



**Federal Aviation
Administration**

NextGen

Fiscal Year 2015 Business Plan



FY2015 ANG-NextGen Business Plan

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The Office of NextGen (ANG) provides leadership in planning and developing the Next Generation Air Transportation System (NextGen). NextGen is a transformative change in the management and operation of how we fly, which will reduce delays, save fuel and lower carbon emissions. This comprehensive initiative integrates new and existing technologies, including satellite navigation and advanced digital communications. Airports and aircraft in the U.S. National Airspace System (NAS) will be connected to NextGen's advanced infrastructure and will continually share information in real time to improve air transportation's safety, speed, efficiency and environmental impacts. The combined initiatives that make up NextGen will provide a better travel experience.

Our programmatic structure is broken down into three tiers:

- 1) Building on our existing foundation and upgrading our automation infrastructure;
- 2) Transforming the system. This includes six programs: Automatic Dependent Surveillance Broadcast (ADS-B), Collaborative Air Traffic Management (CATM), System Wide Information Management (SWIM), Common Support Services for Weather (CSS-Wx), NAS Voice System (NVS) and DataComm. These are designed to provide more real time information including aircraft location information, weather information, and general aeronautical information necessary for flight planning and air traffic management
- 3) Implementation of new capabilities that provide both national improvements and location specific solutions.

The early phase of NextGen has focused on a much-needed upgrade of the foundational infrastructure that runs our airspace. By 2015, we will complete that upgrade to our automation systems.

We have installed all ground transceivers across the country for Automatic Dependent Surveillance- Broadcast - or ADS-B - which will transmit aircraft location to controllers and other ADS-B equipped aircraft with a dramatically faster update than radar. The Performance-Based Navigation (PBN) procedures that provide more efficient arrival and departure routes remain a cornerstone of this development.

We also continue to focus on our major metropolitan areas with a program called Metroplex. It seeks to relieve congestion and create greater efficiencies in our most congested airspaces - these are areas with multiple airports. We have new procedure being implemented in

major Metroplex areas today, like Houston, Southern California, Washington, D.C., and Charlotte.

In these locations, we are successfully developing better and more efficient take-offs and landings, and better surface operations. These advancements all save fuel and time, which is of keen interest to operators.

Together, the programs and new capabilities will help us move more air traffic efficiently, while reducing flight times and emissions. This has a direct impact on both the safety and environmental footprint of flight, and industry is actively involved in this program.

FAA Strategic Initiatives (2014-2018)

The FAA Strategic Plan consists of four Strategic Priorities: ANG is supporting two Strategic Priorities: Make Aviation Safer and Smarter and Deliver Benefits through Technology. These Strategic Priorities are further broken down into what are now known as the Administrator's Priority Initiatives. These four Priority Initiatives contain sub-initiatives which have supporting activities and targets. Below are the Priority Initiatives and sub-initiatives:

- Risk-Based Decision Making
 - Improve standardization, data access, and modeling integration (ANG-B)
 - Enhance decision making process
 - Redefine oversight model for industry.
- NAS Initiatives
 - Focus to achieve the benefits of NextGen (ANG)
 - Integrate new user entrants (Unmanned Aircraft Systems/Commercial Space)
 - Right-size the NAS
- Global Leadership
 - Transform our internal structure
 - Develop an integrated, data-driven approach to international activities
 - Ensure global interoperability of NextGen
 - Place international resources strategically
- Workforce of the Future (AHR)
 - Leadership development
 - Skills identification
 - Skills development
 - Attracting talent

The ANG Business Plan:

The ANG workload, both core and strategic efforts, links

back to the FAA sub-initiatives. The Strategic Initiatives and Priorities are not intended to govern tactical or operational planning, as these tasks fall under each organization's business plan responsibilities; they are meant to provide a strategic direction for the FAA and its organizations. The organization-specific business plans list discrete and measurable initiatives and activities that each organization will undertake in FY 2015 in support of the Strategic Initiatives.

ANG's business plan activities and activity targets are associated with each of the four FAA Strategic Priorities. ANG further delineates its activities and targets between those in support of the new strategic initiatives and those in support of core business initiatives.

Make Aviation Safer and Smarter

The FAA oversees the safety of the world's largest, most complex aviation system -- an aviation system that affects millions who fly for business and pleasure, to those that ship, receive, sell, and buy goods transported by air, to those that work in the industry who depend on travel and tourism for their livelihood.

ANG supports this by working with partners across the agency to promote continued operational safety (surveillance, oversight, education, inspections), establish safety rules and regulations (rulemaking), and certify the aviation competency of people (pilots) and organizations (individual airlines) and the airworthiness of aircraft and equipment.

