



**Federal Aviation
Administration**

SECURITY AND HAZARDOUS MATERIALS

Federal Aviation Administration

Fiscal Year 2007 Business Plan



2007 ASH Business Plan

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2007 ASH Business Plan

SECURITY AND HAZARDOUS MATERIALS, ASH Security and Hazardous Materials (ASH) has the primary responsibility for critical infrastructure protection, emergency operations, contingency planning, and the safe transportation of hazardous materials in air commerce. ASH has four major program areas and staff offices that assist in carrying out this function.

ASH assists the FAA in accomplishing its mission by linking the ASH Strategic and Business Plans directly to the FAA Flight Plan. ASH has responsibility for the hazardous materials program, a major safety program within the FAA, and important roles in critical infrastructure protection and emergency operations. These areas are vital to FAA's successful accomplishment of its mission.

The protection of FAA's critical infrastructure is a national and homeland security concern that continues to receive a high level of attention. In recognition of the impact that the National Airspace System (NAS) has on our country's transportation infrastructure, ASH develops and implements policy to protect FAA employees, contractors, facilities, and assets. ASH conducts assessments and inspections at FAA facilities to determine compliance with facility security, communications security, and classified information orders and directives. ASH manages the ID media program for the agency, conducts suitability investigations of employees and contractors, and investigations of employees, non-employees, contractors and airmen suspected of violating FAA orders and regulations. Additionally, ASH is responsible for developing and implementing national policy on hazardous materials through inspections, training, and outreach to those involved in the hazardous materials industry worldwide. The Washington Operations Center Complex (WOCC) is located in ASH, as well as the Emergency Operations Division, which provides crisis management support, including fielding contingency communications and classified messaging equipment, and Continuity of Operations (COOP) planning and implementation. ASH also supports the national security responsibilities of the FAA through the National Security Coordination Division.

Increased Safety

Security and Hazardous Materials is committed to supporting the FAA's vision of continuously improving the safety and efficiency of flight. We continue to work with

all of our partners to focus our experience, expertise, and new technology in order to ensure a safer and more secure global airspace. A description of the activities and performance targets ASH will complete in support of the FAA Flight Plan goal of Increased Safety is listed below.

Flight Plan Performance Target:

Commercial Air Carrier Fatal Accident Rate

Limit the three-year rolling average fatal accident rate to 0.010 fatal accidents per 100,000 departures. FY07 Target: 0.010

Strategic Initiative: Hazardous Materials Safety

Improve the safety of transporting hazardous materials by air.

Strategic Activity: Strategic Plan with PHMSA

ASH will enforce the hazardous materials regulations issued by the Department of Transportation's (DOT's) Pipeline and Hazardous Materials Safety Administration (PHMSA) and implement a strategic plan with PHMSA to strengthen those regulations.

Targets:

Activity Target 1: Continue implementation of the multi-year Strategic Plan with PHMSA and provide support, including assistance in the initiation of studies, rulemaking and other documentation, to accomplish the following priorities:

1. Lithium batteries (rulemaking)
2. Electric storage batteries (rulemaking)
3. Increasing accessibility in air travel for individuals dependent on medical oxygen (monitor DOT/OST rulemaking effort)
4. Oxygen cylinders and oxygen generators aboard aircraft (rulemaking - supports FAA goal)
5. Flammable aerosols (data under review, future rulemaking)

- 6. Air-specific hazmat packaging (rulemaking)
- 7. Harmonization of the Hazardous Materials Regulations (HMR) with international requirements (rulemaking)

Core Business Measure:

Compliance

During FY07, ASH will develop a performance measure to assess its success in meeting its compliance core business measure.

Core Business Function: Compliance Function - Internal Security

The Office of Internal Security (AIN) has eleven major program areas and provides program policy, guidance, oversight, evaluations and establishes activity targets. AIN also serves as the headquarters servicing security element (SSE) for Facility Security, Personnel Security, Computer Forensics and Investigations. AHS is responsible for implementation of these programs in the regions and centers. a. Facility Security Management Program (FSMP). The FSMP defines security processes and standards applicable to all FAA facilities. The program uses a threat-based formula that uses the facility's population and criticality to the National Airspace System (NAS) to assign a security level, which in turn defines baseline protective measures at each facility. These protective measures are then communicated, established, and verified through a system of assessments, inspections, and accreditation. The results are sound security practices that enhance the security and safety of FAA employees and assets, and by extension, the air-traveling public. b. Communication Security (COMSEC). The COMSEC program provides safeguarding procedures for U.S. classified cryptographic material and equipment used to dispatch and receive classified information over secure systems. The COMSEC program supports the FAA mission in maintaining a secure information environment for the many sensitive missions traversing the NAS that support the work of several government agencies, including the United States Air Force and National Security Agency. c. Classified and Sensitive Unclassified Information Protection Program. This program develops standards and

programmatic controls over all aspects of securing classified national security and sensitive unclassified information from inadvertent or unauthorized disclosure. It provides agency guidelines on the creation, storage, accountability, dissemination and destruction of classified and sensitive unclassified information. It directly supports the FAA mission by protecting information that, if released to unauthorized persons, could damage the effectiveness and security of FAA personnel and resources and jeopardize the safety of the traveling public dependent on the NAS. d. FAA Identification Media. This program provides for positive and verifiable access control into FAA facilities and critical areas. AIN establishes the processes used to issue, protect, and control FAA identification media throughout the agency. Identification media is used as the principal tool for granting entry into FAA facilities. It directly supports the NAS and the FAA mission by establishing positive control over who is allowed into defined areas, thereby limiting unauthorized or uncontrolled access to mission critical systems and providing a secure and safe environment for personnel administering and using the NAS. e. Technical Surveillance Countermeasures (TSCM) Program. The TSCM program supports the Classified and Sensitive Unclassified Information Protection Program by utilizing techniques and measures that detect and neutralize hostile technologies that surreptitiously attempt to gain access to this information through optical, electro-optical, electromagnetic, fluidic, and acoustic means as well as modification to equipment or building components for direct transmission of information. The TSCM program employs methods that protect telephones and telephone systems, equipment, conference rooms, and office areas that are used for classified and sensitive information processing. f. Personnel Security. This program develops and implements policy, as required, for the FAA's Personnel Security Program, Contractor and Industrial Security Program, and Visitor Program. These programs support the agency by initiating and adjudicating all employee and contractor suitability and security requests. AIN is responsible for processing all required reinvestigations for persons occupying national security and high risk positions and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information. AIN serves as the adjudicative authority over all

agency security clearance denials and revocations. AIN ensures visit requests received for foreign nationals and other visitors are processed in accordance with current agency policy. g. Investigations Program. Title 49, United States Code, Sections 106, 40113, 40114, 46101, and 46104 confers to the FAA Administrator the administrative and regulatory investigative functions, powers and duties of the Secretary, Department of Transportation (DOT) as they pertain to aviation safety. ASH performs this function on behalf of the FAA Administrator. SSEs initiate and conduct investigations on FAA employees, contractors, non-employees and certificated airman suspected of violating various FAA orders and regulations. The types of investigations include Administrative, Civil, Regulatory and other Special Inquiries. AIN develops and implements policy, as required, for the FAA's Investigations Program and serves as the investigative authority over agency employee misconduct and applicable airmen revocations. h. Law Enforcement Assistance Program (LEAP). The LEAP consists of investigative and operational activities which support Federal, State, and local agencies by denying access to the National Airspace System to any person(s) who would threaten national security by committing criminal acts. The support provided involves taking regulatory enforcement actions and, as appropriate, providing aviation related support to law enforcement agencies. Agents also provide training to law enforcement officers in aviation smuggling techniques and FAA resources. i. Driving Under the Influence and Driving While Intoxicated (DUI/DWI) Investigations Program. AIN administers the DUI/DWI program, which ensures the safety and security in air commerce and, if necessary, removes from navigable airspace those pilots who demonstrate an unwillingness to comply with certain safety regulations. j. Common Identification Standard (CIS) Program. This program covers the spectrum of activities to comply with and take maximum advantage of the new federal CIS. By Presidential Order (HSPD-12) the federal government is adopting a government-wide CIS. Implementing guidance from OMB and technical specifications issued by NIST, pursuant to the Presidential Order require both the creation of new technical systems and changes in business practice for all elements of the FAA with respect to: (1) Verifying employee and contractor identity, (2) Increased and standardized criteria for background investigations on all employees and contractor personnel, (3) A significantly

