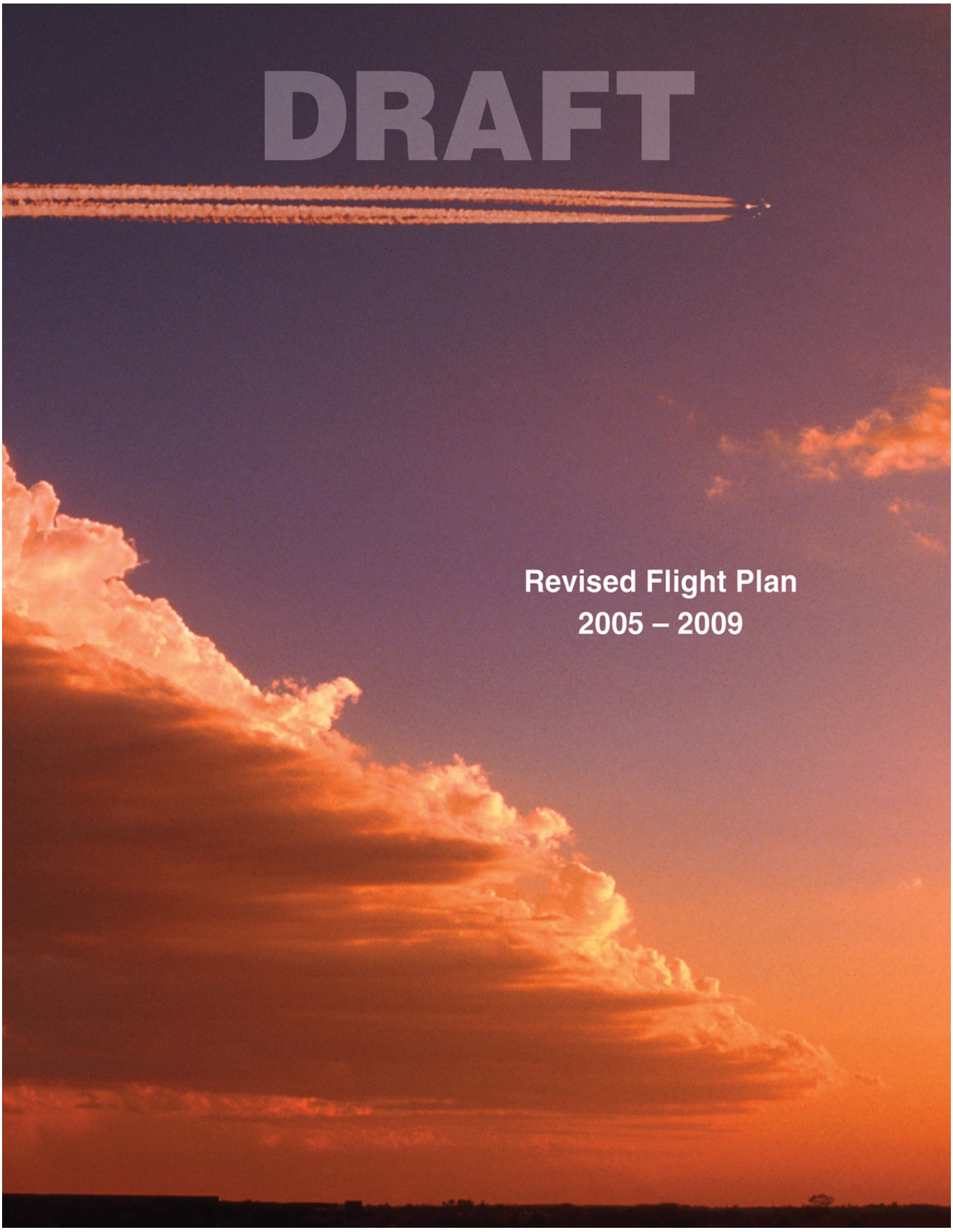

DRAFT
Revised Flight Plan
2005 – 2009

"We're making good on the promise we made to America."

The Federal Aviation Administration runs the largest and most complex aviation system the world has ever known. It's the safest it's ever been.

That's because we are delivering on a promise. In a drive to become a performance-based organization that makes decisions based on hard data, the men and women of the FAA set a series of goals last year. This is our report card. As you'll see, it's not perfect. But even with the best safety record in aviation history, the FAA still sets the bar even higher. These are the steps we're taking to get there.

The Flight Plan is a multi-year strategic effort designed to set a course for FAA activity through 2009. The FAA's vision is to provide the safest and most efficient air transportation system in the world. Accordingly, our mission is to improve the safety and efficiency of aviation, while being responsive to our customers. We've made significant progress toward that goal. The past year has been one of success in each of the four major goal areas of the Flight Plan. Here's an overview:

- ✓ **Increased Safety**: The fatal accident rate for commercial aviation is the lowest its been in aviation history. Over the past three years, there have been only .022 fatal accidents per hundred thousand takeoffs -- the equivalent of one fatal accident per five million takeoffs. General aviation accidents are down markedly, especially in Alaska, a state where small planes populate the rugged terrain. Serious runway incursions -- instances where a plane comes too close to another plane or vehicle -- also are down. There were no accidents, fatalities, or injuries in Commercial Space Transportation. However, we missed our target for operational errors, which are mistakes made when directing aircraft. We are taking immediate steps to improve our performance this year.

- ✓ **Greater Capacity**: While we did not meet our target for the on-time arrival rate and failed to achieve our target for Airport Arrival Capacity in the eight metropolitan areas, we have made progress in adding new runways, which have the greatest impact on increasing capacity over the long haul. The FAA commissioned new runways at Houston and Orlando airports. We also held the first-ever conference of its kind, "Growth Without Gridlock," that launched new traffic flow procedures and a collaborative approach with the airlines to reduce delays. As a result of authority given to the agency in its reauthorization legislation, the FAA worked with the airlines to cut back on schedules at Chicago's O'Hare International Airport, a traditional bottleneck that choked the rest of the system and caused a ripple of delays from coast to coast. There were, however, things we couldn't control, such as the weather.

- ✓ **International Leadership**: The FAA is a world leader in aviation and has a responsibility to promote the best safety standards possible. This past year, we signed bilateral aviation safety agreements with Brazil, Singapore, and Iceland. As a result of focused FAA technical assistance and training initiatives, Panama, Poland, Portugal, and Cape Verde achieved Category 1 ratings, the highest level of international safety. We also launched an aviation cooperation program with the Chinese. The FAA continues to invest in Safe Skies for Africa, bringing additional technology and support to the region. We also helped Panama, Portugal, Cape Verde, and Poland civil aviation authorities meet international safety standards. Even though we attained this goal, we still need to do more in the area of reaching safety agreements with other countries.