We will continue to build on safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to make smarter, system-level, risk-based decisions

Strategic Measure: Risk-Based Decision Making

Build on safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to make smarter, system-level, risk-based decisions.

Strategic Initiative: Decision Making Process

Enhance decision making process.

Strategic Activity: Cross Organizational Planned Changes

Develop and implement processes to identify safety hazards of planned changes in the aerospace system. (ATO, AVS, ANG, ARP, AFN)

Activity Target 1:

Deliver to the FAA SMS Committee recommendations for the revision of existing related policies (e.g. FAA Orders 8000.369A or 8040.4A), Safety Risk Management (SRM) Guidance, and processes, focusing on planned changes. Due September 30, 2015

Core Measure: Commercial Air Carrier Fatality Rate

Reduce the commercial air carrier fatalities per 100 million persons on board by 24 percent over 9-year period (2010-2018). No more than 6.2 in 2018. FY 2015 Target: 6.9

Core Initiative: AIM Segment 2 (CIP#:G05A.02-05)

The AIM Modernization program will provide aviation users with digital aeronautical information that conforms to international standards and supports Next Generation Air Transportation System (NextGen) objectives.

Relationship to Measure: AIM Modernization Segment 2 will target enhancements and new functionality to improve and expand AIM services. The program will improve the accuracy and timeliness of information regarding Special Activity Airspace and Airport data. Analyses will be conducted to compare this data to the legacy systems baseline to determine the actual amount of improvement provided. Standardizing and centralizing aeronautical data within the NAS will contribute to meeting the FAA's safety performance goals and will enhance the safety of FAA air traffic control systems. NAS safety depends upon the timely and accurate exchange of information between internal and external users.

Core Activity: Deliver Status Report

Provide monthly updates on the status of programs

Activity Target 1:

PfMR reviews (2 total in FY15). Due September 30, 2015

Core Measure: IT Risk Management and Information Systems Security

Address 80% of high value risks within 30 days. Establish oversight by the Cybersecurity Steering Committee to assure consistent risk acceptance decisions. Visualize vulnerabilities on all IP based systems.

Core Initiative: Reduce Risk to Agency Internet Protocol (IP) Based Systems

Progressively improve the agency risk posture by implementing vulnerability management processes.

Core Activity: Vulnerability Management Processes

Implement vulnerability management processes to address 80% of the high value threats and vulnerabilities exploited by attacks within 30 days.

Activity Target 1:

Assure that the FAA Security Operations Center (currently CSMC; name is transitioning to FAA Security Operations Center or FAA SOC) receives in real-time, all cyber incident information generated from the Research & Development (R&D) domain within USCERT reporting timeframes. Due October 31, 2014

Activity Target 2:

Address each of the high value risks within 30 days. Due September 30, 2015

Core Activity: Department of Homeland Security (DHS) Phase One Continuous diagnostics and Mitigation (CDM)

Begin implementation of the DHS Phase One CDM capabilities within the FAA to provide near real-time information about the agency's hardware, software, and vulnerabilities.

Activity Target 1:

Assist AIT in the completion of a consolidated inventory with recommendations for the data visualization dashboard to AIS-1 and the Cybersecurity Steering Committee. Due March 31, 2015

Core Activity: Security and Privacy Liaison Service

The Security and Privacy Liaison Service provides relationship management between consumers and the Information Security and Privacy group. In addition, coordinates policies, awareness training, as well as situational awareness communications.

Activity Target 1:

Assist in the completion and submission of a draft update to FAA Order 1370.82a Information Security Policy in coordination with internal AIT organizations as well as external LOBs/SOs. Submit to AIS-1. Due September 30, 2015

Activity Target 2:

Assist in the completion and submission of a draft update to the 1280.1b Privacy Policy in coordination with internal AIT organizations as well as external LOBs/SOs. Submit to AIS-1. Due September 30, 2015

Activity Target 3:

Assist in the development of a draft updated FAA Cyber Security Strategy 2016-2020. Due September 30, 2015

Core Activity: Security Compliance Service

The Security Compliance Service monitors compliance with applicable requirements, tracks response through remediation, and communicates this information to the system owners. The service supports internal audits and external audit initiatives and reporting.

Activity Target 1:

Assist in the analysis of FAA's FISMA reportable inventory systems for accuracy of identified impact levels. Complete analysis for 1/3 FAA's FISMA reportable inventory. Due September 30, 2015

Core Activity: Security and Privacy Response Service

The Security and Privacy Response Service provides continuous monitoring of events and an immediate response to incidents and breaches. The incident response process initiates and coordinates appropriate responses and includes ownership of the incident management process and management of communication both internally and externally as required for incidents. The Office of Information Security and Privacy will enhance the Cyber Incident response process for the FAA.