greater emphasis on maintaining the integrity of the initial employee identification and investigation process, requiring additional information being provided by the affected individuals and more direct contact between contractors and employees, on one hand, and professional security specialists on the other, (4) Development and deployment of a system to create and deliver new standardized identification media (cards) embodying advanced "smart card" technology to recipients. (5) Provisioning of these cards to make possible improvements in protection of personal privacy information, more effective and efficient physical facility security and data system cyber security - and potentially to achieve cost savings through automation of security control processes and efficiency gains through improved ability to use the new cards to allow the authorized cardholders to more easily access required data systems while at the same time restricting access to the facilities and systems to which the individuals require access. k. Computer/Digital Forensics Program. This program develops and provides policy for forensic analysis support on computers and other digital media. Support is provided for investigations conducted under the Investigations Program and LOBs conducting management inquiries.

Core Business Activity: Internal Security - Facility Security Management Program

ASH will conduct formal reviews of the SSEs implementation of their Facility Security Management Program (FSMP). ASH will work with ATO/AJW-2500 (formerly ATO-W) during the process of implementing protective measures at FAA facilities. ASH will improve the FAA incident reporting procedures.

Targets:

Activity Target 1: Conduct three regional program evaluations of facility security programs. One will be done by March 31, 2007, and an additional two by September 30, 2007.

Activity Target 2: Develop a web-based incident reporting system for use by FAA personnel by July 31, 2007.

Activity Target 3: Revise existing incident reporting data and develop methodologies to improve existing trend analysis capabilities on all reportable incidents by July 31, 2007.

Core Business Activity: Internal Security - Policy

ASH will develop, update, and issue national security policy as required.

Targets:

Activity Target 1: 1600.69, FAA Facility Security Management Program Policy Memos, June 30, 2007.

Activity Target 2: Rewrite of 1600.38, Employee and Other Internal Security Investigations, submitted for coordination by March 31, 2007.

Core Business Activity: Internal Security - ID Media

ASH shall continue to develop and implement the Common Identification Standard as instituted by Homeland Security Presidential Directive -12 (HSPD-12) agency wide in accordance with standards developed. ASH shall provide guidance and oversight on the issuance of FAA credentials.

Targets:

Activity Target 1: Develop the infrastructure required and issue compliant ID cards by October 26, 2006.

Activity Target 2: Deploy new IMS station equipment to six regional/center security divisions, convert data from legacy system as appropriate and provide training of local personnel to operate the equipment by March 31, 2007. By September 20, 2007, complete deployment to five additional regional/center offices and DOT Headquarters.

Activity Target 3: By August 31, 2007, Provide required information and documentation to the CIS IDMS C&A evaluation entity (NAS Defense Group) sufficient to make it possible for that entity to make a recommendation concerning the granting of at least temporary authorization to operate the CIS IDMS & PIV-2 Card Issuing system.

Activity Target 4: Issue revised final IDMS technical requirements document (Version 3.3) on proposed FAA/DOT IDMS system by December 1, 2006.

Activity Target 5: Issue draft FAA/DOT CIS Business Process Change Requirements Document for Comment by FAA Lines of Business and DOT Operating Administrations by December 30, 2006.

Activity Target 6: Submit for internal coordination, draft Reimbursement agreements with other DOT OA's to provide mechanism for reimbursement of FAA for CIS, IDMS and PIV-2 card services during FY 2008 by September 30, 2007.

Activity Target 7: Complete analysis of existing FAA orders and authoritative sources of guidance by December 15, 2006, and establish a schedule for the drafting of additional guidance as needed.

Activity Target 8: Stand up initial Phase I PIV enrollment and issuing activities at FAA and DOT headquarters and two regions/centers within 120 days of receipt of adequate FY 2007 funding or 60 days following provision of all required equipment and services by contracted vendors -- whichever is later. Stand up remaining Phase I enrollment and issuing activities by September 30, 2007.

Activity Target 9: Initial Draft Phase II Deployment Plan to ATO for comment by April 30, 2007.

Activity Target 10: Deploy initial card holder orientation material and prototype sponsor training packages and implement online training and training certificate issuance to prospective card holders before activation of major card issuing activities.

Core Business Activity: Internal Security - TSCM Surveys and Inspections

ASH will conduct Technical Surveillance Countermeasures surveys and inspections to determine compliance with FAA Order 1600.12.

Targets:

Activity Target 1: Conduct 5 TSCM surveys or inspections by September 30, 2007.

Core Business Activity: IG and other Audit Action Items

ASH will track the progress of IG and other audit action items identified as a result of audits involving the FAA Facility Security Management Program.

Targets:

Activity Target 1: Track progress of ATO/ASH security improvement action items in response to the weaknesses identified by DOT IG or other audits. Develop a corrective plan of action within 30 days of notification that an improvement action item requires modification or a change to the scheduled implementation.

Core Business Activity: Prepare documentation to propose Joint Resource Council (JRC) re-baselining of funding for updated security requirements.

ASH will prepare documentation needed to formally present a request to the JRC for re-baselining funding in support of the new protective measures required by the update of FAA Order 1600.69, FAA Facility Security Management Program.

Targets:

Activity Target 1: Prepare documentation needed for a funding rebaselining request to the JRC that supports the new protective measures required by the update of FAA Order 1600.69, FAA Facility Security Management Program, by August 1, 2007.

Core Business Activity: Investigations - Program Evaluations and QA Reviews

ASH will conduct personnel security program and investigations program evaluations and quality assurance reviews.

Targets:

Activity Target 1: Conduct two regional personnel security program evaluations. One evaluation will be completed by the second quarter FY 07; the second evaluation will be completed by the end of the fourth quarter, FY 07.

Activity Target 2: Conduct two personnel security program quality assurance reviews. One review will be completed by

the second quarter FY 07; the second review will be completed by the end of the fourth quarter, FY 07.

Activity Target 3: Conduct two regional investigations program quality assurance reviews by September 30, 2007.

Core Business Activity: Internal Security - COMSEC and Classified Program

Inspections

ASH HQ SSE will conduct Communications Security (COMSEC) inspections on each monitor account and each HQs account to determine their compliance with FAA Order 1600.8E, and National Security Agency (NSA)/United States Air Force (USAF) directives. ASH will also establish and implement methodologies to conduct formal reviews of the Servicing Security Elements (SSEs) implementation of their COMSEC and Classified/Sensitive Unclassified Information (C/SUI) programs.

