenance of financial plans, production of monthly status of funds reports, and oversight of the reconciliation and maintenance of monthly scorecards. The division also manages the AOA Reserve and Working Capital Fund (WCF) and the agency's assessments. This division inputs the Operations' MAX data and maintains the waterfall charts for Operations. As the Office of Budget liaison, this division resolves all Operations budget issues with lines of business and staff offices. The Operations Budget Division facilitates and leads the Resource Management Team monthly meetings.

**Core Activity: Administrative control of funds**

Oversee the authorization and apportionment of current year allowances of financial resources. Serve as ABU liaison to the DELPHI team on all issues concerning funds execution. Chair Resource Management Team (RMT) meetings to provide guidance on funds execution to LOBs/SOs, including year-end closeout procedures, and provide a forum for the discussion of related issues.

**Activity Target 1:**

Generate a draft annual allowance letter to LOB/SOs within 30 working days of receipt of apportionments from OST. Due April 18, 2009

**Activity Target 2:**

Review, edit, finalize and distribute annual allowance letter to the LOB/SO within thirty working days of draft letter development. Due May 31, 2009

**Activity Target 3:**

Ensure 96% accuracy rate of all clerical processes associated with SF-132s(apportionments) submitted to OST. Due July 31, 2009

**Activity Target 4:**

Enter apportionments into DELPHI within 7 workdays of receipt from OST. Due September 30, 2009

**Activity Target 5:**

Issue a monthly staffing report to ABU management within five days of receipt of AHR report or other data source. The report will include information on FTE, FTPs, and Reimbursable staffing, by LOB/SO. Due September 30, 2009

**Activity Target 6:**

Monitor execution of F&E activity (PC&B) funds to ensure lines of business are able to cover all valid personnel costs. Due September 30, 2009

**Core Activity: Budget Formulation and Presentation: Improved responsiveness**

Improve responsiveness to external and internal customer in formulating budget and presentation.

**Activity Target 1:**

Provide FY 2010 Congressional Justification materials, coordinated with OST and OMB, for submission to appropriations committees. Final dates will be determined by OMB guidance. Due April 30, 2009

**Activity Target 2:**

Meet all established appropriation hearing deadlines, including preparation of questions for the record, transcripts, and testimony. Due July 31, 2009

**Core Activity: Tools and Technology**

Develop new tools and technologies in support of budget execution and formulation activities.

**Activity Target 1:**

Document workflows, identify requirements to improve internal ABU labor analysis reporting processes, and develop summary analytic tools. Due February 28, 2009

**Activity Target 2:**

Develop agency requirements for automation or

interface that will upload or provide for SF-132 and SF-133 reconciliations. Due September 30, 2009

## **Core Business Function: Capital Budget**

The Capital Budget division performs all execution and formulation activities for appropriations including RE&D, AIP and F&E (non-ATO Capital). The division ensures monthly financial plans are developed and maintained, produces monthly status of funds reports, and oversees the reconciliation and maintenance of monthly scorecards. This division tracks the F&E apportionments and coordinates the non-ATO Exhibit 300s. The Capital Budget Division oversees the BXM system and produces the Exhibit 53s. This division inputs the Operations' MAX data and maintains the waterfall charts for Capital appropriations (AIP, F&E and RE&D).

### **Core Activity: Administrative Control of Funds**

Authorization, apportionment, and allowances of current year financial resources.

#### **Activity Target 1:**

Ensure 96% accuracy rate of all clerical processes associated with SF-132s(apportionments) submitted to OST. Due September 30, 2009

#### **Activity Target 2:**

Enter apportionments into DELPHI within 7 working days of receipt from OST. Due September 30, 2009

### **Core Activity: Budget Formulation and Presentation: Improved responsiveness**

Improve responsiveness to external and internal customer in formulating budget.