Activity Target 1:

Participate in planning and conducting an incident response exercise to validate FAA's Cyber Incident Response Process and include defined and documented criteria for escalating the incident status. This exercise should include at a minimum AIT, the NAS Cyber Operations (NCO), and Security and Hazardous Materials (ASH). Report findings to AIS-1 and the Cyber Security Steering Committee with recommended updates to FAA's security processes. Due June 30, 2015

Core Measure: Safety Management

Build safety management practices to current and future air transportation safety challenges.

Core Initiative: Safety & Information Security Services

The ANG Safety Management System program mandated by FAA Order 8000.369 focuses on the assurance and maintenance of implemented and compliant Safety Management System (SMS) processes.

Core Activity: Support Services for Safety Management Systems (SMS)

Continue the assurance and maintenance of implemented and compliant Safety Management Systems (SMS) processes.

Activity Target 1:

Identify at least one operational demo/test Safety Risk Management Document (SRMD) to audit and hold audit in-brief with responsible organization. Due June 30, 2015

Activity Target 2:

Conduct operational demo/test SRMD audit. Due September 30, 2015

Activity Target 3:

Identify at least one ANG project that will be audited and hold audit in-brief with responsible organization. Due March 31, 2015

Activity Target 4:

Conduct ANG project Safety Risk Management (SRM) audit. Due September 30, 2015

Activity Target 5:

Identify an SMS promotional activity. Due February 1, 2015

Activity Target 6:

Conduct at least one SMS promotional activity. Due September 30, 2015

Core Activity: Enterprise Safety

Develop Enterprise Architecture products that will better describe NAS enterprise safety and help FAA safety stakeholders conduct Integrated Safety Management (ISM)

Activity Target 1:

Develop safety meta-model implementation/instantiation strategy. Due August 30, 2015

Activity Target 2:

Develop Enterprise Safety Architecture products for the NAS Enterprise Architecture. Due September 30, 2015

Core Initiative: Support FAA SIG Risk Based Decision Making (RBDM) for Planned Changes

Risk Based Decision Making is the Administrator's Strategic Initiative for improving Safety. ANG is currently leading the Risk Based Decision Making (RBDM) Sub-initiative for planned changes focusing on applying Integrated Safety Management (ISM) to the joint Resources Council (JRC) process.

Core Activity: Cross Organizational Safety Assessment

Lead the Risk Based Decision Making (RBDM) Sub-initiative for planned changes focusing on applying Integrated Safety Management (ISM) to the Joint Resources Council (JRC) process.

Activity Target 1:

Support development of guidance documentation on a cross-organizational safety assessment process that is consistent with FAA Order 8040.4A for planned NAS changes. Due September 30, 2015

Activity Target 2:

Support development of documentation on the methodology to prioritize the assessment of planned significant NAS changes that have high cross-organizational safety impact to NAS services or operational capabilities. Due September 30, 2015

Activity Target 3:

Develop recommendations for a cross-organizational safety management process description for the JRC risk decision process. Due September 30, 2015

Deliver Benefits Through Technology/Infrastructure

NextGen is a significant undertaking for the United States. We are completely transforming the National Airspace System (NAS) and the way we manage aircraft in the system. This transition involves many varying components. We are transitioning to evolving digital and satellite technologies, we are acquiring and installing new infrastructure to enable that technology, and we are collaborating with industry and creating incentives for users to install equipment that will enable NextGen capabilities.

Our primary focus is on delivering benefits through technology and infrastructure. That is the heart of the Next Generation Air Transportation System. The work we do

today will ensure that future generations continue to inherit the most efficient airspace possible due to the foundation we have laid with NextGen systems and improvements. NextGen was once primarily about the future, but we have progressed to the point that our focus is on delivering near-term benefits today.

System (VSATS) demonstration. Due March 31, 2015

Strategic Measure: National Airspace System (NAS)

Lay the foundation for the NAS of the future by achieving prioritized NextGen benefits, integrating new user entrants, and delivering more efficient, streamlined services.

Strategic Initiative: Focus to Achieve NextGen Benefits

Achieve the NextGen goals that have the largest benefit and biggest need by focusing deployment of NextGen enhancements at optimal sites.