- ✓ **Organizational Excellence**. The agency's 50,000 employees continue to distinguish themselves as government leaders in performance and ability. The FAA has made progress in becoming a more performance-based operation. Approximately 75 percent of the FAA's workforce is now under a performance pay system. For the first time, the FAA's major acquisitions achieved their annual schedule and cost targets. The agency implemented new cost accounting and spending control systems, which will provide better budget information and enable more informed investment decisions. However, these new systems pose significant challenges, particularly with regard to training our employees in the use of DELPHI, the automated financial management system, and a companion acquisition management system called PRISM. We will continue to work to implement these systems. The FAA is consolidating and streamlining its accounting departments across the country, eliminating duplicate efforts and saving money. We need to increase training for our employees across the board: executives, managers, and supervisors. There are also still many other areas that need improvement, including communications, conflict management, and personnel services.

SIDEBAR: The New Air Traffic Organization

The FAA's biggest step toward becoming a customer-focused, cost-driven organization came with the reorganization of its 38,000-member air traffic control workforce. The first task was to make the organization more efficient, to shape the services around customer needs. The new organization also developed a far-reaching set of performance metrics, giving it the ability to assess progress against hard data. To be sure, challenges remain. The primary focus of the organization still sits squarely on safety, but the new unit must increase capacity while minimizing delays. This involves the development of technology and the mammoth task of integrating the new equipment into the system. New budgetary procedures also are enabling the ATO to create a stronger link between the agency's operations budget and capital expenses. They're working to deliver to the taxpayer a service that is both safe *and* affordable.

✓ **The Flight Plan: How We Got Here**

The Flight Plan is the first of its kind at the FAA. This strategic plan is tied directly to agency funding and will be updated and advanced each year. It was developed in concert with all employees and our customers. Pilots, controllers, airlines, manufacturers, and aviation industry groups each had the opportunity to review the plan. They suggested revisions and met with us to discuss their ideas. Early in the process, we asked all of the FAA's 50,000 employees to give us their comments and suggestions. We received thousands of suggestions, many pointing in similar directions, and about 300 of those employee comments became part of the plan.

As the draft plan neared completion, the agency took steps to ensure that the proposed actions were actually doable. Each of the initiatives was priced and each FAA organization created its own business plan, which was linked directly to the Flight Plan. We posted our progress report each quarter at http://www.faa.gov/AboutFAA/FlightPlan.cfm.

The focus on the plan is spurred by the link between the goals and employee bonuses, and the Flight Plan hinges on pay-for-performance.

A big boost to the Flight Plan came from Congress with the passage of enactment of *Vision 100*, the agency's four-year reauthorization. With the assistance of the Secretary of Transportation, Norman Y. Mineta, the bill became law and contained several key provisions. For example, the agency was given authority to work collaboratively with the airlines to reduce delays at the nation's most congested airports. Without diminishing the importance of our natural resources or the public's right to voice its concerns and opinions, the FAA was granted a streamlined environmental process that could be used to expedite capacity projects by improving interagency coordination. Lastly, the legislation called for the creation of the Joint Planning and Development Office, a collaborative effort with NASA, and the Departments of Defense, Homeland Security, and Commerce, and the Office of Science and Technology Policy (OSTP) to develop a long-term national plan for air transportation.

Flight Plan: Where We Are Going

After operating under the Flight Plan for the past year, we learned that changes to the plan needed to be made. Because it is a dynamic plan, it must be revamped on an annual basis and adapt to new challenges as they arise. For example, many of our international goals were reworked because performance targets needed to be more specific. We are now taking a greater strategic approach, focusing our resources and energies on those developing regions where we can gain the most benefits. In addition, it turned out that some targets and initiatives weren't ambitious enough. In one case, we achieved a target for 2009 five years early. Likewise, some of the capacity goals were too closely dependent on the weather, which we can't control. No matter how capably we operate, hurricanes, thunderstorms, and snow bring it to a halt, almost without exception. We adjusted that goal accordingly. Other goals, such as reducing cabin injuries caused by

turbulence, were moved to agency business plans because they are more appropriately managed by individual lines of business. While they still remain a focus, the infrequency of accidents related to turbulence in the air led us to move those goals to the Regulation and Certification Unit's business plan. In addition, many of the performance targets were revamped to make them more easily understandable to the taxpayer.

SIDEBAR: FAA goals in a nutshell.

Increased Safety

Safety is not only a top public-interest priority; it is also an economic necessity. People fly only if they feel safe. They must trust the system and that trust must be justified.

Greater Capacity

A two-edged sword. Air traffic is increasing rapidly, but the growth can't interfere with the passenger's ability to reach the destination on time. And this can't be done at the expense of the environment.

International Leadership

Aviation across the globe is a $1.4 *trillion* business. Given our expertise in operating the world's largest and most complex system, it's clear that with respect to aviation, safety is perhaps our most vital national export. We will enhance America's leadership role by sharing expertise and new technologies with our international partners. We aim to raise the level of safety everywhere planes fly.

Organizational Excellence

The men and women of the FAA are committed to achieving our goals. To do so, the FAA must be a world-class organization. This requires greater fiscal responsibility, stronger leadership, more cooperation, and performance-based management. Simply put, we need to operate like a bottom-line, cost-driven private enterprise. We are working to control our costs and keep a sharp eye on the taxpayer's bottom line. For this reason, we are committed to giving our employees the right tools and training -- and we know we must do a better job in this area. When all is said and done, it's the employees of the FAA who bring the Flight Plan to life.

SIDEBAR: Who are we?

FAA employees maintain, operate, and oversee the largest and most complex aviation system in the world, with a safety record that is second to none. We not only set the regulatory and operational standards for the United States, we effectively set the bar for aviation safety around the world -- and have for almost a half-century.

At the turn of the 20th century, only visionaries imagined air travel as a driving force behind phenomenal economic growth, but by century's end, aviation was a key catalyst for fueling economic growth. Today, we envision an aerospace system where the American people can travel and ship worldwide safely, efficiently, conveniently, and at a reasonable cost -- a driver of economic growth worldwide.

As we enter the 21st century, aviation finds itself facing the effects of terrorism, structural change, and a fluctuating global economy. We will work with our aviation partners to ensure that aviation thrives in a growing world economy. To get there, we need to be

performance-based and value-driven. We will know our customers and meet their diverse, changing needs as never before.

The FAA continues to be at a crossroads. We are confronted with the challenges of reducing an already low commercial accident rate, building an air traffic control system capable of efficiently meeting future demand, and modernizing our own organization.

The FAA has met many challenges in the past. From 1926, when President Calvin Coolidge started federal oversight of air safety in the United States by signing the Air Commerce Act, to the creation of the FAA in 1958, to our modern-day role in the U.S. Department of Transportation, the FAA and the aviation community have grown together. We've shaped an industry that -- like shipping and rail before it -- have conquered distance, lowered transportation costs, and created new opportunities that transformed the way the world does business.

Challenging Times Ahead

The FAA and the aviation industry are facing a period of tight budgets. The Aviation Trust Fund, which provides the majority of the FAA's budget from taxes on airline tickets, fuel, and airfreight, continues to decline.