#### **Activity Target 1:**

Provide FY 2010 Congressional Justification materials, coordinated with OST and OMB, for submission to appropriations committees. Final dates will be determined by OMB guidance. Due April 30, 2009

#### **Activity Target 2:**

Meet all established appropriation hearing deadlines, including preparation of questions for the record, transcripts, and testimony. Due July 31, 2009

#### **Activity Target 3:**

Achieve an overall passing score on each IT Exhibit 300. Due September 30, 2009

## **Core Activity: Improve Data Exchange**

Development of new tools and technologies in support of Capital Budget execution and formulation activities

#### **Activity Target 1:**

Develop agency requirements for automation or interface that will upload or provide for SF-132 and SF-133 reconciliation. Due September 30, 2009

## **Core Business Function: Performance and Cost Analysis**

The Performance and Cost Analysis Division is the lead for the formulation of the Performance Budget. The division provides support to the FAA Flight Plan's strategic cost control initiative and as such implements the cost control program, tracks on-going savings/avoidance, and reports these monthly. The division also provides support for the development of agency-wide efficiency measures and tracks corporate progress. The division coordinates OMB's PART reviews for the agency and supports PARTed programs with the crafting of responses and the delivery of evidence to OMB. It also provides the performance result information for the Department's Performance and Accountability Report to Congress. Likewise, the division provides performance result information and situational analysis for FAA's Performance Accountability Reports (PAR). The division conducts assessments and verification of processes and procedures associated with the recordkeeping and reporting of performance target results to ensure the integrity of reported results. The division is the ABU Lead for the Corporate Business Planning function and as such partners with the Office of Policy and Plans to provide financial information and targets to support the planning effort. The division also administers and manages the ABA Business Planning function and provides support to the CFO in his role as the Organizational Excellence Goal Lead.

### **Core Activity: FAA Strategic and Business Planning**

Coordinate with Office of Policy and Plans on guidance for corporate business plans in spring and fall planning cycle. Guidance includes financial and budget information and supports improved goal attribution.

#### **Activity Target 1:**

Provide financial targets to Business Plan guidance for spring planning cycle. Due February 28, 2009

**Activity Target 2:**

Provide financial targets to Business Plan guidance for fall planning cycle. Due August 30, 2009

**Activity Target 3:**

Update final financial targets, within 15 days of final budget enactment, to support business plan change requests. Due September 30, 2009

**Core Activity: Internal Verification of Performance Data**

Provide corporate leadership to ensure the accurate documentation of methodologies associated with performance data collection, data analysis, and fiscal year-end reporting processes and procedures of FAA's performance targets.

**Activity Target 1:**

Coordinate with Flight Plan performance measure owners to create/update FY 2009 performance target methodology statements for inclusion in the FAA's FY 2009 Portfolio of Goals Due December 30, 2008

**Activity Target 2:**

Publish FY 2009 Portfolio of Goals on FAA website. Due January 31, 2009

**Activity Target 3:**

Conduct verification reviews of data collection, documentation, and data reporting processes procedures for Flight Plan performance targets. Due July 15, 2009

**Activity Target 4:**

Create/update data collection and reporting process and procedure reports to ensure appropriate documentation is available for fiscal year-end review by audit team Due September 30, 2009

**Core Activity: Performance and Accountability Reporting**

Prepare fiscal year-end discussion and analysis of performance target results for Department and FAA Performance and Accountability Reports (PAR)

**Activity Target 1:**

Conduct a workshop for performance measure owners outlining requirements and responsibilities for submitting performance results narratives. Due July 3, 2009

**Activity Target 2:**

Prepare and submit the FY 2008 performance result narratives and situational analysis for submission of the FAA PAR to Congress. Due October 31, 2008

**Activity Target 3:**

Prepare and submit the FY 2008 performance result narratives and assurance statements for submission of DOT PAR to Congress. Due October 31, 2008

**Core Activity: Budget Formulation and Presentation: Improved responsiveness**

Improve responsiveness to external and internal customer in formulating budget.

**Activity Target 1:**

Provide FY 2010 Congressional Justification materials, coordinated with OST and OMB, for submission to appropriations committees. Final dates will be determined by OMB guidance. Due April 30, 2009

**Activity Target 2:**

Meet all established appropriation hearing deadlines, including preparation of questions for the record, transcripts and testimony. Due July 31, 2009

**Core Activity: ABA Strategic and Business Planning**

Administer and manage the ABA Business Planning function and provide support to the CFO in his role as the Organizational Excellence Goal Lead.

**Activity Target 1:**

Coordinate with AFC, AFM, ABU, ABA-20, and ABA-10 the creation of the FY 2010 and FY 2011 Business Plans. Due September 30, 2009

**Activity Target 2:**

Coordinate the update of the Flight Plan Organizational Excellence Goal area (non-HR) for FAA's FY 2009 -- 2014. Due August 30, 2009

**Activity Target 3:**

Coordinate monthly ABA leadership meetings to review and discuss Flight Plan and Business plan progress. Due September 30, 2009

**Core Activity: Efficiency Measure Management**

Provide corporate leadership to lines of business and staff offices in the development and use of efficiency metrics to support informed decision making.