Strategic Activity: Deliver NextGen Status Report

Provide monthly updates on the status of programs:

- 15C1A1 - NextGen Foundational Programs
- 15C1A2 - NextGen Transformational Programs - NAS Voice
- 15C1A3 - Performance Based Navigation | Metroplex High Priority NextGen Programs
- 15C1A4 - Surface-High Priority NextGen Programs
- 15C1A5 - AVS Work plan for NextGen
- 15C1A6 - Transformational - ADS-B
- 15C1A7 - Transformational - SWIM
- 15C1A8 - Transformational - Data Comm

Activity Target 1:

Track and report monthly status (Green/Yellow/Red). Due September 30, 2015

Strategic Activity: ANG Support for Virtual Remote Tower Evaluation

Identify alternative means for providing tower services. Certified capabilities using potentially cost effective innovative technology may provide alternatives for airport sponsors that fail to meet the tower establishment criteria. These capabilities may also provide a more cost effective means for replacing existing towers as they approach end of life.

Activity Target 1:

Negotiate a Memorandum of Understanding with Virginia Small Air Transportation System (VSATS). Due January 31, 2015

Activity Target 2:

Based upon MOU, complete FAA workplan for the engagement with Virginia Small Air Transportation

Strategic Initiative: Right Size the NAS

Reduce FAA's operations by creating a more efficient streamlined NAS.

Strategic Activity: Provide analysis and engineering to improve weather observations and forecasts, (G04W.02-01)

In the near term, this program is addressing current limitations of the sensor network for the Terminal environment (e.g., the ability to discern the type and intensity of frozen precipitation types, which impacts the efficiency of winter weather and deicing operations) and conduct technical and operational risk assessment of potential alternative solutions.

Activity Target 1:

Complete Initial 2014/15 Technical Performance Analysis Briefing Package and Report. Documents performance of the sensors and algorithms during the winter of 2014/15 and provides lessons learned and recommendations for the 2015/16 concept maturity demonstrations. Due May 31, 2015

Core Measure: Performance Based Navigation

Optimize airspace and Performance Based Navigation (PBN) procedures to improve efficiency an average of 10 percent across core airports by 2018.

Core Initiative: Metroplex (Airspace Optimization)

Optimize airspace and procedures in the Metroplex.

Core Activity: Metroplex Support (Airspace Optimization)

NextGen Performance Based Navigation - Metroplex RNAV/Required Navigation Performance (RNP) will develop procedures at Metroplexes to improve airspace efficiency. The Airspace Optimization Group will begin integrated airspace design and associated activities, including traffic flow analysis, arrival and departure route design and procedures optimization. This will lay the framework for developing PBN initiatives.

Activity Target 1:

Develop monthly NextGen status report and distribute to ADA-2, ANG-1, and other senior leadership. Due September 30, 2015

Core Initiative: NAVLean

Complete the Navigation Procedures Project (NAVLean) within 2015 consisting of recommendations for improving and streamlining our Instrument Flight Procedure (IFP) processes. The goal for Fiscal Year 2015 is to have completed all recommendations to streamline Instrument Flight Procedures (IFP).

Core Activity: NAVLean Support

Complete the Navigation Procedures Project (NAVLean) within 2015 consisting of recommendations for improving and streamlining our Instrument Flight Procedure (IFP) processes. The goal for Fiscal Year 2015 is to have completed all recommendations to streamline Instrument Flight Procedures (IFP).

Activity Target 1:

Develop monthly NextGen status report and distribute to ADA-2, ANG-1, and other senior leadership. Due September 30, 2015

Core Measure: Deliver benefits through technology and infrastructure - Deliver Capabilities

Lay the foundation for the NAS of the future by achieving prioritized NextGen benefits, integrating new user entrants, and delivering more efficient, streamlined services.

Core Initiative: Alternative Positioning Navigation and Timing (APNT) (CIP#:G06N.01-06)

Alternative Positioning, Navigation, and Timing (APNT) project will investigate three alternatives for providing a back up for Global Positioning System (GPS)-based position, navigation, and timing (PNT) services.

Relationship to Measure: APNT will allow the FAA to maintain acceptable levels of capacity during a GNSS outage. The APNT strategy is consistent with DOT Strategic Plan, FAA Initiatives to develop benefits through technology/infrastructure. Pilots, dispatchers, and controllers will all benefit from the availability of APNT services. Specifically, pilots will be able to utilize the availability of aircraft position, navigation, and timing services during GPS outage. This will avoid inefficiencies for the pilot by eliminating an operational transition from performance-based to conventional VHF Omni-directional Range (VOR) based navigation. Furthermore, aircraft dispatchers will preserve the ability to continue to schedule operations and to choose preferred trajectories during a GPS outage. Controllers

in conjunction with automation improvements will be able to manage separation services and continue performance-based operations during the loss of GPS.

Core Activity: Deliver Status Report

Provide monthly updates on the status of programs

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: NextGen Reduce Weather Impact (RWI) - Forecast Improvements - Processors

The goal of the NextGen Weather Processor program is to establish a common weather processing platform that will functionally replace legacy FAA weather processor systems and host new capabilities.