As low cost carriers increase their market share, the average ticket price declines, which, in turn, also reduces the Trust Fund revenue. As a result of decreasing enplanements in recent years and in an effort to reduce costs, carriers are also adding more midsize jets to their fleets. This affects the FAA in two ways: first, more planes means an increased workload. Second, lower ticket prices result in less Trust Fund revenue.

As the agency's budgetary allotments continue to shrink and operating costs continue to rise, we find ourselves in the position where cost savings isn't just a good position where cost savings isn't just a good idea -- it's a necessity. The agency must find savings wherever it can, and safety can't be compromised.

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

Objectives

1. Reduce the commercial airline fatal accident rate.
2. Reduce the number of fatal accidents in general aviation.
3. Reduce accidents in Alaska.
4. Reduce the risk of runway incursions.
5. Measure the safety of the United States civil aviation system with a composite index.
6. Ensure the safety of commercial space launches.
7. Enhance the safety of FAA's air traffic systems.

Overview

Safety comes first. It's the FAA's primary mission, and our efforts are paying off. The commercial fatal accident rate is the lowest in aviation history.

How this happened is no accident. The FAA has and will continue to develop new technologies that will lower the number of accidents while improving a safety record that's second to none. The FAA has improved its risk management practices by collecting and analyzing data to identify problems and prevent accidents before they occur. We continue to partner with industry to reduce the commercial accident rate, improve runway safety, and extend the excellent safety record of commercial space transportation.

We made a special commitment for safety in Alaska, where heavy reliance on air transportation in an unforgiving environment had led to an unacceptably high aviation

accident rate. We targeted innovative safety solutions that reduced the number of accidents, and the results in FY 2004 show it's paid off. Success in Alaska has led to safety improvements throughout the lower 48 as well.

The FAA is also committed to transitioning the United States from a ground-based navigation system to one located significantly within the aircraft itself. Through the use of onboard technology, pilots will be able to navigate aircraft to any point in the world using only geographical coordinates.

Another navigational concept called Required Navigation Performance (RNP) is an important step in this direction. Because of its high degree of precision, RNP allows for more efficient use of the airspace. In addition, RNP can assist in the development of constant angle descent approaches, increasing safety during approach and landing. Simply put, RNP will allow us to fly more planes, closer together, and more safely than ever before.

The FAA continues to improve its oversight of air carriers, manufacturers, and airport operations, while enforcing our safety regulations with a targeted focus on those areas that pose the greatest risk. Within the FAA, we are implementing a Safety Management System to reduce operational errors and improve overall air traffic safety.

By the end of 2005, we will implement a prototype index to help measure the overall safety of the U.S. civil aviation industry. This safety index will measure aviation fatalities and injuries in all segments of the industry. Once finalized, it will identify trends, helping us assess the effectiveness of many of our safety initiatives and avoid accidents in the process.

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

SIDEBAR: Top Safety Accomplishments in FY 2004

- The lowest airline fatal accident rate in the history of aviation. There were no commercial fatal accidents in the United States this past fiscal year.

- The FAA also has had success reducing general aviation accidents, especially in Alaska. The FAA launched a number of projects to increase pilot awareness of the risks of flying in bad weather. The agency also deployed advanced technology to aid the pilot's ability to navigate in large parts of the state that do not have radar coverage.

- We've reduced serious runway incursions. The FAA also launched a pilot/controller education program to help deal with the difficult task of navigating aircraft on the ground.

- The FAA made progress implementing a Safety Management System (SMS) to manage air traffic control and navigation services throughout the U.S. It places a firewall between the group that uses the system and the group that assesses its performance. It is also designed to exceed international safety standards.

- Enacting a government rule sometimes wiped out a forest with wasted paper. Not any more. In March, the FAA held its first "virtual" public rulemaking meeting on the proposed rulemaking on national air tour safety standards. Initiating the process electronically saves time, money, and trees.

- In the emerging arena of commercial space transportation, there were no fatalities or serious injuries to the public. This includes both launch and reentry.

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

- The agency awarded the first set of FAA pilot wings to an astronaut from the private sector. Test pilot, Mike Melvill, successfully flew SpaceShipOne, the world's first commercial manned space vehicle on June 21, 2004. It was the first non-governmental flight to leave Earth's atmosphere.

- The FAA issued two new certification requirements for light-sport aircraft, pilots, and repairmen that will make recreational flying safer, while keeping it affordable and fun.

- The FAA worked with the general aviation community to create a final rule that sets safety standards for the 15,000 people who will now earn FAA certificates to operate more than 15,000 uncertificated ultralight-like aircraft. Another 12,000 pilots and new aircraft will be certificated over the next 10 years.

- The FAA proposed a rule allowing portable oxygen concentrators on board commercial flights. This gives members of the public who need supplemental oxygen the ability to fly commercial flights with such equipment.

Objective 1. Reduce the commercial airline fatal accident rate.

Strategy

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

Initiatives

- Implement the RNP road map through the use and development of RNAV and RNP routes and procedures.

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

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

Initiatives

- Implement the fuel tank safety plans to reduce flammability exposure and to preclude ignition sources.
- Effectively address National Transportation Safety Board (NTSB)-identified safety issues.
- Ensure that safety oversight keeps pace with changes occurring in the aviation environment by better targeting our inspections resources; improving our oversight systems; and providing training for safety critical employees in a timely manner.
- Using a data-driven approach to identify high-risk areas, pursue a targeted enforcement and oversight program that focuses the agency's resources in these areas to maximize safety benefits.
- Continue research to identify human factors that may cause accidents and develop strategies, methods, and technologies that will reduce those accidents.
- Where practical, upgrade runway safety areas to meet standards.

Strategy
Expand FAA-industry partnerships and data-driven safety programs that prioritize and address risks before they lead to accidents.

Initiatives

- Promote cooperative and voluntary disclosure programs, such as Flight Operational Quality Assurance (FOQA), Aviation Safety Analysis Program (ASAP), and Continued Operational Safety Program (COSP).
- Continue implementing the Air Transportation Oversight System (ATOS).
- Continue implementing Commercial Aviation Safety Team (CAST) initiatives and pursuing joint identification and analysis of safety issues within CAST.
- Improve the safety of hazardous materials by air transportation.

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

Performance Target

- Reduce the airline fatal accident rate by 80 percent from the 1994-1996 baseline to a rate of 0.010 per 100,000 departures by FY 2007. Reduce the three-year rolling average fatal accident rate below 0.010 by FY 2009.

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 Automatic Dependent Surveillance-Broadcast (ADS-B/TIS-B/FIS-B) to key sites. Provide text and graphical data (for example, weather, wind shear alerts, temporary flight restrictions, and notices to airmen) to the cockpit through flight information services broadcast (FIS-B) on an ADS-B link. Increase situational awareness by improving the capabilities of small aircraft with integrated displays, data-link and traffic information broadcast (TIS-B) aircraft position over the ADS-B data link.
- Provide VFR pilots with safe access to the NAS by analyzing and disseminating aeronautical and meteorological information to air traffic control specialists and general aviation pilots through innovative systems.
- Develop and publish WAAS approaches.