**Activity Target 1:**

Conduct an assessment of the efficiency measure initiative to determine opportunities for improvement Due February 28, 2009

**Activity Target 2:**

Prepare and deliver a report detailing

improvement opportunities and a plan of action for implementation of improvements. Due May 31, 2009

**Activity Target 3:**

Fifteen business days after receiving implementation plan approval begin implementation. Due September 30, 2009

**Core Business Function:  
Reimbursable Oversight**

The Reimbursable Oversight Division oversees the Agency's reimbursable activities. The division manages the oversight of reimbursable activities throughout the agency and ensures adherence to Federal Laws and regulations. ABU-500 provides reimbursable guidance with the use of Reimbursable Policy and Standard Operating Procedures (SOP) along with Orders 2500.35D, 2500.42D and 2500.8B. The division maintains a tracking system for all Reimbursable Agreements within FAA. ABU-500 reviews FAA Cost Accounting Data and, when necessary, updates overhead rates by October 1st of each year. The new rates are applicable to new agreements that are established in that fiscal year.

**Core Activity: Reimbursable Oversight Policy**

Provide subject matter expertise to Agency Lines of Business (LOBs), Staff Offices (SOs) and Sponsors to ensure compliance with policy, standards, systems, and procedures.

**Activity Target 1:**

Conduct monthly meetings with LOBs/SOs (and periodically with Sponsors) to encourage open lines of communication, discussion of relevant issues, and strategies for their resolution. Report quarterly on issue resolution. Due October 31, 2008

**Activity Target 2:**

Conduct monthly meetings with LOBs/SOs (and periodically with Sponsors) to encourage open lines of communication, discussion of relevant issues, and strategies for their resolution. Report quarterly on issue resolution. Due January 31, 2009

**Activity Target 3:**

Conduct monthly meetings with LOBs/SOs (and periodically with Sponsors) to encourage open lines of communication, discussion of relevant issues, and strategies for their resolution. Report quarterly on issue resolution. Due April 30, 2009

**Activity Target 4:**

Conduct monthly meetings with LOBs/SOs (and periodically with Sponsors) to encourage open

lines of communication, discussion of relevant issues, and strategies for their resolution. Report quarterly on issue resolution. Due July 31, 2009

**Core Activity: Reimbursable allotment authorization**

Provide accurate reporting on reimbursable financial data to ABU 200/300 to expedite the authorization of reimbursable allotments.

**Activity Target 1:**

Document FY 2009 processing times as the baseline against which improvement will be measured beginning in FY2010. Due September 30, 2009

**Core Activity: CFO Reporting on Reimbursables**

Report to CFO quarterly on reimbursables

**Activity Target 1:**

Provide a quarterly report on Reimbursable [Facilities and Equipment (F&E), Operations (OPS), Engineering, and Development (RE&D), and Airport Improvement Program (AIP)] agreements processed for fiscal year to include: apportionments, allotments, obligations, and collections by reimbursable funds type. Due December 31, 2008

**Activity Target 2:**

Provide a quarterly report on reimbursable agreements (F&E, OPS, RE&D, and AIP) processed for fiscal year to include: apportionments, allotments, obligations, and collections by reimbursable funds type. Due February 28, 2009

**Activity Target 3:**

Provide a quarterly report on reimbursable agreements (F&E, OPS, RE&D, and AIP) processed for fiscal year to include: apportionments, allotments, obligations, and collections by reimbursable funds type. Due May 31, 2009

**Activity Target 4:**

Provide a quarterly report on reimbursable agreements (F&E, OPS, RE&D, and AIP) processed for fiscal year to include: apportionments, allotments, obligations, and collections by reimbursable funds type.. Due August 30, 2009

**Core Activity: Reconciliation of Reimbursable Agreements**

Review, analyze and reconcile reimbursable agreements.