Core Activity: Deliver Status Report

Provide monthly updates on the status of programs

Activity Target 1:

PfMR reviews (2 total in FY15). Due September 30, 2015

Core Initiative: CATM- System Wide Information Management (SWIM) - Segment 2

The System Wide Information Management (SWIM) Program is a National Airspace System (NAS)-wide information system that supports the FAA Next Generation Air Transportation System (NextGen). It is the NextGen focal information management and data sharing system. SWIM collects and disseminates information and provides services to the aviation community.

Core Activity: Deliver Status Report

Provide monthly updates on the status of programs

Activity Target 1:

Track and report monthly status (Green/Yellow/Red). Due September 30, 2015

Core Initiative: Time-Based Flow Management (TBFM), Work Package 3 (IES)

TBFM uses Time Based Metering (TBM) software to optimize the capacity in the NAS. TBFM determines specific time of arrival for waypoints in an aircraft's route and allows more precision in aircraft separation. TBFM Work Package 2 (G02A.01-03) will improve the

management of traffic flow throughout the cruise phase of flight through point-in-space metering or extended metering, resolve the issue of TMA hardware obsolescence, increase airspace capacity utilization through flexible scheduling, share metering data with other tools/stakeholders, enable more accurate Area Navigation/Required Navigation Performance (RNAV/RNP) routes, enable more efficient departure operations with the integrated departure and arrival concept (IDAC), and increase traffic manager awareness of severe weather within their area of responsibility. TBFM Work Package 3 will continue to provide complete time-based metering solutions across all phases of flight. This will increase daily airport capacity by reducing the last minute maneuvering of aircraft as they approach their destination airport and assist controllers and traffic management coordinators/specialists in organizing the arrival stream for maximum use of that airport capacity.

Core Activity: Deliver Status Report

Provide monthly updates on the status of programs

Activity Target 1:

Portfolio Management Review (PfMR) reviews (2 total in FY15). Due September 30, 2015

Core Initiative: Manage the development of NAS Requirements

Revise NAS Requirements database and associated documents (NAS Level Requirements) to support NextGen Operational Improvements.

Core Activity: Update the NAS Requirements Database

The target ensures there is follow through to update the requirements database with the newly developed requirements to ensure proper migration into the program level requirements for implementation through Acquisition Management System (AMS).

Activity Target 1:

Incorporate and revise requirements derived from NextGen requirements development activities into the NAS Requirements Database and generate the associated documents. Due June 30, 2015

Activity Target 2:

Address comments, revise document, and submit to Technical Review Board (TRB) for review, Due September 30, 2015

Core Activity: Support the Development of Program Level Requirements

Support the development of preliminary, initial, and final Program Requirements and review associated

programmatic AMS (Acquisition Management System) documentation for consistency with AMS template, program shortfall, ConOps, and functional analysis.

Activity Target 1:

Ensure that 100% of NAS programs seeking Investment Analysis Readiness, Initial Investment, and Final Investment decisions have the necessary requirements documents completed on time to support their respective decision points. Due September 30, 2015

Activity Target 2:

Determine if NAS programs seeking Final Investment Decision (FID) have documented traceability between their final requirements document and acquisition specification before approval of the Requirements Document. 90% of the time the final requirements document will meet this signature criteria. Due September 30, 2015

Core Activity: Develop NAS-RD-2015 Systems Requirements Document

The current NAS RD specifies the top level system requirements for the NAS. The document will include updates to the enterprise level service/functional requirements, NAS performance requirements and enhanced cyber security requirements.

Activity Target 1:

Develop draft of NAS-RD-2015 Systems Requirements Document Due June 30, 2015

Activity Target 2:

Complete NAS-RD-2015 Systems Requirements Document for NAS Configuration Control Board (CCB) review Due September 30, 2015

Core Activity: Develop NAS-RD-2025 Far Term Top Level Systems Requirements Document

The far term NAS RD specifies the top level system requirements for the NAS in a future end state NextGen environment. The document will integrate NAS Segment Implementation Plan (NSIP) and enhanced cyber security requirements.

Activity Target 1:

Develop draft update to the NAS-RD-2025 Far Term Top Level Systems Requirements Document Due July 15, 2015

Activity Target 2:

Complete update to the NAS-RD-2025 Far Term Top Level Systems Requirements Document for

Technical Review Board (TRB) Review Due
September 30, 2015

Core Initiative: Management of the NAS Architecture

Establishes and manages the NAS architecture to ensure that it meets current and future service requirements the NAS Enterprise Architecture and complies with the Executive Office of Management and Budget (OMB) requirements.