Strategy

Establish standard procedures and guidelines for general aviation operators.

Initiatives

- Ensure that safety oversight and regulatory compliance keeps pace with changes in the general aviation environment.
- Continue to implement General Aviation Joint Steering Committee (JSC) initiatives and pursue joint identification and analysis of safety issues within JSC.

- 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 (UAV).
- Develop streamlined processes for certifying and approving communications navigation surveillance (CNS) equipment, basic cockpit displays, electronic flight bags (EFB), and other safety related flight technologies.
- By FY 2009, develop and baseline a target rate for General Aviation Fatal Accidents to replace the current performance measure.

Performance Target

- 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).

Objective 3. Reduce accidents in Alaska.

Strategy

Expand and accelerate the implementation of safety and air navigation improvement programs in Alaska.

Initiatives

- Achieve full operational capability of WAAS.
- Expand the Capstone Program through a three-phase approach starting with Bethel, Southeast Alaska, and finally the entire state.
- Continue to use weather cameras and explore alternative technologies to provide similar data and real time images to air carriers and general aviation pilots.
- Support the Medallion and Circle of Safety programs.
- Where practical, continue improving rural airports by building standard runways and safety areas and improving airport lighting.

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

Performance Target
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.

Objective 4. Reduce the risk of runway incursions.

Strategy
Continuously evaluate, analyze, test, and improve procedures, training, and certification.

Initiatives

- 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 (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.

Strategy
Use advanced modeling and simulation tools to design and develop new equipment, procedures, and training.

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

Initiatives

- Continue to evaluate the effectiveness of air traffic tower simulation training to help air traffic controllers recognize errors, take corrective action, and communicate with pilots.
- Continue to evaluate potential runway safety enhancements to pilot performance by integrating cockpit and tower cab simulation facilities.
- Continue to develop, test, evaluate, and deploy a model for categorizing runway incursion risk.
- Develop and evaluate runway and taxiway risk modeling tools that integrate aircraft arrival and departure risk modeling tools.

Performance Target

- By FY 2009, achieve a rate at or below 0.400 per million operations for Category A and B (most serious) runway incursions at towered airports.

This performance target has been changed from a number to a rate. The chart below shows the rates for each year and the corresponding numbers.

Category A & B Runway Incursions

Fiscal Yr	2004	2005	2006	2007	2008	2009
Goal – Rate per Million	0.620	0.550	0.490	0.440	0.410	0.400
Surface Operations (M)	64.8	66.6	67.9	69.3	70.7	72.1
Goal - Number of Incursions	40	36	33	30	27	29

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

Objective 5. Measure the safety of the U.S. civil aviation industry with a composite index.

Strategy

Develop an aviation safety index that measures the relative risk and performance of the U.S. civil aviation system.

Initiative

- By FY 2006 and in collaboration with partners, establish a comprehensive index reflecting the safety of the US civil aviation system.

Performance Target

- By FY 2006, implement a single, comprehensive index that provides a meaningful measure of the safety performance of the U.S. civil aviation system.

The Safety Index

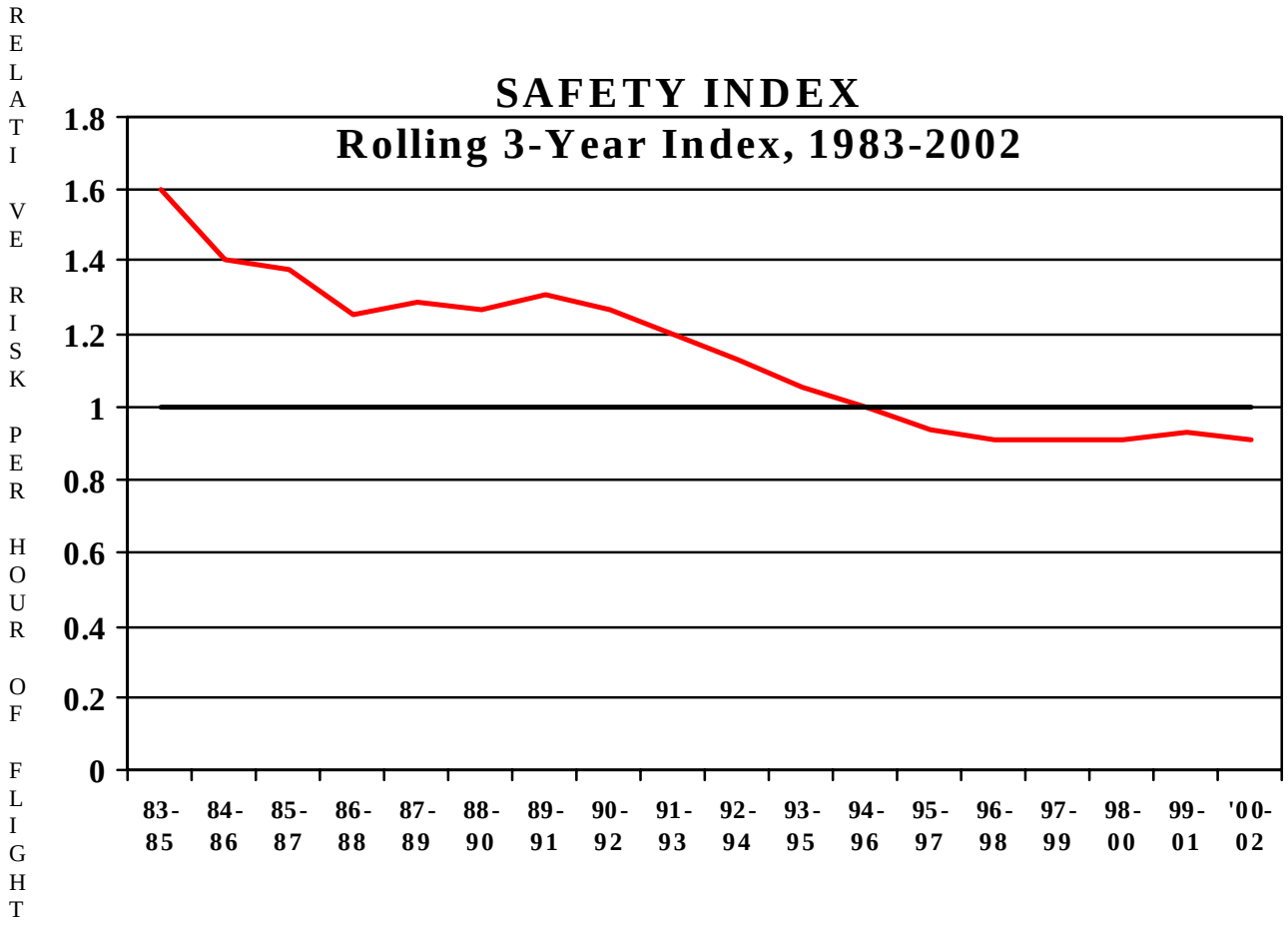
This index is a new approach to assessing risk. By measuring the frequency of all civil aviation accidents, we can survey the entire system. In plain terms, this index quantifies the risk to people onboard aircraft as well as those on the ground. This tool complements other measures and may help provide a better and more accurate picture of our aviation safety. Here's the kind of information factored in the new index:

- Commercial accident rates
- General aviation accidents
- Injuries caused by turbulence
- Injuries to aviation and ground personnel
- Cabin injuries
- Runway incursions

The real question, though, is why? The purpose of this index is to make sure we're investing our safety research and resources in the right areas. This index will do just that.