**Activity Target 1:**

Conduct a review, analyze accounting data and reconcile reimbursable agreements in effect prior to FY 2006. Initiate action to process close-out and or renegotiate agreements to include Overhead rates and comply with current policy. Due September 30, 2009

## **Core Business Function: ATO Budget**

The ATO Budget division oversees all budget activities for ATO -- Operations and Capital. The division oversees the corporate review of ATO's annual workforce plan through Department/OMB review. It is also responsible for reprogramming coordination through the Department/OMB to Congress. The division manages all Activity 5 funding. The division ensures that ATO develops and maintains a financial plan and oversees the reconciliation and maintenance of a monthly scorecard. The ATO Budget Division represents CFO interests at the Capital Investment Team (CIT), Executive Counsel (EC), Joint Resources Counsel (JRC), Operational Evolution Partnership (OEP) Meetings and Next Generation Air Traffic Control System (NextGen); including preparing the CFO for those meetings as needed. As part of that responsibility, it ensures that the funding requirements reflected in the Exhibit 300s are accurate and consistent with the appropriation and budget justifications appearing in budget submissions.

### **Core Activity: Budget Formulation and Presentation: Improved responsiveness**

Improve responsiveness to external customers in formulating ATO budget.

#### **Activity Target 1:**

Provide FY 2010 Congressional Justification materials, coordinated with OST and OMB, for submission to appropriations committees. Final dates will be determined by OMB guidance.. Due April 30, 2009

#### **Activity Target 2:**

Meet all established appropriation hearing deadlines, including preparation of questions for the record, transcripts, and testimony. Due July 31, 2009

#### **Activity Target 3:**

Review and validate funding data in JRC Exhibit 300 documentation within two weeks of receipt and report findings via related ABU checklist to CFO, AIO, and program office. Due September 30, 2009

## **Core Activity: Congressional Relations**

Provide accurate and timely response to Congress in support of budget requests.

#### **Activity Target 1:**

Proactively brief congressional staff on agency priorities and FY 2010 budget. Due February 15, 2009

## **Core Activity: Processes, Tools and Technology**

Development of new processes, tools and technologies to support budget execution and formulation activities

#### **Activity Target 1:**

Document workflows, identify requirements to improve internal ABU labor analysis reporting processes, and develop summary analytic tools. Due February 28, 2009

#### **Activity Target 2:**

Document workflows, identify requirements to improve internal JRC/Exhibit 300 reporting processes, and develop summary analytic tools. Due February 28, 2009

## **Core Activity: Waivers**

Review and analyze waivers

#### **Activity Target 1:**

Review and analyze waiver requests for positions involving budget programs, functions or processes; all positions at the L or M band; and Aviation Technical Systems Specialist (2186). Make disposition recommendations to ABU senior management within two weeks of receipt of request. Due September 30, 2009

## **Core Business Function: Employee performance management**

Assure timely and effectively performance management for all ABU employees.

### **Core Activity: Annual performance plans**

Ensure employee performance plans and evaluations are completed on time.

#### **Activity Target 1:**

Complete FY 2008 employee performance evaluations. Due November 30, 2008

#### **Activity Target 2:**

Complete FY 2009 employee performance plans. Due December 31, 2008

## **Core Activity: Leadership Development**

Improve or sustain timely completion of probationary training and certification of new managers.

### **Activity Target 1:**

Ensure all probationary managers attend mandatory training (FMC-1, FMC-2, and FMC-3) as training slots become available. Due September 30, 2009

### **Activity Target 2:**

Identify at least one Continuing Management Education opportunity for every division manager. Due September 30, 2009

## **Core Business Function: Agency Leadership for New Tools and Technology**

Provide agency leadership for developing of new tools and technology in support of budget formulation systems

### **Core Activity: Budget Formulation System**

Provide leadership and coordination for FAA's participation in budget formulation system.

#### **Activity Target 1:**

Develop agency requirements for automated budget formulation system (OMB/Treasury initiative) Due September 30, 2009

## **Core Business Measure: Financial Analysis**

Perform cash flow analysis of 100% of new ITEB investments, beginning January 1, 2009.

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### **Core Business Function: Financial Analysis of ITEB Programs**

Provide financial analysis support to the ITEB effort.

#### **Core Activity: Analyze financial and investment criteria for investments delegated to the ITEB.**

AFC-300 is tasked with providing support to the ITEB and conduct the financial analyses necessary to meet Stage 3 of the ITIM criteria established by GAO.

#### **Activity Target 1:**

Develop proposed process for cash flow analysis of ITEB investments. Due December 5, 2008

#### **Activity Target 2:**

Develop proposal for financial analysis of on-going ITEB investments. Due September 30,

2009

## **Core Business Function: Employee performance management**

Assure timely and effectively performance management for all AFC employees.