Targets:

Activity Target 1: Conduct 14 COMSEC inspections at FAA facilities by September 30, 2007. This activity target shall be measured against the completion of all COMSEC inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2006 - 3 inspections completed
March 31, 2007 - 7 inspections completed
June 30, 2007 - 11 inspections completed
September 30, 2007 - 14 inspections completed

Activity Target 2: Conduct 27 classified information inspections at FAA facilities by September 30, 2007. This activity target shall be measured against the completion of all Classified Information Program inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2006 - 5 inspections completed
March 31, 2007 - 12 inspections completed

June 30, 2007 - 20 inspections completed
September 30, 2007 - 27 inspections completed

Core Business Activity: Investigations - Allegations of Misconduct

ASH will investigate all allegations of misconduct by FAA employees and contractors.

Targets:

Activity Target 1: Complete 95% of investigations with a potential impact on safety within 30 work days, excluding those prolonged for reasons beyond the investigator's control.

Activity Target 2: Complete 95% of Accountability Board investigations within 30 work days, excluding those prolonged for reasons beyond the investigator's control.

Activity Target 3: Complete 95% of investigations based upon Department of Transportation, Office of Inspector General Hotline complaints, Safety Hotline complaints and Administrator's Hotline complaints within 30 work days, excluding those prolonged for reasons beyond the investigator's control.

Core Business Activity: Investigations - Background Investigations.

ASH will conduct background investigations on FAA employees and contractors. In FY07, ASH will continue to measure progress made in reducing the time it takes to process background investigations from 14 days to 10 days.

Targets:

Activity Target 1: Contractor fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results.

Activity Target 2: Contractor background investigations will be adjudicated, on average, within 30 days of the closing date of the OPM investigation.

Activity Target 3: Employee fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results.

Activity Target 4: Comply with the OPM mandate that 80% of employee national security background investigations will be adjudicated within 30 days of the closing date of the OPM investigation.

Activity Target 5: Name checks on all foreign visitors will be initiated, on average, within 5 days of receipt from API.

Core Business Function: Compliance Function - Hazardous Materials

The Office of Hazardous Materials (ADG) has three major programs. a. Technical Leadership and National Guidance for Inspectional Workforce. The Office of Hazardous Materials (ADG) directs the operational and regulatory work of subordinate headquarters staff. ADG develops the hazardous materials strategic goals and annual work plan targets for the nation and serves as the principal technical liaison to the inspectional workforce. ADG also serves as the principal hazardous materials advisor to the Security and Hazardous Materials Training Staff. b. Hazardous Materials Support and Coordination. ADG provides support or coordination in the following areas: - Certification, review, and approval of air carrier hazardous materials training programs; - Coordination of national surveillance efforts of airlines, shippers and aviation repair stations as described in the regional work plan; - Coordination and review of airport emergency plans; - Support of National Transportation Safety Board investigations and coordination of recommendations; - Coordination of legal enforcement activities having national impact; - Coordination of press release information; and, - Coordination of international dangerous goods issues affecting aviation. In addition, ADG provides support to FAA's Office of Flight Standards, Office of Airport Safety and Standards, Office of Chief Counsel, Office of International Aviation, the Office of Accident Investigations, the Department of Transportation, and the National Transportation Safety Board in a number of areas involving the safe transportation of hazardous materials. c. Regulatory and Policy Development. The Office of Hazardous Materials serves as the principal aviation policy advisor to the DOT Pipeline and Hazardous Materials Safety Administration (PHMSA) and is responsible for managing FAA's hazmat rulemaking efforts. ADG represents FAA as an advisor to the US

delegation to the International Civil Aviation Organization (ICAO) Dangerous Goods Panel of experts. ADG also serves as the principal liaison to the International Air Transport Association's Dangerous Goods Committee. This office ensures policy coordination regarding air transportation issues with the United States Postal Service and the Department of Defense and serves as a member of the Michigan State University's Packaging Consortium and coordinates policy guidance with the American Society of Testing Materials.

Core Business Activity: Hazardous Materials - Automated Outreach

ASH will respond to actionable airline passenger hazmat discrepancy reports through automated outreach.

Targets:

Activity Target 1: Monitor regional compliance with goal of responding to 80% of actionable airline passenger hazmat discrepancy reports through automated outreach.

Core Business Measure:

Crisis Management and Contingency Planning

During FY07, ASH will develop a performance measure to assess its success in meeting its Crisis Management and Contingency Planning core business measure.

Core Business Function: Crisis Management and Contingency Planning Function

The Office of Emergency Operations and Communications (AEO) contains six major program areas: a. Emergency Operations Team. The Emergency Operations Team is responsible for providing national-level policy guidance regarding emergency preparedness and response. This is accomplished through the publication of national directives and the Crisis Management Handbook (and the Standard Operating Guidelines contained within), regular educational and planning sessions with Headquarters Emergency Planning personnel, participation in exercises simulating emergency conditions, and liaison with the emergency preparedness and response community outside

the FAA. Additionally, the Emergency Operations Team prepares situation reports (SITREPS) to advise senior management and emergency planning personnel of any significant events that may have an adverse impact on the National Airspace System (NAS). The Emergency Operations Team also provides support to the Washington Operations Center Complex and the Regional Emergency Transportation Coordinators/Regional Emergency Transportation Representatives (RETCOs/RETREPs). b. Continuity of Operations (COOP) Team. The Continuity of Operations (COOP) Team is responsible for providing national-level policy guidance regarding FAA COOP through the publication of national directives. The COOP team provides COOP cadre management, notifications and training, along with providing COOP guidance to FAA regional facilities. Additionally, the COOP team provides COOP facility management, to include non-secure and secure communications to ensure command and control over the FAA, and sufficient logistical support to sustain operations at the Level 3 facility for over 30 days. c. Command and Control Communications (C3) Division. The C3 Division is responsible for planning, purchasing, testing and fielding all contingency communications equipment and classified messaging equipment for use by FAA personnel. The C3 Division has the overall responsibility for the national Very High Frequency/Frequency Modulated (VHF/FM) radio network, the transition from the Automatic Digital Network (AUTODIN) to the Defense Message System (DMS), upgrading the current FAA Emergency Satellite Telephone Network equipment, Command and Control cellular telephones, the national High Frequency (HF) radio network, and the Communications Support Teams (CST), including technical training on these systems. The C3 Division provides technical expertise to FAA's national COOP facilities, and maintains response vehicles for the Emergency Operations Division. d. Washington Operations Center Complex (WOCC). WOCC responsibilities include maintaining command, control and communications (C3) for the Administrator, Deputy Administrator, senior FAA management, and the entire agency 24 hours a day/seven days per week, and during emergency operations. The WOCC is in continuous communications with FAA field elements, other government agencies and the aviation industry to ensure FAA officials have immediate access to information critical to managing events

having an impact on the NAS and the FAA, including natural disasters and Incidents of National Significance. The WOCC accomplishes its duties through the use of multiple redundant communications systems including a computer based paging system, a computer based teleconferencing system, Very High Frequency/Frequency Modulated (VHF/FM) radio, Automatic Digital Network (AUTODIN), Defense Messaging System, and secure communications capability. The WOCC maintains portable assets in order to ensure continuity of operations and communications, should events require the evacuation of the FAA Headquarters building. The staff supplements the Continuity of Operations (COOP) Team and assists with COOP cadre management, notifications and training, along with providing COOP guidance to FAA regional facilities. e. Business Management/COMSEC/Security Team. The Emergency Operations Division's Business Management/COMSEC/Security (BCS) Team is responsible for COMSEC Management and Operations within the Division, including establishing policy, providing training and ensuring continued maintenance on all secure telephone and secure facsimile equipment nation-wide. The small purchase credit card program and the national bi-monthly satellite exercise program are also responsibilities of the BCS. The team also manages internal technical support contracts, the AEO operations budget, all office functions, and administrative cellular telephones, pagers and keys. Additionally, the BCS team coordinates AEO training requirements, human resource issues, and personnel security. f. National Security Coordination Division. The NSCD is responsible for facilitating information sharing/gathering with a broad set of Communities of Interests (COI's) - between FAA, with DOT, DHS component agencies, the National Intelligence Community, DOD and law enforcement agencies. This position directly supports all FAA LOB's needs in identifying intelligence requirements, obtaining information to address gaps impacting U.S. aerospace interests and the safety of the airspace/air domain. This office is given primary responsibility by the Administrator's office to serve as the focal point for all federal, state and local agency requests for FAA support to National Command Authority (NCA) and counternarcotics missions. The NSCD approves, coordinates and oversees FAA support of overt, covert and clandestine counterterrorism, counternarcotics and