Core Activity: Update the NAS EA Architecture Views

Obtain Technical Review Board (TRB), FAA Enterprise Architecture Board (FEAB) and Joint Resources Council (JRC) approval and re-baselining of the calendar year 2015 NAS Enterprise Architecture Board (EA)

Activity Target 1:

Obtain TRB, FEAB and JRC approval and re-baselining of the CY2015 NAS Enterprise Architecture EA Service and Infrastructure Roadmaps Due January 31, 2015

Activity Target 2:

Obtain TRB, FEAB and JRC approval and re-baselining of the CY2015 NAS EA Framework Views Due January 31, 2015

Activity Target 3:

Incorporate updates in FY2015 to develop and build out the CY2016 NAS EA roadmaps to support NextGen implementation and enterprise level architectural decisions. Due September 30, 2015

Activity Target 4:

Incorporate updates in FY2015 to develop and build out of CY2016 NAS Enterprise Architecture Framework views to support NextGen implementation and enterprise level architectural decisions Due September 30, 2015

Core Activity: Support the Development of Program Level EA Views

Work with ATO NAS Program Offices to assure sound development of AMS required NAS EA Program Level Products. Sound development of EA products contributes to successful Systems Engineering during the investment analysis phase

Activity Target 1:

Ensure that 100% of NAS programs seeking Investment Analysis Readiness, Initial Investment, and Final Investment decisions have the

necessary EA Artifacts completed on time to support the scheduled decision points. Due September 30, 2015

Activity Target 2:

Review and assess program level EA artifacts for consistency with initial, preliminary and final Program Requirements documents to ensure 90% compliance with program requirements. Due September 30, 2015

Core Activity: Perform NAS System Engineering Research and Analysis

Provide NAS Subject matter expertise combined with System Engineering expertise to deliver key research and analysis. Research and analyses are in the areas of future communications systems, surveillance systems and System Wide Information Management (SWIM).

Activity Target 1:

Continue research, testing and analysis of 1090 MHz Frequency Congestion mitigation. Deliver Phase 2 Analysis Report. Due December 31, 2014

Activity Target 2:

Complete Aeronautical Mobile Airport Communications System (AeroMACS) testing to support Validation of International Civil Aviation Organization (ICAO) Standards and Recommended Practices. Due March 31, 2015

Activity Target 3:

Complete initial Technical Assessment of the L-band Communications Technology to support Future EnRoute Data Communications services. Due September 30, 2015

Activity Target 4:

Continue research, analysis and standards development for Aircraft Access to SWIM - Complete Implementation Guidance Document. Due September 30, 2015

Core Activity: Update the Integrated Systems Engineering Framework (ISEF)

Update the Integrated Systems Engineering Framework to include integration of NextGen Planning Products.

Activity Target 1:

Update the Integrated Systems Engineering Framework (ISEF) to include integration of NextGen Planning Products. Due September 30, 2015

Activity Target 2:

Implement changes to Integrated System Engineering Framework (ISEF) to support EA Training, and EA Portal Requirements Due September 30, 2015

Core Activity: Develop NextGen Enterprise Risk Management (ERM) Framework

Develop NextGen Enterprise Risk Management (ERM) Framework for identifying, analyzing, and managing enterprise level risks.

Activity Target 1:

Develop ERM Strategy document - The strategy will provide scope of the enterprise aspect of risk management, what sources will be monitored, and the details of the risk management process. Due February 28, 2015

Activity Target 2:

Develop ERM Governance that will provide guidance to all participants in the NextGen ERM process. Due June 30, 2015

Core Activity: Integrate Data and Information Management into the NAS EA

Integrate NAS Data and Information Management strategy, Framework and Roadmaps with the NAS Enterprise Architecture in concert with on-going agency-wide initiatives on data and information management.

Activity Target 1:

Develop NAS data and information architecture strategy, framework, and roadmap in concert with the FAA Enterprise Information Management strategy Due June 30, 2015

Activity Target 2:

Develop NAS data and information architecture strategy, framework, and roadmap and incorporate their concepts of operation into the Integrated Systems Engineering Framework (ISEF) and NAS Enterprise Architecture Due September 30, 2015

Activity Target 3:

Continue to share, refine, and mature the NAS OV-7 data models with the NAS communities of interest (COI) and subject matter experts (SME) to ensure enterprise and programmatic alignment and interoperability Due September 30, 2015

Core Initiative: Development of a NextGen Cyber Security Test Facility (CyTF)

Continue development of a NextGen Cyber Security Test Facility (CyTF)

Core Activity: Develop Requirements for the NextGen CyTF

The CyTF Requirements Document is to be developed to support establishment of a cybersecurity test bed to prototype enterprise security solutions and verify and validate security products that are applicable to the NAS. The requirements will be developed using system engineering processes from concept operation to functional analysis with input from stakeholders. The CyTF will include Continuous Diagnostics and Mitigation (CDM) capability. Coordination meeting with stakeholders and users will be conducted to capture requirements and expectation. Test procedures to evaluate Continuous Diagnostics and Mitigation (CDM) products will be developed and integrated with the criteria to generate the CDM Verification and Validation (V&V) Security Test Plan.