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety



INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

Objective 6. Ensure the safety of commercial space launches.

Strategy

Continue developing tools, guidance, and regulations for reducing the safety risks for commercial space launches.

Initiatives

- Establish processes and standards for granting safety approvals of launch and reentry vehicles, safety systems, processes, services and/or personnel.
- Enhance safety for launch at federal and non-federal launch sites through continued improvement of internal processes and partnerships with the Air Force, other government agencies, and the commercial space transportation industry.

Performance Target

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

Objective 7. Enhance the safety of FAA's air traffic systems.

Strategy

Reduce air traffic control operational errors by implementing initiatives in the Three-Year Plan for Operational Error Prevention.

Initiatives

- Enhance the JANUS technique, developed by the Civil Aerospace Medical Institute, to better understand the causes of operational errors and to facilitate development of appropriate mitigation strategies.
- Implement and continue to improve Performance Enhancement Based Training.

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

- Conduct Airspace Complexity Studies at selected facilities to identify measures of airspace complexity and develop recommendations to reduce errors.
- Evaluate the use of high fidelity to simulation to improve ATC training for local facilities.

Strategy

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

Initiatives

- Implement SMS using a phased approach with initial implementation focusing on targeted NAS changes.
- Introduce SMS processes FAA-wide to assess risk and to monitor effectiveness of risk-mitigation strategies.
- Expand the collection, consolidation, and analysis of safety data to enhance reporting and assessment.
- Expand SMS to include safety-significant changes to the NAS.

Performance Target

- Apply safety risk management to all significant changes in the NAS.
- Achieve a rate at or below 3.15 per million activities for Category A and B (most serious) air traffic control operational errors by FY 2009.

INCREASED SAFETY

The Goal: Achieve the lowest possible accident rate and constantly improve safety

This performance target has been changed from a number to a rate. The chart below shows the rates for each year and the corresponding numbers.

Category A & B Operational Errors

Fiscal Yr	2004	2005	2006	2007	2008	2009
Goal – Rate per Million	3.93	3.71	3.54	3.38	3.21	3.15
Projected Activities (M)	159.9	164.5	167.9	171.5	175.1	178.4
Goal - Number of Ops Errors	629	610	595	579	563	563

Greater Capacity

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

Objectives

1. Increase airport capacity to meet projected demand.
2. Increase or improve capacity in the eight major metropolitan areas and corridors that most affect total system delay: New York, Philadelphia, Boston, Chicago, Washington/Baltimore, Atlanta, Los Angeles Basin, and San Francisco.
3. Increase on-time performance of scheduled carriers.
4. Address environmental issues associated with capacity enhancements.

Overview

Capacity is the stuff headlines and headaches are made of. Just as with safety, capacity -- how much traffic the system can hold safely and move efficiently -- is both a priority and a necessity. Getting more people and planes in the air is only half of the equation. Getting them to their destination on time is the barometer of capacity. The problem is complex. The business plans of the airlines and passenger habits help determine schedules. Rush hour in the air is similar to the road. Everyone wants to come and go at just about the same time. Rush-hour traffic jams in aviation can cost millions in time, wasted fuel, and unmet schedules.

The dip in passenger traffic after 9/11 contributed to tough times for the airlines. But even in the face of these economic woes, by the summer of 2004, air traffic and passengers were back. We will continue to work with local governments and airspace users to improve the design and performance of both aircraft and ground systems to ensure that they meet the capacity demands of the future.

When all is said and done, much of this success comes down to cooperation. Earlier this year, the FAA conducted a first-ever conference, “Growth Without Gridlock,” at which the

airlines, the military, and private aviation groups agreed to bolster capacity and efficiency. "Express lanes in the sky" and to allow the FAA to use minor delays spaced strategically across the country to avoid major delays. By 2006, the FAA, with industry, intends to create further collaborative measures that enhance on-time performance and increase our ability to predict and minimize disruptions to the system. The result will be a national aviation system that is more efficient, more cost-effective, safer, and meets projected demand in an environmentally sound manner.

As part of *Vision 100*, the FAA's recent reauthorization legislation, the FAA is permitted to take an active hand in helping the system handle the resurgence in air traffic. Particularly at busy bottlenecks such as Chicago's O'Hare International Airport, the ability to ask airlines to come to the table and bring about changes in over-crowded schedules has been a fortunate stroke for the agency. Just this year, the FAA brokered a 7 percent reduction in flights and smoothed out the schedule at O'Hare, which helped ease congestion across the system.

We're taking steps elsewhere around the country as well. The FAA is easing congestion over eight metropolitan areas, improving overall capacity at the nation's top 35 airports by 30 percent, building new runways; enhancing access to reliever airports for general aviation operations, and increasing traffic coordination and communication by using new technologies.

SIDEBAR: Top Capacity Accomplishments in FY 2004

Greater Capacity

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

- We convened "Growth Without Gridlock," the first conference of its kind that resulted in reduced delays and congestion. Air traffic control moved away from the "first come-first served" model of who gets to take off or land to issuing revised flight plans or rerouting some aircraft away from problem areas. We began incurring minor delays on the ground to avert massive bottlenecks across the nation.

- The FAA worked with scheduled airlines at Chicago's O'Hare Airport to reduce peak hour schedules that sometimes exceeded maximum capacity by 20 percent.

- The agency installed new software for controllers at 10 cities (Milwaukee, Cleveland, San Antonio, Boston, Columbus, Seattle, Charlotte, Daytona Beach, Kansas City, and Raleigh-Durham), that enables them to move traffic more efficiently.

- We commissioned (or opened) new runways in Orlando and Houston.

- There was a 14 percent decrease in the number of people exposed to significant aviation noise.

- An analysis of U.S. commercial operations showed that U.S. commercial aircraft are burning 5 percent less fuel, as measured by the fuel burned per mile flown.

- With the National Academy of Science, we started developing analytical tools to study noise and emissions. We getting smarter at dealing with noise and emissions through new policies and analytical tools. A new FAA order was published on schedule that

enhances our ability to inform governments and the public about our decisions that affect the environment.

- A system that predicts the weather for controllers, pilots and airlines was installed at Miami and St. Louis.

- 36 instrument landing systems were put into service.

- The FAA also managed master plan and environmental studies for capacity enhancing projects at Ft. Lauderdale, Washington Dulles, Philadelphia, Los Angeles, and O'Hare.