counterintelligence activities conducted by intelligence community (IC), Department of Defense (DOD) and law enforcement (LE) agencies. This office oversees the construction and certification of Sensitive Compartmented Information Facilities (SCIF) within the FAA, as well as the use, storage and handling of Sensitive Compartmented Information, other intelligence products, and sensitive information over which special access controls are exercised. Additionally, the NSCD serves as the liaison for technical requests from IC and LE agencies for national airspace systems (NAS) and data, as well as oversees the participation by FAA in the El Paso Intelligence Center (EPIC) to insure that FAA (Air Traffic and Flight Standards) supplied data is provided efficiently and effectively to both LE and IC entities and other approved recipients. The NSCD also provides SCIF space, logistical and classified telecommunications systems support to the Department of Transportation's Office of Intelligence & Security.

Core Business Activity: AEO - Planning, Preparation and Response for Incidents of National Significance

ASH will ensure a national emergency operations plan and structure exists to support national and regional operations during any Incidents of National Significance (natural or technological disasters, terrorism incidents, wide-spread communications outages, etc.) and to provide national level management, training, exercises and policy guidance regarding emergency preparedness and response.

Targets:

Activity Target 1: Perform Emergency Event Coordinator duties as required in accordance with FAA Order 1900.1, as amended.

Activity Target 2: Participate in interagency exercises as scheduled by DOD, DHS, or other governmental agencies.

Activity Target 3: Ensure Situation Reports are published during significant events that actually or potentially impact the NAS.

Activity Target 4: Provide overall management and train cadre members and provide adequate appropriately

cleared staffing for a 24/7 on-call schedule for the Department of Transportation's Crisis Management Center. Begin notification of FAA cadre members within 30 minutes of initial request for deployment.

Activity Target 5: Conduct at least one headquarters senior leadership tabletop exercise related to pandemic preparedness and response by July 31, 2007.

Core Business Activity: AEO - Command and Control Communications

ASH will ensure the availability of command and control communications support to the Washington Operations Center Complex and regional entities, by planning, procuring, engineering, designing, testing, implementing/fielding command and control communications, including classified messaging equipment, FAA-wide. Funding identified for these activities does not include non administrative C3 operational budget. In FY07, this amount is estimated to be \$1.2M.

Targets:

Activity Target 1: Provide National Communications System (NCS) Government Emergency Telecommunications Service (GETS) cards and training to FAA Headquarters Senior Executives and to persons identified with emergency essential functions. Process applications for GETS cards within 2 business days of request.

Activity Target 2: Conduct national bi-monthly satellite exercises to ensure continued system viability, and arrange for maintenance and repair as required. Target dates are as follows:

November 30, 2006,
January 31, 2007,
March 31, 2007,
May 31, 2007,
July 31, 2007,
September 30, 2007

Activity Target 3: Continue to maintain the National Communications System (NCS) Wireless Priority Service (WPS) cellular system within FAA. Process applications for WPS within 2 business days.

Activity Target 4: Participate in Tidal Globe secure communications tests as required.

Core Business Activity: AEO - Continuity of Operations

ASH will ensure that viable continuity of operations facilities and procedures, to include communications and logistics, are continually available and regularly exercised through readiness exercises and training, maintaining continual facility operational capability, and COOP Cadre management.

Targets:

Activity Target 1: Test the COOP cadre notification system at least quarterly. Target dates are: December 31, 2006; March 31, 2007; June 30, 2007; and September 30, 2007.

Activity Target 2: Conduct at least four COOP Cadre Training meetings or Advance COOP exercises per year. Target dates are: December 31, 2006; March 31, 2007; June 30, 2007; and September 30, 2007.

Core Business Activity: AEO - Communications Security and INFOSEC Management

ASH will ensure that Division and supporting personnel have adequate access to and training in the operation of secure communications equipment by providing national level management, training and policy guidance on the FAA-wide secure voice and facsimile program, and support various classified programs.

Targets:

Activity Target 1: Provide support to the Secure Voice portion of the COMSEC training course, both in course development and instruction, as required.

Core Business Activity: AEO - Sensitive Compartmented Information (SCI) Control Systems Program Order

ASH will write a Sensitive Compartmented Information (SCI) Control Systems Program Order.

Targets:

Activity Target 1: Submit final SCI order for AOA-1 signature - June 15, 2007.

Core Business Activity: AEO - Crisis Response and Notification Requirements

ASH will conduct a revalidation of the Lines of Business (LOB) crises response and notification requirements and will support Agency LOBs in responding to Incidents of National Significance and major events affecting the FAA and the NAS.

Targets:

Activity Target 1: Poll all LOBs quarterly for changes to notification requirements. Target dates for request for updates are December 1, 2006; March 1, 2007; June 1, 2007; September 1, 2007. All requested updates will be made within 10 calendar days.

Activity Target 2: Provide familiarization training on the Emergency Event Coordinator position for all LOBs assigned surge positions in the WOCC. Familiarization training will be provided to all LOBs by September 30, 2007.

Core Business Activity: AEO - Washington Operations Center Complex (WOCC)

In support of the Administrator, Deputy Administrator, senior FAA management, and the entire agency, 24 hours a day/seven days per week and during emergency operations, the WOCC will conduct the following activities during FY 2007:

Targets:

Activity Target 1: Publish WOC DMS standard operating procedures by January 30, 2007.

Activity Target 2: Transfer all unclassified message traffic processing from AUTODIN to DMS by June 30, 2007.

Activity Target 3: Conduct a relocation exercise each quarter to improve response time and ensure continuity of operations in the WOCC functions at the relocation facilities. Exercises will include the transfer of communications to the WOCC back up facility, ASW ROC. One exercise

will include the transfer of communications to a C-ROC (other than ASW ROC) to act as the WOCC back-up facility.

Activity Target 4: WOCC personnel will visit at least two area operations centers for familiarization tours; and the WOC will provide briefings and tours to representatives of two area operation centers. A visit or tour will be conducted each quarter.

Activity Target 5: Conduct "Incident Reviews" with employees to ensure operational readiness and operational proficiency are maintained. Incident reviews with 50% of employees will be conducted prior to May 31, the remaining 50% will be completed by September 30, 2007.

Activity Target 6: Publish WOCC Operations Officer Standard Training Plan. Target date September 30, 2007.

Activity Target 7: Support ARC in the development and deployment of the C-ROC Project. Support will be provided as requested and will include WOCC participation in C-ROC exercises, and documentation and training to C-ROCs in the area of providing emergency back-up to the WOCC.

Activity Target 8: Provide monthly statistical data on WOCC operations.

Core Business Measure:

Field Operations

During FY07, AHS will develop a performance measure to assess its success in meeting its Field Operations core business measure.

Core Business Function: Hazardous Materials Regional Implementation

Hazardous Materials agents assigned to Regional Security Divisions conduct inspections of shippers of hazardous materials that were identified during routine air carrier assessments; shippers of hazardous materials by air that have been prioritized into risk-based categories using information shared with all DOT modal

administrations; air carriers that ship hazardous materials by air; and repair stations that ship hazardous materials by air.