Activity Target 1:

Complete draft CyTF Requirements Document Due January 30, 2015

Activity Target 2:

Complete draft Continuous Diagnostics and Mitigation (CDM) Verification and Validation (V&V) Security Test Plan Due March 31, 2015

Activity Target 3:

Demonstrate initial operational CDM capability in an R&D environment. Due September 30, 2015

Core Initiative: Demonstrations & Infrastructure Development

The program objective is to prove concept feasibility, support validation and fast-time modeling, and provide data to support business case and investment decisions tied to the decision points in the NAS architecture and promote industry involvement. Demonstrations are also used to integrate current technology with transformational technology to achieve NextGen operational objectives as early as possible.

Core Activity: Aircraft Access to System Wide Information Management (SWIM)

In FY15, the Aircraft Access to SWIM (AAtS) project will complete an Operational Assessment of all the demonstrations completed over the last two years.

Activity Target 1:

Complete an operational demonstration assessment of Aircraft Access to SWIM (AAtS) operational demonstrations. Due June 30, 2015

Core Activity: MINI-GLOBAL DEMONSTRATION

A final demonstration architecture design package will be employed during the Mini Global II demonstration. This package will incorporate new capabilities into the Mini Global infrastructure. It will also include the data flow diagrams (DFD) to reflect the new capabilities.

Activity Target 1:

Complete Mini Global II Demonstration, Architecture, and Capabilities Package. Due July 31, 2015

Core Activity: DEMONSTRATION & INFRASTRUCTURE DEVELOPMENT

Conduct three demonstrations in collaboration between industry and the FAA to expedite emerging technology in order to validate NextGen concepts, aircraft technology, and ground system requirements.

Activity Target 1:

Complete three demonstrations of new and/or emerging technology with industry Due September 30, 2015

Core Activity: Deliver Status Report

Provide monthly updates on the status of NextGen programs.

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: Closely Spaced Parallel Runways

Research to find safe ways to recover lost capacity induced by the current aircraft-to-aircraft separation procedures required for simultaneous Instrument Meteorological Conditions (IMC) operations to closely spaced parallel runways.

Core Activity: Separation Management - Closely Spaced Parallel Operations (CSPO)

This activity will improve capacity by reducing separation standards and enabling new operations in lower visibility conditions. This initiative will develop and refine procedures and perform the requisite analyses that enable operations for closely spaced parallel runways (runway centerlines spaced less

than 4300 feet laterally) in reduced visibility weather conditions. Reduced separation procedures will include both dependent and simultaneous independent parallel instrument approaches to runways between 2,500 and 4,300 feet, as well as paired approaches for runways spaced less than 2500 feet.

Activity Target 1:

Complete data collection event report on the use of paired approach algorithms. Due August 31, 2015

Activity Target 2:

Complete Dependent Stagger Report to determine safe reduction of required lateral spacing for runways with Closely Spaced Parallel Runway (CSPR) pairs spaced greater than 3600'. Due July 31, 2015

Core Activity: Deliver Status Report

Provide monthly updates on the status of NextGen programs

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: NAS Segment Implementation Plan (NSIP)

ANG-B Support in the development of NextGen planned capabilities

Core Activity: Support the Annual Update of the NextGen Segment Implementation Plan (NSIP)

ANG-B Support in the development of NextGen planned capabilities

Activity Target 1:

Complete draft NAS Segment Implementation Plan (NSIP). Due January 15, 2015

Activity Target 2:

Obtain NextGen (ANG) Management approval. Due January 30, 2015

Core Activity: NextGen Integrated Master Schedule (IMS)

Update the NextGen Integrated Master Schedule (IMS) to include the Bravo Schedules and demonstrate this enhanced capability.

Activity Target 1:

Complete establishing all known links between the

NextGen and Program Management Office (PMO) schedules in the Corporate Work Plan (CWP) Due December 30, 2014

Activity Target 2:

Demonstrate for 75% of the NextGen Bravo capabilities the ability to identify impacts of program schedule changes to NextGen capabilities. Due September 30, 2015

Core Activity: NextGen Integrated Master Schedule (IMS) NextGen Advisory Committee (NAC) priority updates

Update the NextGen Integrated Master Schedule (IMS) to include NextGen Alpha and Bravo Schedules (new) based on current ANG/ATO agreed upon NAC Tier 1 priorities/commitments.