- The FAA funded noise abatement projects to benefit more than 12,000 citizens living near our airports.

Objective 1. Increase airport capacity to meet projected demand.

Strategy
Evaluate existing capacity levels and set investment and infrastructure priorities.

Initiatives

- Enhance the analysis and develop solution sets for airports contained in the FACT report: "Capacity Needs in the National Airspace System" to verify whether they will meet future demand.
- 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 OEP airports.

Greater Capacity

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

- 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 and apply new streamlining provisions in the Executive Order 13274 at the 35 OEP airports.

Strategy
Improve access to existing capacity through operational and procedural changes.

Initiatives

- Redesign terminal airspace and change procedures.
- Develop and implement RNP and RNAV routes.
- Utilizing a newly created intra-agency team, develop recommended standards and action plans for runway procedures such as end-around taxiways and establish databases/data collection tools to improve airport flight operations while maintaining an optimal balance among safety, capacity, and efficiency considerations.
- Enhance NAS system 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 to improve traffic flow in bad weather.
- Develop and implement RNP approach procedures to increase airport and runway use when visibility is restricted.
- Develop technology and procedures to increase the use of parallel runways in adverse weather conditions (for example, Precision Runway Monitor (PRM) and Final Monitor Aid (FMA)).
- Increase airport capacity through the use of Traffic Management Advisor (TMA).

Greater Capacity

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

- Analyze and disseminate weather information through new automated systems.
- Evaluate the effectiveness of FAA and National Weather Service (NWS) weather information in reducing weather delays.

Strategy

Modify separation standards and procedures to allow more efficient use of congested airspace.

Initiatives

- Implement Domestic Reduced Vertical Separation Minimum (RVSM).
- Increase arrival and departure rates through wake turbulence monitoring, operational procedures, and controller tools.

Performance Targets

- Achieve an average daily airport capacity at the 35 OEP airports at 104,338 arrivals and departures per day by 2009.
- Open as many as seven new runways, increasing the annual service volume (ASV) of the 35 OEP airports by at least 1% annually, measured as a five-year moving average, through 2009.
- Sustain adjusted operational availability at 99% for the reportable facilities that support the 35 OEP airports.

Greater Capacity

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

Objective 2. Increase or improve aviation capacity in the eight major metropolitan areas and corridors that most affect total system delay. For FY 2005, those airports are: New York, Philadelphia, Boston, Chicago, Washington/Baltimore, Atlanta, Los Angeles Basin, and San Francisco.

Strategy
Identify airport improvements that are most likely to reduce the major causes of system delay.

Initiatives

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- Monitor and maintain scheduled progress for Environmental Impact Statements at Chicago, Washington Dulles, new South Suburban, Los Angeles, and Philadelphia Airports. Monitor milestones and completion dates to support efforts by Philadelphia, Washington Baltimore and Chicago to update master plans for major airport development that adds capacity to the metropolitan areas.
- Conduct regional studies in the New York, New England, and Los Angeles metropolitan areas.
- Direct Airport Improvement Program (AIP) funding to support development of secondary and reliever airports located within the metropolitan areas.
- Work with the user community to establish the most feasible policies to enhance capacity and manage congestion.
- Update which metropolitan areas are projected to most impact the total system for delays over the period of the Flight Plan.

Strategy
Redesign the airspace and traffic flows.

Greater Capacity

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

Initiatives

- Redesign the airspace of eight major metropolitan areas: New York, Philadelphia, Washington/Baltimore, Boston, San Francisco, Chicago, Atlanta, and Los Angeles Basin.
- Expand use of time-based metering at air traffic control centers.

Performance Targets

- Achieve an average daily airport capacity for the eight major metropolitan areas at 44,428 arrivals and departures per day by 2009.

Objective 3: Increase on-time performance of scheduled carriers.

Strategy

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

Initiatives

- Improve operator and passenger access to flight information (for example, TFM/CDM capabilities). Use data from the DOT's Delay Reporting System to develop solutions for remedying causes of delay within the FAA's control.

Strategy

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

Initiatives

- Use new equipment and technology to reduce en-route congestion (for example, Traffic Flow Management [TFM]).
- Implement high-altitude airspace redesign to reduce congestion.
- Develop and implement Advanced Technologies and Oceanic Procedures (ATOP) software.

Greater Capacity

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

Performance Targets

- Through FY 2009, achieve a percentage of 86.90 for all flights arriving at the 35 OEP airports equal to or less than 15 minutes late due to NAS related delays.
- Beginning in FY 2005, increase to 80% the number of oceanic en-route altitude change requests that are granted through the end of FY 2009.

Objective 4: 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 analytical tools to understand better 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 (COE).

Performance Targets

- Reduce the number of people exposed to significant noise by 1% per year through FY 2009, as measured by a three-year moving average, from the three-year average for calendar year 2000-2002.
- Improve aviation fuel efficiency per revenue plane-mile by 1% per year through 2009, as measured by a three-year moving average, from the three-year average for calendar year 2000-2002.

INTERNATIONAL LEADERSHIP

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

Objectives

1. Promote improved safety and regulatory oversight in cooperation with bilateral, regional, and multilateral aviation partners.
2. Promote seamless operations around the globe in cooperation with bilateral, regional, and multilateral aviation partners.

Overview

Setting the standard for excellence isn't enough. We want to promote safety across the globe. The FAA operates the largest and most complex aviation system in the world, controlling almost half of the world's air traffic. The actual numbers provide an even more compelling case. The United States certifies more than two-thirds of the world's large jet aircraft and provides direct or indirect aviation assistance to over 100 countries. One hundred and thirty domestic and 118 scheduled international air carriers serve the United States on a daily basis. U.S. industry sets the pace for developing and implementing new technologies to create a safer, more efficient, global airspace system. The United States is also the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 188 of the world's civil aviation authorities and sets the international aviation standards.

The FAA continues to promote safety by broadening our international partnerships and offering technical assistance to other civil aviation authorities. This goal requires us to work with aviation partners and ICAO to adopt common international safety standards and harmonize air traffic procedures and technologies. We also work with organizations and through programs such as the European Aviation Safety Agency (EASA), the Asia Pacific Economic Cooperation (APEC) Safe Skies for Africa, the Third Border Initiative, and the Cooperative Development of Operational Safety and Continuing Airworthiness Project (COSCAP) to promote international aviation safety. We will continue to support

INTERNATIONAL LEADERSHIP

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

Presidential initiatives to ensure collaboration and cooperation with our counterparts in all areas of the world. Our reach extends to wherever planes fly. The ultimate objective is to ensure air travel is as safe and efficient abroad as it is at home. We're making significant progress toward making it happen.