Core Business Activity: Hazardous Materials - Inspection Efforts

ASH will conduct inspections of - - shippers of Hazardous Materials that were identified during routine air carrier assessments - shippers of hazardous materials by air that have been prioritized into risk-based categories using information shared with all DOT modal administrations - air carriers that ship hazardous materials by air - repair stations that ship hazardous materials by air In FY07, ASH will continue to measure progress made in reducing the time it takes to process Enforcement Investigative Reports (EIRs) in field offices from 120 days to 90 days.

Targets:

Activity Target 1: Conduct 6,708 shipper and repair station assessments by September 30, 2007. Shipper assessments include those against prioritized shippers, airfreight forwarders, and indirect air carriers as well as those identified based on actual cargo that has been accepted and/or transported. Repair station assessments are planned based on information collected from air carriers during a comprehensive assessment.

This activity target shall be measured against the completion of all shipper and repair stations by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2006 - 1,677 inspections completed

March 31, 2007 - 3,354 inspections completed

June 30, 2007 - 5,031 inspections completed

September 30, 2007 - 6,708 inspections completed

Activity Target 2: Conduct 3,096 air carrier station inspections by September 30, 2007. This also includes off-airport assessments where the 375 day file has

been reviewed.

This activity target shall be measured against the completion of all air carrier station inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2006 - 774 inspections completed

March 31, 2007 - 1,548 inspections completed

June 30, 2007 - 2,322 inspections completed

September 30, 2007 - 3,096 inspections completed

Core Business Activity: Hazardous Materials - Outreach Efforts - Critical Commodities

ASH will better educate the public, industry, and carriers in the safe transportation of Hazardous Materials by air.

Targets:

Activity Target 1: Each Regional Division Manager shall submit an outreach plan by November 1, 2006. The plan will include regional outreach activities concerning the five national and two regional critical commodities. These are: Oxygen generators, flammable gas torches/lighters, all types of batteries, all types of gasoline-powered devices, fireworks, and at least two regionally selected commodities.

Activity Target 2: Conduct 774 outreach efforts to shippers of critical hazmat commodities by September 30, 2007.

This activity target shall be measured against the completion of all outreach visits by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2006 - 193 outreach visits completed

March 31, 2007 - 387 outreach visits completed

June 30, 2007 - 580 outreach visits completed

September 30, 2007 - 774 outreach visits completed

Core Business Activity: Hazardous Materials - Automated Outreach Implementation

ASH will respond to actionable airline passenger hazmat discrepancy reports through automated outreach.

Targets:

Activity Target 1: Respond to 80% of actionable airline passenger hazmat discrepancy reports through automated outreach.

Core Business Activity: Hazardous Materials - AVSED Support

ASH will support Aviation and Space Education (AVSED) Outreach Programs.

Targets:

Activity Target 1: Working in collaboration with the Aviation and Space Education (AVSED) Outreach Programs, ASH will support AVSED by participating in four events that educate the public on safe transportation of hazardous materials by air by September 30, 2007.

Core Business Function: Internal Security and Investigations Regional Implementation

The Office of Field Operations provides internal security services including facility security inspections, assessments and liaison, personnel security suitability and background investigations, and administrative investigations to regional management officials.

Core Business Activity: Field Operations - Facility Security Management Program

Regional and Center SSEs will conduct facility security assessments and inspections at FAA staffed facilities to determine status of the facility security management program and

compliance with FAA Order 1600.69. Regional Facility Security Specialists will work with ATO/AJW-2500 during the process of implementing protective measures at FAA facilities.

Targets:

Activity Target 1: Conduct 33 facility security assessments at FAA facilities by September 30, 2007.

This activity target shall be measured against the completion of all facility security assessments by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2006 - 8 assessments completed

March 31, 2007 - 8 assessments completed

June 30, 2007 - 8 assessments completed

September 30, 2007 - 9 assessments completed

Activity Target 2: Conduct 244 facility security inspections at FAA facilities by September 30, 2007.

This activity target shall be measured against the completion of all facility security inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2006 - 61 inspections completed

March 31, 2007 - 122 inspections completed

June 30, 2007 - 183 inspections completed

September 30, 2007 - 244 inspections completed

Core Business Activity: Internal Security - COMSEC and Classified Program Inspections

AHS Regional Security Agents will conduct Communications Security (COMSEC) inspections at FAA facilities to determine their compliance with FAA Order 1600.8E, and National Security Agency (NSA)/United States Air Force (USAF) directives. AHS Regional Security Agents will also inspect all areas that store classified national security information to determine compliance with FAA Order 1600.2 and other applicable directives.

Targets:

Activity Target 1: Conduct 34 COMSEC inspections at FAA facilities by September 30, 2007.

This activity target shall be measured against the completion of all COMSEC inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2006 - 10 inspections completed

March 31, 2007 - 20 inspections completed

June 30, 2007 - 30 inspections completed

September 30, 2007 - 34 inspections completed

Activity Target 2: Conduct 47 classified information inspections at FAA facilities by September 30, 2007.

This activity target shall be measured against the completion of all Classified Information Program inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2006 - 12 inspections completed

March 31, 2007 - 25 inspections completed

June 30, 2007 - 38 inspections completed

September 30, 2007 - 47 inspections completed

Core Business Activity: Investigations - Voluntary Compliance of Pilots with DUI Rule

AHS Regional Security Agents will conduct outreach activities and awareness briefings in conjunction with the FAA Registry to educate the pilot community on the DUI program.

Targets:

Activity Target 1: Conduct ten briefings on the Driving Under the Influence (DUI) program by September 30, 2007.

Activity Target 2: Ensure that no more than 3% of Airman DUI cases are returned due to staleness excluding those returned for reasons beyond FAA control.

Core Business Activity: Investigations - Background Investigations

AHS Regional Security Agents will conduct background investigations on FAA employees and contractors. In FY07, ASH will continue to measure progress made in reducing the time it takes to process background investigations from 14 days to 10 days.

Targets:

Activity Target 1: Contractor fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results.

Activity Target 2: Contractor background investigations will be adjudicated, on average, within 30 days of the closing date of the OPM investigation.

Activity Target 3: Employee fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results.

Activity Target 4: ASH will comply with the OPM mandate that 80% of Employee national security background investigations will be adjudicated within 30 days of the closing date of the OPM investigation.

Activity Target 5: ASH will reduce the time it takes to process background investigations from 14 days to 10 days.

Core Business Activity: Investigations - Allegations of Misconduct

ASH will investigate all allegations of misconduct by FAA employees and contractors.

Targets:

Activity Target 1: Complete 95% of all investigations with a potential impact on safety within 30 work days, excluding those prolonged for reasons beyond the investigator's control.

Activity Target 2: Complete 95% of all Accountability Board investigations within 30 work days, excluding those prolonged for reasons beyond the investigator's control.

Activity Target 3: Complete 95% of all investigations based upon Department of Transportation, Office of Inspector General Hotline complaints, Safety Hotline complaints and Administrator's Hotline complaints within 30 work days, excluding those prolonged for reasons beyond the investigator's control.

Core Business Activity: Investigations - Airmen and Aircraft Investigations

ASH will conduct regulatory investigations on all airmen and aircraft involved in illegal drug activity or in threatening National Security by using the National Airspace System to commit criminal acts.

Targets:

Activity Target 1: Initiate regulatory investigations on 95% of all airmen involved in sale or distribution of illegal drugs within 30 days of knowledge of a conviction or notification by law enforcement.