### **Core Activity: Annual performance plans**

Ensure employee performance plans and evaluations are completed on time.

#### **Activity Target 1:**

Complete FY 2008 employee performance evaluations. Due November 30, 2008

#### **Activity Target 2:**

Complete FY 2009 performance plans. Due December 31, 2008

## **Core Activity: Leadership Development**

Improve or sustain timely completion of probationary training and certification of new managers.

### **Activity Target 1:**

Ensure all probationary managers attend mandatory training (FMC-1, FMC-2, and FMC-3) as training slots become available. Due September 30, 2009

### **Activity Target 2:**

Identify at least one Continuing Management Education opportunity for every division manager. Due September 30, 2009

## **Core Business Function: FAIR Act Inventory**

Corporate lead for compiling and analyzing the agency's FAIR Act Inventory.

### **Core Activity: Government Labor Analysis**

Corporate lead for compiling and analyzing the agency's FAIR Act Inventory.

#### **Activity Target 1:**

Gather and analyze FAA FAIR Act inventory and submit to AOA for review. Due June 15, 2009

## **Core Business Measure: Information Systems and Technology Services**

90% of all ABA systems enhancements are completed on time per the approved schedules. ABA owned systems are up and available for use 99% of the time during core business hours.

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## **Core Business Function: IT O&M Budget**

Reduce IT O&M budget.

### **Core Activity: Reduce O&M Budget**

Reduce FY 2009 IT operations and maintenance between 2-5%.

#### **Activity Target 1:**

Reduce FY 2009 IT operations and maintenance budget between 2-5%. Due March 30, 2009

## **Core Business Function: IT Efficiencies**

Evaluate the use of contractors in support of ABA systems operations.

### **Core Activity: IT Efficiencies**

Evaluate use of contractors

#### **Activity Target 1:**

Evaluate the use of contractors in support of ABA systems operations and enhancements and make efficiency recommendations to the CFO. Due February 28, 2009

## **Core Business Function: IT Infrastructure Consolidation**

Implement Phase 1 of the 2 year ABA IT infrastructure consolidation plan.

### **Core Activity: IT Infrastructure Consolidation**

Implement Phase 1 of 2 year ABA IT infrastructure plan.

#### **Activity Target 1:**

Transition IT Desktop and Helpdesk support to ATO. Due March 30, 2009

#### **Activity Target 2:**

Upgrade PRISM hardware. Due March 30, 2009

#### **Activity Target 3:**

Move CAS/LDR/RADS hardware to AMI data center. Due August 30, 2009

## **Core Business Function: Automated Testing Tools**

Use ABA's automated testing tool for three scheduled releases of PRISM in FY09. Working with the ESC, Pilot testing tool with Delphi.

### **Core Activity: Automated Testing Tools**

Use ABA's automated testing tool

#### **Activity Target 1:**

Use ABA's automated testing tool for three scheduled releases of PRISM. Due September

30, 2009

#### **Activity Target 2:**

Use ABA's automated testing tool as a pilot test for a Delphi release. Due July 30, 2009

## **Core Business Function: IT Systems Support**

Information Technology (IT) support to agency financial management systems.

### **Core Activity: IT Systems Support**

Information Technology (IT) support to agency financial management systems.

#### **Activity Target 1:**

Complete implementation of the internal controls divisions GRC pilot system as agreed to in project schedule. Due February 28, 2009

#### **Activity Target 2:**

Transition the ARC AID and Transmittal tool systems to ABA in support of the Capitalization division AFM-500. Due February 28, 2009

#### **Activity Target 3:**

Implement phase I of the Project Document Library (PDL) as agreed to in the project schedule. Due September 15, 2009

## **Core Business Function: IT Policy, Procedures, and Security**

Configuration management and other policy, procedures, and security for FAA financial management systems.

### **Core Activity: IT Policy and Security**

Complete all required security re-certifications and system self assessments.

#### **Activity Target 1:**

Complete all required security re-certifications and system self assessments. Due August 31, 2009

#### **Activity Target 2:**

Update ABA's section of the FAA's Enterprise Architecture. Due July 31, 2009

#### **Activity Target 3:**

Complete awards for the AOC and Unisys re-compete contracts. Due July 31, 2009

## **Core Business Function: Employee performance management**

Assure timely and effective performance management for all ABA-20 employees.