SIDEBAR: Top International Leadership Accomplishments in 2004

- We signed aviation safety agreements with Brazil, Singapore, and Iceland.
- The FAA provided new or expanded technical assistance and training to more than 20 countries and regional aviation authorities, including Afghanistan and Iraq.
- In addition to funding Safe Skies for Africa, the agency worked with the World Bank to provide funding for aviation projects in Kenya and Gambia. Through the FAA's efforts, aviation programs in China and South America received funding from other U.S. government groups as well.
- The FAA spearheaded ICAO's adoption of international noise and environmental protection standards.
- The FAA agreed with Transport Canada to sponsor an academic research center for noise and emission reduction in aviation.
- We continue to serve on the United States delegation to the World Radio Communication Conference, a three-year effort to ensure that spectrum is allocated equitably, not only for the United States, but also for the other regions of the world as well.

INTERNATIONAL LEADERSHIP

The 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
Provide technical assistance and training to key foreign civil aviation authorities.

Initiatives

- Promote structures that increase intellectual and financial assistance from U.S. Government organizations, multilateral banks, and industry to support projects that enhance the infrastructure of global aviation.
- Establish a centralized management function for external funding initiatives.

Strategy
Work with key international partners to enable the transfer of aeronautical products, technologies, and services to promote civil aviation worldwide.

Initiatives

- Establish an effective partnership with the European Union and EASA to ensure the highest level of cooperation for aviation safety and a more efficient exchange of products and services.
- Focus resources on achieving optimal bilateral agreements recognizing safety and certification and approval systems with global aviation partners to enable technology transfer and global aviation safety.

Strategy
Build partnerships to advance U.S. safety leadership in developing regions.

Initiatives

- Strengthen aviation safety oversight relationships and build strong sustainable mutually beneficial partnerships with key civil aviation organizations in Asia and Latin America.
- Implement Presidential international civil aviation safety programs for Africa, Asia, Latin America and the Middle East.
- Support creation of government industry partnerships to facilitate export of U.S. safety products to key developing regions.

INTERNATIONAL LEADERSHIP

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

Strategy
Support ICAO and other International and Regional Organizations.

Initiatives

- Provide U.S. technical participation and leadership in ICAO meetings to achieve U.S. objectives.
- Support creating at least four regional aviation authorities or organizations capable of meeting globally accepted safety and efficiency standards.
- Increase recruitment of qualified U.S. technical personnel to fill positions at ICAO.

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

Initiatives

- Seek global harmonization of fractional ownership regulatory policy.
- With the worldwide aerospace community, develop methods and demonstrate tools and processes for collecting, analyzing, and sharing information and data.
- Provide technical leadership to the international community on current safety technologies and enhancements.

Performance Targets

- Advance U.S. aviation safety leadership in developing regions by significantly increasing safety infrastructure in 10 priority countries by 2009 through implementation of model law and regulations for safety oversight, extensive technical assistance and training activity, and concluding bilateral agreements.
- Conclude four new or expanded bilateral agreements with current partners.
- Secure an increase of 20% every year in intellectual and financial assistance for international aviation activities from the United States and international government organizations, multilateral banks, and industry.
- Support ICAO and other critical international and regional organizations. Promote the creation of four new regional aviation authorities or organizations capable of meeting globally accepted safety and efficiency standards.

INTERNATIONAL LEADERSHIP

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

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

Strategy

Ensure the global implementation to the Air Traffic Management Operational Concept and ensure interoperability and compatibility of emerging technologies in support of enhanced global safety, capacity, and system efficiency.

Initiatives

- Encourage the adoption of enabling technologies and processes to improve safety of flight operations.
- Develop and implement capacity enhancing applications, embracing current operational capabilities to the maximum extent possible.
- Improve interoperability of automation tools and operational procedures to increase user flexibility and optimize efficiencies.

Strategy

Work within the ICAO Committee on Aviation Environmental Protection (CAEP) to develop and adopt global environmental standards, best practices, and written guidance.

Initiatives

- Work with CAEP members to address interdependencies between aircraft noise and gaseous emissions, and between various emissions.

Performance Targets

- Expand the utilization of U.S. NAS technologies and procedures to six priority countries.
- Ensure that international environmental standards, recommended practices, and guidance material adopted by ICAO are globally and uniformly applied, reflect the best available technology, provide real environmental benefit, and are economically sound.

ORGANIZATIONAL EXCELLENCE

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

Objectives

1. Make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained, diverse workforce.
2. Control costs while delivering quality customer service.
3. Make decisions based on reliable data to improve our overall performance and customer satisfaction.

Overview

The only way for the FAA to achieve the goals of the Flight Plan is to become a world-class organization. We must serve the public, but do it with a results-oriented approach that focuses on the taxpayers' bottom line. This will require strong leadership, performance-based management, and improved fiscal responsibility.

The people of the FAA and the values we commit to uphold are the key to achieving our mission. But it doesn't stop there. We are committed to eliminating barriers to equity and opportunity because fairness and diversity translate directly to the strength and productivity of the FAA. We are committed to giving our employees the tools they need to succeed, and, to operate more like a business, we've taken the step of linking employee performance to employee compensation.

The President's Management Agenda tasks the FAA with setting targets, measuring our performance, and being accountable for our results. This agenda also is designed to make the government more "citizen-centered, results-oriented,

ORGANIZATIONAL EXCELLENCE

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

and market-based." To achieve these objectives, we must focus on the following seven areas:

- Strategic management of human capital
- Competitive sourcing
- Improved financial performance
- Expanded electronic government
- Budget and performance integration
- Federal real property management
- Eliminating improper payments

Controlling costs is essential to achieving the President's Management Agenda. Working with our employees and industry partners, the FAA must continue to invest in programs and services that *perform*, while cutting those that don't. We have established an agency-wide, cost-control program and have accelerated the development of data and analytic tools that will help us make management decisions based on sound business principles.

SIDEBAR: **Top Achievements**

- For the first time, the FAA's major acquisitions were on schedule and on budget in FY 2004.

- The agency launched a cost-accounting system to eliminate unnecessary spending and provided cost data to make better, more business-like decisions.

- Each quarter, we post "How are we doing?" at www.faa.gov/aboutfaa/flightplan.cfm.

ORGANIZATIONAL EXCELLENCE

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

- We're changing how we communicate. In June 2004, the American Customer Satisfaction Index cited the FAA web site as one of the two most improved in government, and we have launched a major internal communications initiative.

- The FAA initiated a competitive sourcing competition of our Automated Flight Service Stations. This is expected to save the taxpayer almost half a billion dollars over five years. At the same time, we are committed to providing the support needed to help our employees through this process.

- The FAA is becoming more efficient by consolidating personnel transaction processing and records maintenance from 12 separate sites into three locations.

- We launched a new FAA careers website, www.faa.gov/jobs/index.cfm.

- We've also conducted minority and people with disabilities recruitment outreach efforts. Overall, the agency conducted 70 recruitment efforts to strengthen employee diversity.

- We're opening an Early Dispute Resolution Center. Employee issues will be addressed and resolved more quickly at a substantial savings to the taxpayer.

- We were able to cut worker's compensation costs by $2.9 million.

ORGANIZATIONAL EXCELLENCE

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

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, diverse workforce.

Strategy
Build stronger leadership to achieve strategic goals and manage resources effectively.