Activity Target 2: Initiate regulatory investigations on 95% of all aircraft involved in illegal activity within 30 days of knowledge of that activity.

Core Business Activity: Investigations - Law Enforcement Support

ASH will support law enforcement investigations involving airmen and aircraft.

Targets:

Activity Target 1: Liaison with Federal, State and local law enforcement agencies

in each State semi-annually.

Activity Target 2: Conduct ramp inspections in each State semi-annually.

Activity Target 3: In all participating states, conduct annual state prison matches for all certificate holders convicted on drug charges.

International Leadership

As stated in the FAA Flight Plan, the FAA is 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. The Office of Security and Hazardous Materials is committed to providing intellectual support in the form of technical expertise in the areas of safety and security. We are committed to working with our international partners to focus our experience, expertise, and new technology in order to create a safer and more secure global airspace.

A description of the activities and performance targets ASH will complete in support of the FAA Flight Plan goal of International Leadership is listed below.

Flight Plan Performance Target:

Aviation Safety Leadership

Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011. FY07 Target: Assist China in implementing at least seven of the mutually agreed upon safety enhancements to China's aviation system in FY 2007. This supports China's efforts to reduce fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012.

Strategic Initiative: Presidential Safety Programs

Implement civil aviation safety programs to support the Administration's initiatives.

Strategic Activity: International Dangerous Goods Courses

ASH will deliver international dangerous goods

courses on regulations of shipping hazardous materials by air transportation.

Targets:

Activity Target 1: ASH will deliver international dangerous goods courses when requested by AIA and a sufficient number of students are enrolled.

Strategic Initiative: Reduce Differences With ICAO SARPs

Reduce the number of filed U.S. differences with the ICAO Standards and Recommended Practices (SARPs) and provide leadership in developing new SARPs, including those associated with the ICAO Universal Safety Oversight Audit Program (USOAP) review of the U.S. in FY 2008.

Strategic Activity: ASH Support of USOAP

The Office of Hazardous Materials supports and participates in the ICAO Universal Safety Oversight Audit Program (USOAP).

Targets:

Activity Target 1: ADG will participate with the ICAO USOAP during FY 07.

Core Business Measure:

ASH Support for International Committees and Panels on Hazardous Materials

During FY07, ASH will develop a performance measure to assess its success in meeting its support for Hazardous Materials related International Committees and Panels core business measure.

Core Business Function: ASH Support for International Committees and Panels

ASH Support for International Committees and Panels

Core Business Activity: International Committees and Panels

ASH will support DOT's participation in two UN subcommittee meetings on the transportation of dangerous goods. ASH will serve as aviation advisor to two ICAO dangerous goods panels.

Targets:

Activity Target 1: Participate in two UN subcommittee meetings on the transportation of dangerous goods by July 31, 2007.

Activity Target 2: ASH will participate in two ICAO dangerous goods panels by September 30, 2007.

Organizational Excellence

To achieve the ambitious goals outlined in the Flight Plan, the FAA must become nothing less than a world-class organization. This will require strong leadership, performance-based management, and improved fiscal responsibility.

As we accomplish our mission, providing quality service that is responsive to our customers within the FAA and industry will be our standard. Our organization will continue to operate with integrity while being mission-focused, high-performing, and extremely dedicated. We are proud to be a part of the FAA family and will strive to ensure the FAA and the ASH organization are successful in accomplishing its mission.

The Office of Security and Hazardous Materials (ASH) has both lead and supporting roles for the initiatives under the Organizational Excellence goal.

A description of the activities and performance targets ASH will complete in support of the FAA Flight Plan goal of Organizational Excellence is listed below.

Flight Plan Performance Target:

Employee Attitude Survey

Increase the score of the Employee Attitude Survey measure for the areas of management effectiveness and accountability by at least 5 percent, over the 2003 baseline of 35 percent by FY 2010. FY07 Target: 38%

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management. (LEAD is

Center for Early Dispute Resolution - CEDR)

Strategic Activity: Support for the Center for Early Dispute Resolution

ASH will support the Center for Early Dispute Resolution (CEDR). This support may include providing resources to develop, sustain, and expand the CEDR in order to ensure the success of the initiative.

Targets:

Activity Target 1: Provide one or more opportunities for the CEDR Executive Director to speak to ASH employees about CEDR services.

Activity Target 2: Provide opportunity for ASH managers to receive training in conflict management.

Activity Target 3: Provide information on conflict management resources to 80% of ASH workforce.

Strategic Initiative: Security Measures

Provide our employees with a secure environment by identifying measures to protect our employees, our facilities, and our critical infrastructure.

Strategic Activity: Facility Security Accreditation

ASH will issue accreditation certification to facilities that have met the security requirements contained in FAA Order 1600.69, Facility Security Management Program.

Targets:

Activity Target 1: Validate the implementation of security measures at FAA facilities and accredit 90% of facilities within 15 days of all findings being verified as closed.

Flight Plan Performance Target:

ATC Staffing Plan

Maintain the air traffic control workforce at or up to 2% above the projected annual totals in the Air Traffic Controller Workforce Plan. FY07 Target: 0-2% above target

Strategic Initiative: ATC Workforce Plan

Implement the hiring, training, staffing analysis, and management recommendations of the Air Traffic Controller Workforce Plan to support FAA's safety mission and meet external stakeholder requirements. Update and report annually on agency progress.

Strategic Activity: ASH Support of ATC Workforce Plan

ASH will support the hiring activities identified in the ATC Workforce Plan by completing suitability and background investigations as required.

Targets:

Activity Target 1: ASH will conduct suitability and background investigations to support the ATC Workforce plan as required.

Flight Plan Performance Target:

Crisis Response

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

Strategic Initiative: Web-based Emergency Operations Tools

Develop web-based emergency operation information-sharing tools that create a common operational picture and support effective decision making. The 9/11 attacks, recent natural disasters (e.g., Hurricane Katrina in 2005), and security events in National Airspace System (NAS) have provided lessons-learned that continue to drive the FAA's efforts to further strengthen its crisis management capabilities. Core areas of focus include: - The need to develop and implement improved automation tools, which support enhanced real-time operational coordination; real-time, integrated use of sensor and flight data, as well as other pertinent data sources; and establishment of a common operational picture useful for crisis management. - The need to develop and implement improved automation tools, which leverage web portal and enterprise caliber database technologies, to enable improved sharing and analysis of data needed to maintain situational awareness and support effective, rapid decision-making.

Strategic Activity: ASH Efforts to Develop Emergency Operation Information Sharing

ASH will develop and implement web-enabled tools that incorporate the requirements of ATO and other partners to improve shared situational awareness and data analysis for emergency operations.

Targets:

Activity Target 1: By September 30, 2007, provide a web-based information sharing tool that provides situation reports (SITREP) that allows agency-wide and timely information on crisis events. Interim Milestone: Develop a prototype system by June 1, 2007.

Activity Target 2: By June 1, 2007, provide a web-based, secure network that enables the sharing of security and other emergency operations related data among FAA elements located in different parts of the country.

Strategic Initiative: Develop New Readiness, Decision-Making Framework and Response Performance Targets

By October 1, 2008, develop performance targets that measure improvement in three outcome areas: readiness; providing a framework for effective decision making, and effective response.

Strategic Activity: Develop Performance Targets for Crisis Response

ASH will develop a performance target(s) that effectively measures the agency's ability and success of improvement efforts to respond to crisis.

Targets:

Activity Target 1: By September 30, 2007, develop a baseline of agency's present readiness, decision-making, and response capabilities that will be used to establish performance measurements for FY 08. Interim Milestone: Conduct a teleCOOP exercise by May 30, 2007, to evaluate the agency's readiness, decision-making, and response.