### **Core Activity: Annual performance plans**

Ensure employee performance plans and evaluations are completed on time.

#### **Activity Target 1:**

Complete FY 2008 employee performance evaluations. Due November 30, 2008

#### **Activity Target 2:**

Complete FY 2009 performance plans. Due December 31, 2008

## **Core Business Measure: Financial Management**

Interest penalties paid are less than or equal to .02% of total invoices paid.

### **Core Business Function: Corporate Finance and Accounting Services**

Provide the FAA agency-wide Financial Management and Procurement Management systems by engaging the Department's centralized service provider the ESC to provide accounting services, hosting PRISM, and hosting and managing Delphi. Provide accounting policy, operational support and management of FAA accounting services and Delphi.

#### **Core Activity: Accounting Operations**

Activities such as payments, billing, collections, and other transactions.

##### **Activity Target 1:**

Sustain less than a 2% fund balance net difference between FAA and Treasury financial records (OMB government wide metric). Due September 30, 2009

##### **Activity Target 2:**

Amount in suspense accounts greater than 60 days old is less than or equal to 10% (OMB government wide metric). Due September 30, 2009

##### **Activity Target 3:**

Delinquent accounts receivable from the public over 180 days is less than or equal to 10% (OMB government wide metric). Due September 30, 2009

##### **Activity Target 4:**

Interest penalties paid are less than or equal to .02% of total invoices paid (OMB government-wide metric). Due September 30, 2009

##### **Activity Target 5:**

Travel card balances outstanding over 61 days for centrally billed accounts is 0%. (OMB government-wide metric) Due September 30,

2009

#### **Activity Target 6:**

Purchase card balances outstanding over 61 days is 0% (OMB government wide metric). Due September 30, 2009

#### **Activity Target 7:**

Award a contract for capitalization support activities. Due March 31, 2009

### **Core Activity: Corporate Financial Policy and Travel Program**

Activities associated with maintenance of corporate financial policy and procedures and the corporate travel program.

#### **Activity Target 1:**

Identify three high risk areas using 2008 Notice of Findings and Recommendations (NFRs) and audit report. Due January 31, 2009

#### **Activity Target 2:**

Improve policy and/or procedures for the three risk areas. Due July 31, 2009

#### **Activity Target 3:**

Publish next five of sixteen volumes of the FAA Financial Policy manual. Due June 30, 2009

### **Core Activity: Agency Financial Statements Audit**

Activities associated with preparation and audit of agency financial statements.

#### **Activity Target 1:**

Prepare Quarter 1 financial statements within OMB deadlines. Due January 21, 2009

#### **Activity Target 2:**

Prepare Quarter 2 financial statements within OMB deadlines. Due April 21, 2009

#### **Activity Target 3:**

Receive an award from a non-federal source for the FY 2008 Performance and Accountability Report (PAR) or the PAR Highlights Document. Due July 30, 2009

#### **Activity Target 4:**

Prepare Quarter 3 financial statements within OMB deadlines. Due July 21, 2009

#### **Activity Target 5:**

Prepare the Standard Form 133, "Report on the Budget Execution and Budgetary Resources" monthly, by the 20th business day 80% of the time. Due September 30, 2009

### **Core Activity: Business Systems**

Activities associated within routine enhancements and maintenance on financial and acquisition systems.

#### **Activity Target 1:**

Implement DELPHI system enhancements as prescribed by the DOT implementation schedule.

Due September 30, 2009

#### **Activity Target 2:**

Award a contract for cost and performance management services to support ABA. Due June 30, 2009

### **Core Business Function: Employee performance management**

Assure timely and effectively performance management for all AFM employees.

#### **Core Activity: Annual performance plans**

Ensure employee performance plans and evaluations are completed on time.

#### **Activity Target 1:**

Complete FY 2008 employee performance evaluations. Due November 30, 2008

#### **Activity Target 2:**

Complete FY 2009 performance plans. Due December 31, 2008

#### **Core Activity: Leadership Development**

Improve or sustain timely completion of probationary training and certification of new managers.

#### **Activity Target 1:**

Ensure all probationary managers attend mandatory training (FMC-1, FMC-2, and FMC-3) as training slots become available. Due September 30, 2009

#### **Activity Target 2:**

Identify at least one Continuing Management Education opportunity for every division manager. Due September 30, 2009

### **Core Business Measure: Corporate Administrative Support/ABA Administration and Services**

Process 95% of requested personnel actions within two days of receipt of approved documentation from management.