Initiatives

- Track Employee Attitude Action Plan and monitor/evaluate results.
- Establish corporate supervisory training programs that ensure knowledge and skill development.
- Develop and implement new selection procedures and probationary periods for new supervisors and managers.
- Train supervisors and managers in core human resources and leadership disciplines.

Strategy
Increase the commitment of all employees to fulfill organizational goals.

Initiatives

- Directly link all employee performance plans to FAA strategic goals and line of business and staff office performance plans (including alignment, accountability, responsibility, and results).
- Market e-learning and supervisory skills training. Measure employee and managerial participation, successful completion, and satisfaction.
- Undertake a timely and effective approach to conflict management.
- Develop and implement an automated, web-enabled EAS process.

ORGANIZATIONAL EXCELLENCE

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

Strategy

Improve our ability to acquire, develop, and retain a diverse, highly skilled workforce.

Initiatives

- Monitor and evaluate workforce and succession plans developed by lines of business and staff offices.
- Monitor and evaluate progress of the Air Traffic Control Specialist and First Line Supervisor Workforce Plan.
- Expand the HR Selections within Faster Time (SWIFT) automated suite to all mission critical positions and those positions that cross organizational lines, i.e., finance, budget, human resources, information technology.
- In external recruitment efforts, implement corporate recruitment strategies that result in attracting high quality candidates to FAA for employment.
- Undertake and sustain agency human capital planning and measurement processes.
- Establish corporate employee training programs that ensure knowledge and skill development.

Performance Targets

- Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5%.
- Directly relate 100% all employee performance plans to FAA strategic goals and their organization's performance plans.
- Reduce the time it takes to fill mission critical positions by 20% over the FY 2003 baseline.

ORGANIZATIONAL EXCELLENCE

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

Objective 2. Control costs while delivering quality customer service.

Strategy
Develop and implement ways to better control costs.

Initiatives

- Finish implementing the new FAA financial management system (DELPHI), Cost Accounting System (CAS) and Labor Distribution Reporting System (LDR) and make use of the systems to manage the FAA.
- Put in place an agency-wide cost control program.
- Improve the overall management of cost-reimbursable contracts through the Defense Contract Audit Agency (DCAA) audit process and the establishment of a centralized file room.
- Fully find the Flight Plan initiatives by the beginning of each fiscal year.

Performance Targets

- Develop and implement a centrally managed and highly visible cost control program to lead the agency in reducing costs. Each FAA organization will contribute at least one cost reduction activity each year to its Business Plan with measurable, significant cost savings.
- Close out 85 percent of cost reimbursable contracts that become eligible for close out during each fiscal year.

ORGANIZATIONAL EXCELLENCE

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

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 tools and training to all current executives and managers on using cost data (for example, CAS and LDR information) to make management decisions and reinforce the use of these skills as part of the agency-wide cost control program.
- Use automated software to track and report progress on Flight Plan initiatives and to establish the appropriate linkages and accountability for supporting initiatives in each line of business and staff office.
- Expand the use of professional certification programs for managers and employees in key decision-making positions that impact major acquisitions.

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.
- Annually review customer requirements and more broadly measure customer satisfaction for FAA services.

Strategy
Improve the security of our data.

ORGANIZATIONAL EXCELLENCE

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

Initiative

- Improve the protection of the FAA information infrastructure using the agency's cyber-defense android concept.

Performance Targets

- By FY 2009, make sure 90 percent of major system acquisition investments are within 10% of budget.
- By FY 2009, make sure 90 percent of major system acquisition investments are on schedule.
- Achieve 90% of all performance targets in the Flight Plan.
- Increase agency scores on the American Customer Satisfaction Index.
- Achieve zero cyber security events that significantly disable or degrade FAA services.

APPENDIX A: GLOSSARY OF STRATEGIC PLAN ACRONYMS

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ACRONYM	DEFINITION
AAS	Office of Airport Safety and Standards
ADS-B/TIS-B	Automatic Dependent Surveillance-Broadcast/Traffic Information Service-Broadcast
AMASS	Airport Movement Area Safety System
ARA	Associate Administrator for Research and Acquisition
ARTCC	Air Route Traffic Control Center
ASAP	Aviation Safety Analysis Program
ASDE-X	Airport Surface Detection Equipment
ASR-WSP	Airport Surveillance Radar Weather System Processor
ASV	Annual Service Volume
ATL	Atlanta International Airport
ATOS	Air Transport Oversight System
ATS	Air Traffic Services
AVR	Associate Administrator for Regulation and Certification
BEUC	Backup Emergency Communications
CAEP	Committee of Aviation Environmental Protection
CAO	Civil Aviation Organization
CAS	Cost Accounting System
CAST	Commercial Aviation Safety Team
CDM	Collaborative Decision Making
CFIT	Controlled Flight Into Terrain
CIP	Capital Investment Plan
CMD	Center for Management Development
COSP	Continued Operational Safety Program
DFW	Dallas-Fort Worth International Airport
DOT	Department of Transportation
EASA	European Aviation Safety Agency
FAA	Federal Aviation administration
FIS-B	Flight Information Service Broadcast
FITS	FAA/Industrial Training Standards
FMA	Final Monitor Aid
FOQA	Flight Operational Quality Assurance
FY	Fiscal Year
GNSS	Global Navigation Satellite System
GPRA	Government Performance and Results Act
ICAO	International Civil Aviation Organization
IFR	Instrument Flight Rules
JSC	Joint Safety Committee
LAAS	Local Area Augmentation System

APPENDIX A: GLOSSARY OF STRATEGIC PLAN ACRONYMS

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LDR	Labor Distribution Reporting System
LLWAS	Low Level Wind-shear Alert System
MIAWS	Medium Intensity Airport Weather Service
NAAT	North American Aviation Trilateral
NAS	National Airspace System
NOTAMS	Notice To Airmen
NTSB	National Transportation Safety Board
OEP	Operational Evolution Plan
PAI	Precision Approach
PMA	President's Management Agenda
PRM	Precision Runway Monitor
RLV	Reusable Launch Vehicles
RNAV	Area Navigation
RNP	Required Navigation Performance
RVSM	Reduced Vertical Separation Minimum
SAGE	System for Assessing Aviation's Global Emissions
SARPS	Standards and Recommended Practices
SARS	Severe Acute Respiratory Syndrome
SFAR	Special Federal Aviation Regulation
SMS	Safety Management System
SOPs	Standard Operating Procedures
SWIM	System Wide Information Management
TDWR	Terminal Doppler Weather Radar
TERPs	Terminal Instrument Procedures
TFM	Traffic Flow Management
TFM/CDM	Traffic Flow Management/Collaborative Decision Making
TMA	Traffic Management Advisor
US	United States
VFR	Visual Flight Rules
VSCS	Voice Switching and Controlling System
WAAS	Wide Area Augmentation System
ZHU	Houston ARTCC
ZLA	Los Angeles ARTCC
ZMA	Miami ARTCC
ZOA	Oakland ARTCC