Strategic Initiative: Improve Operational and Corporate Crisis Response Structures

Improve the use and functionality of operational and corporate crises response structures such as specialized hurricane coordination cells and continuity of operations programs. The FAA plays a very active role in responding to incidents and national disasters such as Hurricane Katrina in 2005, as well as security events involving the National Airspace System (NAS). The agency provides substantial aviation expertise and operational support through the National Response Plan's (NRP) established Emergency Support Function 1, Transportation (ESF-1), at the national, regional, and local levels as needed. The FAA also plans and implements, in coordination with the Department of Homeland Security (DHS) and other key partners, a broad spectrum of air navigation service related security measures (e.g., airspace restrictions and air traffic control intervention) to support national defense, homeland security, law enforcement, and other critical response efforts. In addition, the FAA also aims to quickly restore air navigation services and associated NAS facilities and systems that may be damaged or otherwise disrupted by disasters. The ability to provide effective control over these activities is essential to their successful functioning during crisis events.

Strategic Activity: ASH Improvement of Corporate Crisis Response Structures

ASH will continue to improve FAA continuity of operations programs used in times of crisis.

Targets:

Activity Target 1: By September 30, 2007, revise the teleCOOP appendix to FAA Order 1910.1 incorporating identified best practices. Interim Milestones: By May 30, 2007, conduct a teleCOOP exercise to assist in identifying best practices.

Flight Plan Performance Target:

Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives including, but not limited to: 10-15% savings for strategic sourcing for selected products and services; Consolidating facilities and services, such as service areas, real property management, and web services; 3% reduction in help desk operating costs through consolidations; Eliminating or

reducing obsolete technology; and \$15 million reduction in Information Technology operating costs. FY07 Target: 1 activity per organization and targeted savings.

Strategic Initiative: Cost Control Program

Implement line of business cost efficiency initiatives to reduce costs or improve productivity.

Strategic Activity: Working Capital Fund (WCF) - Security Services

ASH will work with DOT on identifying the most effective use of funds contributed by the FAA to the Working Capital Fund to obtain a cost savings. The Working Capital Fund contributes to pay for the following security services: - Personnel Security Functions - Personnel Security Processing Center - Building Security for the Orville and Wilbur Wright Federal Buildings - Other Security and Investigative Functions

Targets:

Activity Target 1: ASH will continue to report on a monthly basis the savings realized through negotiations with DOT on the utilization of resources for security services.

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 controlled flight; Research, Engineering, and Development (RE&D); Management Staff Efficiency Measure; Grant Administration Efficiency Measure.

Strategic Activity: Comprehensive measure of operating efficiency or financial performance

ASH will develop and then track and monitor a comprehensive efficiency measure that is indicative ASH mission requirements.

Targets:

Activity Target 1: Develop and submit to ABA for approval a comprehensive measure of ASH operating efficiency or financial performance by December 31, 2006.

Activity Target 2: Submit status reports of

comprehensive measure quarterly to ABA.

Core Business Function: ASH

Productivity Measure

ASH will continue to measure productivity with its Hazardous Materials business function.

Core Business Activity: Hazardous Materials Civil Penalty Cases

ASH will continue to achieve an increase in productivity through the reduction in the number of days it takes ASH to process civil penalty hazardous materials cases.

Targets:

Activity Target 1: Track field compliance with maintaining the average number of days it takes to transfer civil penalty hazardous materials cases to Legal Counsel at 90 days.

Flight Plan Performance Target:

Information Security

Achieve zero cyber security events that significantly disable or degrade FAA services. FY07 Target: 0

Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

Strategic Activity: Enable enterprise-wide conformance to IT Enterprise Architecture

ASH will work with AIO to update the infrastructure and application inventories and coordinate technical standards for non-NAS hardware and software where there are common requirements.

Targets:

Activity Target 1: ASH will update its infrastructure and application inventory by December 31, 2006.

Flight Plan Performance Target:

Customer Satisfaction

Increase agency scores on the American Customer Satisfaction Index, which surveys

Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business. 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. FAA Brand Identity Program signed by the Administrator September 2006. External mandates include the President's Management Agenda to Expand E-Government and Office of Management and Budget guidance, Policies for Federal Government Public Websites. The objective of this initiative is to make FAA's websites for the public and employees useful and have a consistent look and navigation.

Strategic Activity: ASH Standardization of Web Sites

ASH will begin to migrate web site templates to the national standard.

Targets:

Activity Target 1: Rehost the ASH Security Service Center Website to the national hosting center and ensure the template complies with the agency standard by March 15, 2007.

Flight Plan Performance Target:

Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, representing a cumulative 3 percent annual reduction from the FY 2003 baseline (3.12) set in the Safety, Health and Return to Employment (SHARE) Presidential Initiative. FY07 Target: 2.76

Strategic Initiative: Employee Safety and Health Program

Reduce workplace injuries to enhance FAA worker safety.

Strategic Activity: ASH Support for Employee Safety and Health Program

ASH managers will continue to distribute to

and discuss with employees information prepared and provided by AEE concerning the importance of safety in the workplace. To the degree that the information provided by AEE mentions opportunities for safety training, managers will continue to encourage appropriate staff, including appropriate managers, to participate in such training, provided the training is local and required no travel; on-line, computer-based instruction is preferred. To the degree that the information provided by AEE mentions the need to report all mishaps in the Safety Management Information System (SMIS), managers will fully acquaint themselves with the requirements of SMIS and take future action commensurate with those requirements.

Targets:

Activity Target 1: By April 30, 2007, continue the ASH action plan that places emphasis on safety training, accountability for unsafe actions, timely reporting of mishaps/incidents in SMIS, timely and accurate filing of injury and illness claim forms to HR, and workplace safety inspections.

Activity Target 2: ASH managers will complete assigned tasks within 60 days of ASH receipt of AEE materials.

Core Business Measure:

ASH Human Resources Management

During FY07, ASH will develop a performance measure to assess its success in meeting its Human Resources Management core business measure.

Core Business Function: ASH Human Resources Management

The Training and Workforce Resources Staff provides human resource guidance and procedures specific to Security and Hazardous Materials. Our goal is to ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. The staff oversees implementation of human resources policies within ASH, conducts workforce planning, and consults on reorganizations, recruitment and selection, pay administration, performance management,

awards and recognition, conduct and discipline issues, work schedules, and leave management. The staff is also liaison with ACR for implementation of model EEO programs within ASH.

Core Business Activity: Human Resource Management - Workforce Plans

ASH will complete workforce plans for mission critical positions.

Targets:

Activity Target 1: Update organizational workforce plans for mission critical positions.

Interim milestones:

- Update the ASH workforce plan by April 30, 2007.
- Participate on FAA Human Capital Planning Council quarterly.

Core Business Activity: Human Resource Management - Sick Leave Usage

ASH will monitor and attempt to reduce its organizational-wide sick leave usage to at or below the government average.

Targets:

Activity Target 1: By June 30, 2007, ASH will develop the methodology to monitor and report on sick leave use to determine the causes for and strategies to resolve the above average use rate.

Core Business Measure:

ASH Training

During FY07, ASH will develop a performance measure to assess its success in meeting its Training core business measure.

Core Business Function: ASH Training Function

The Training and Workforce Resources Staff is responsible for providing training and development for the ASH workforce, including technical training, professional development, and management development to supplement FAA corporate training programs from managers. Our goal is to ensure that the right people are in the right place at the right time

with the skill and knowledge to support the ASH mission. The staff designs, develops, and delivers technical training, provides access to training opportunities from non-FAA sources, manages the ASH training budget, and is responsible for amangement development programs within ASH. ASH-20 also provides training to all FAA organizations in Communications Security (COMSEC) and Secure Telephone Equipment (STE). Technical courses maintained for ASH employees include personnel security, facility security, investigations, and regulation of transportation of hazardous materials by air.