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### **Core Business Function: Administrative and Resource Management Support**

Support executives, managers, and staff by assuring timely and effective administrative and resource management services.

#### **Core Activity: Administrative and Resource Management Support**

Support ABA executives, managers, and staff by assuring timely and effective administrative and resource management services.

#### **Activity Target 1:**

FY 2008 performance evaluations completed. Due November 30, 2008

#### **Activity Target 2:**

FY 2009 performance plans completed. Due December 31, 2008

### **Core Business Function: Sick Leave Reduction**

Facilitate Reduction in FAA Sick Leave Usage

#### **Core Activity: Sick leave usage reduction**

Assist in reducing FAA sick leave usage to the government-wide average.

#### **Activity Target 1:**

Monitor and report sick leave usage trends to ABA management team. Due December 31, 2008

#### **Activity Target 2:**

Monitor and report sick leave usage trends to ABA management team. Due March 31, 2009

#### **Activity Target 3:**

Monitor and report sick leave usage trends to ABA management team. Due June 30, 2009

#### **Activity Target 4:**

Monitor and report sick leave usage trends to ABA management team. Due September 30, 2009

### **Core Business Measure: Corporate Assessments**

Provide support for Corporate Assessments

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### **Core Business Function: Corporate Assessments**

Corporate Assessments

### **Core Activity: Corporate Assessments**

Provide support for Corporate Assessments

#### **Activity Target 1:**

Provide Corporate Assessments support. Due October 1, 2008

## **Core Business Measure: User Fees**

Develop proposed revision for Overflight Fees by January 31, 2009.

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### **Core Business Function: User FEE Implementation**

Lead the effort to implement user fees included in the FAA Reauthorization.

#### **Core Activity: Update Overflight Fees**

The activities associated with updating the overflight fees, assuming the reauthorization bill is enacted with provisions similar to the current House and Senate versions of the bill.

#### **Activity Target 1:**

Develop proposal for revised overflight fees based on 2007 cost. Due January 31, 2009

#### **Activity Target 2:**

Identify members for the Aviation Rulemaking Committee within 90 days of management approval. Due September 30, 2009

## **Core Business Measure: Acquisition Oversight**

Complete initial review of 90 percent of all requests within 15 days of receipt.

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### **Core Business Function: Financial Oversight of Acquisitions**

Provide financial oversight of agency acquisitions.

#### **Core Activity: Review Proposed Acquisitions**

Implement processes and procedures necessary to carry out the Administrator's direction that the Chief Financial Officer (CFO) authorizes any procurement of \$10 million or more prior to issuing a purchase request.

#### **Activity Target 1:**

Review all acquisitions with a value of \$10 million or more. Due September 30, 2009

#### **Activity Target 2:**

Complete initial review of 90 percent of all requests within 15 days of receipt. Due September 30, 2009

### **Core Activity: Review Proposed Conferences**

Implement new procedures necessary to carry out the Chief Financial Officer's (CFO) responsibility to review and approve any conference with an estimated cost of \$100,000 or more.

#### **Activity Target 1:**

Develop proposed guidance and templates for CFO review of conferences. Due November 14, 2008

#### **Activity Target 2:**

Have guidance for CFO review of conferences published in the AMS. Due February 28, 2009

#### **Activity Target 3:**

Review all conferences of \$100,000 or more Due September 30, 2009

## **Core Business Measure: Process Engineering**

Perform independent evaluation of the Agency's strategic sourcing efforts by September 30, 2009.

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### **Core Business Function: Evaluation of Strategic Sourcing**

The DOT Strategic Plan requires an independent evaluation of strategic source during FY 2009.

#### **Core Activity: Perform Independent Evaluation**

AFC must ensure that an independent evaluation of agency strategic sourcing efforts is performed during fiscal year 2009.

#### **Activity Target 1:**

Develop statement of work for program evaluation. Due December 30, 2008

#### **Activity Target 2:**

Obtain independent evaluation from contractor. Due September 30, 2009

### **Core Activity: Implementation of Administrative Systems**

Analyze the implementation of administrative systems within the FAA.

#### **Activity Target 1:**

Identify team members for the review and a draft program plan for the review. Due January 30, 2009

#### **Activity Target 2:**

Complete draft report of findings. Due March 31, 2009