Core Business Activity: Training - Technical Training

ASH will deliver technical training for the ASH safety and security workforce.

Targets:

Activity Target 1: Provide Instructor Development training for Field Instructors by October 30, 2006.

Activity Target 2: Deliver Air Transportation of DG Basic Course by November 30, 2006.

Activity Target 3: Deliver an Investigations Workshop by June 30, 2007.

Activity Target 4: Deliver four COMSEC/STE courses for FAA by September 30, 2007. Interim milestones: One course by December 31, 2006; Second course by March 31, 2007; Third course by June 30, 2007; Fourth course by September 30, 2007.

Activity Target 5: Deliver five ATN Broadcasts by September 30, 2007. Interim milestones: One broadcast by December 31, 2006; Second broadcast by March 31, 2007; Third broadcast by June 30, 2007; Fourth and fifth broadcasts by August 31, 2007.

Activity Target 6: Provide access to FAA/ATO and NTSB courses for AEO specialists.

Activity Target 7: Provide access to FLETC courses related to ASH technical requirements.

Activity Target 8: Identify alternative training delivery strategies to adjust to ASH workforce demographics by January 31, 2007.

Activity Target 9: Develop Investigations Course for Hazmat Agents by September 15, 2007.

Core Business Activity: Training - Organization Development

ASH will provide professional development for the ASH workforce.

Targets:

Activity Target 1: Provide knowledge of situational leadership techniques to ASH workforce by June 30, 2007.

Core Business Activity: Training - Management Development

ASH will provide training opportunities to enhance managerial workforce skills.

Targets:

Activity Target 1: In addition to assuring ASH managers are enrolled in CMEL course in accordance with corporate requirements, ASH will market recommended courses to ASH managers to encourage enrollment.

Activity Target 2: Conduct Continuous Growth Program for new ASH managers by June 30, 2007.

Activity Target 3: Develop non-managerial employees for future management positions. Interim milestone: Complete redesign of MODEL program by June 30, 2007. Initiate second iteration of MODEL by September 30, 2007.

Core Business Activity: CIS Training and Orientation

The Common Identification Standard, CIS, is the program named to support development and deployment of the HSPD-12 federal ID card mandate. As this program is implemented through FY07 and beyond (see Compliance Core Business Measure under the Increased Safety Goal), training products must be designed and deployed to match the implementation schedule.

Targets:

Activity Target 1: Develop Initial CIS Orientation/training plan by January 30, 2007.

Activity Target 2: Develop prototype orientation/training packages by March 30, 2007.

Activity Target 3: Implement orientation/training to support activation of major card issuing activities.

Core Business Measure:

ASH Information Resource Management (IRM)

During FY07, ASH will develop a performance measure to assess its success in meeting its Information Resource Management (IRM) core business measure.

Core Business Function: ASH Information Resource Management (IRM) Function

The main objective of the IRM staff is to provide cost effective, secure enabling technology to support the ASH mission. AIN-500 has developed a state of the art web-based platform for hosting all of its data driven applications, effectively capturing, disseminating, and analyzing safety and security data. Program managers, hazmat inspectors, security investigators, facility inspectors, and support personnel are using integrated systems for planning, scheduling, capturing and tracking work programs, investigation results, and safety and security information. The ASH platform delivers anytime, anywhere access for all of its agents and employees whether they are at their desks, at home or on travel. This access is entirely secure from point to point and delivers data and reports in real-time. This platform has enabled ASH to become much more efficient in its operations as work loads can be spread around and it allows the individual employees to become more productive.

Core Business Activity: IRM - Host National Applications

ASH will provide a secure hosting platform for national systems.

Targets:

Activity Target 1: ASH will provide real time failover that provides 99.9% application availability 24 hours per day 365 days a year.

Activity Target 2: ASH will provide system availability report to system owners quarterly.

Core Business Activity: IRM - Desktop Support

ASH will establish standard base of performance for desktop support based on industry best practices.

Targets:

Activity Target 1: Respond to all critical and important service requests within an average of 15 minutes, during business hours.

Activity Target 2: Resolve all critical and important service requests within, on average, 4 business hours.

Activity Target 3: Replace 100% of outdated equipment that falls within the 4-year life cycle.

Activity Target 4: Adopt all standards established by the AIO office.

Core Business Activity: IRM - Requirements Gathering

ASH will determine the requirements and feasibility of systems.

Targets:

Activity Target 1: 100% of accepted requirements accurately describe the functionality.

Activity Target 2: Establish the origin or sponsor of all requirements and criteria for implementation verification.

Activity Target 3: Assign implementation priority to all requirements or components.

Activity Target 4: 100% of requirements accepted are technically feasible and within budget.

Core Business Activity: IRM - Networking Function

AIN-500 will provide external connectivity to the ASH desktop.

Targets:

Activity Target 1: Maintain 99% availability of network and resources during regular business hours.

Activity Target 2: Develop procedures for maintaining and updating user profiles within 1 workday of change by March 31, 2007.

Core Business Activity: IRM - IT Asset Management

AIN-500 will work to maximize the return on IT investments.

Targets:

Activity Target 1: All desktop equipment procurement will be centralized at headquarters level.

Activity Target 2: ASH will update the ASH asset management plan by June 30, 2007.

Activity Target 3: ASH will complete a cost effectiveness vs. return on investment analysis on all major acquisitions.

Activity Target 4: All IT devices (e.g., pagers, cell phones, and laptop computers) will be evaluated to maximize return on investment and increase productivity.

Core Business Activity: IRM - Computer/Digital Forensics

AIN-500 will administer a computer/digital forensics program.

Targets:

Activity Target 1: ASH will complete all accepted for support for computer/digital forensics within 15 days except those prolonged for reasons beyond the computer forensics specialists control.

Activity Target 2: ASH will provide monthly reporting to the ASH CIO of computer/digital forensics requests.

Activity Target 3: ASH will ensure training is available for all FG-334s on ASH standards for computer/digital forensics by December 31, 2006.

Core Business Activity: IRM - Developing Applications

ASH will support the ASH mission requirements and provide application development services.

Targets:

Activity Target 1: Ensure that all operational applications have a 99% or higher availability.

Activity Target 2: Ensure all new web applications are developed in .net environment.

Activity Target 3: Ensure consolidated lists of requirements for applications are shared with customers on a quarterly basis.

Core Business Activity: Evaluations - National Assessment and Strategic Planning Staff

ASH will annually review our customers' requirements to better align products and services.

Targets:

Activity Target 1: Conduct a complete evaluation of two major program areas by September 30, 2007 to better align our products and services. Interim Milestone: One evaluation will be completed by July 31, 2007.

Core Business Measure:

ASH Strategic Planning and Evaluations

During FY07, ASH will develop a performance measure to assess its success in meeting its Strategic Planning and Evaluations core business measure.

Core Business Function: ASH Strategic Planning and Evaluations Function

Evaluation of the progress and effectiveness of security activities within Security & Hazardous Materials has become increasingly important to stakeholders and decision makers who need to know how funded activities are contributing to the agency's critical mission and also to employees and managers who seek to continually improve processes to obtain better results. The Strategic Planning and Evaluation Staff conducts evaluations of ASH programs and the results are used to develop and enhance strategic planning efforts to assure the highest quality of service and commitment FAA makes to achieving results.