Activity Target 1:

Complete all known NAC Alpha and Bravo NextGen Tier 1 schedules in the Corporate Work Plan (CWP). Due September 30, 2015

Core Initiative: STI Metrics

Key Research and Development, Test and Evaluation and Facility Initiatives that support the mission of FAA/ANG

Core Activity: Research and Development Initiatives

Research new technologies, procedures, test methods and provide subject matter technical support to FAA programs to improve safety and efficiency of the NAS.

Activity Target 1:

Complete 85% of R, E&D initiatives in ANG-E's FY15 Business Plan Due September 30, 2015

Core Activity: Facility Operations Initiatives

The WJHTC owns and operates about 1.58 million square feet of T&E, R&D and administrative facilities. The WJHTC will provide facility maintenance, security and engineering support for all properties and laboratories and all organizations residing within this campus.

Activity Target 1:

Complete 80% of Facility Operations initiatives in ANG-E's Business Plan Due September 30, 2015

Core Activity: Test and Evaluation Initiatives

The WJHTC will provide ISO quality Test & Evaluation (T&E) products and services to ensure current and future NAS systems are verified and validated throughout the NAS System lifecycle.

Activity Target 1:

Complete 85% of the Test and Evaluation Initiatives in the ANG-Es FY15 Business Plan Due September 30, 2015

Core Initiative: CATM-SWIM Common Support Services - Weather (CSS-Wx)

The System Wide Information Management (SWIM) Program is an Information Technology (IT) infrastructure program that operates in the background to provide data to authorized users to facilitate collaboration across NAS domains. SWIM will provide the Service Oriented Architecture (SOA) Governance and Enterprise Infrastructure needed to meet NextGen's information management and data sharing needs.

Core Activity: Deliver Status Report

Provide monthly updates on the status of programs

Activity Target 1:

Portfolio Management Review (PfMR) reviews (2 total in FY15). Due September 30, 2015

Core Measure: Deliver benefits through technology and infrastructure - Execute Programs

Through these programs, we achieve our goal of delivering capabilities that translate into near-term benefits for the users of our airspace. We are focused on improving safety and providing more efficiency with better throughput, saving money, time and fuel, and reducing emissions too. We are focusing our efforts where our customers have placed value.

Core Initiative: Aeronautical Information Dissemination

Provide pilots with safe access to the NAS by analyzing and disseminating aeronautical and meteorological information to pilots and controllers through innovative systems.

Core Activity: Weather Product Standards

Establish Standards for weather products to be data linked to the cockpit.

Activity Target 1:

Demonstration of the mobile MET application prototype tool to determine the capabilities to recommend for inclusion in the Mobile MET application section of the Part 91 Minimum Weather Service. Due May 31, 2015

Activity Target 2:

Perform trade study demonstrations and assessments to determine initial set of candidate adverse weather alert functions for consideration for Minimum Weather Service standards. Due August 30, 2015

Core Initiative: Ground Based Augmentation System Approaches

GBAS standards for GAST-D, a service type equivalent to ILS CAT III, were baselined within an ICAO Navigation Systems Panel proposed amendment to the Annex 10 Standards and Recommended Practices (SARPs) and analysis, simulation and prototyping are being used to validate GAST-D standards. The development of a ground prototype is also essential in finding and reporting requirements interpretation issues or potential interoperability problems including impact of RFI, and relies on use of the commercial baseline for GAST-C.

Core Activity: Complete prototype GBAS approach services Type D Separation Management

GBAS standards for GAST-D, a service type equivalent to ILS CAT III, were baselined within an International Civil Aviation Organization (ICAO) Navigation Systems Panel proposed amendment to the Annex 10 Standards and Recommended Practices (SARPs) and analysis, simulation and prototyping are being used to validate GAST-D standards.

Activity Target 1:

Complete initial analysis report of ground system prototype after ICAO final requirements. Due June 15, 2015

Activity Target 2:

Complete initial CAT III Validation report Due August 31, 2015

Core Activity: Deliver NextGen Status Report

Provide monthly updates on the status of NextGen programs.

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: Unmanned Aircraft Systems

Support establishment of regulatory standards on UAS design and performance characteristics while operating in the NAS

Core Activity: CONDUCT UNMANNED AIRCRAFT SYSTEM (UAS) RESEARCH

Conduct ongoing research and development efforts to support the safe and efficient integration of UAS into the National Airspace System (NAS)

Activity Target 1:

Make recommendations on the significant hazard characteristics to be addressed in UAS Design Criteria Standards and plan to address them leveraging any prior research. Due August 31, 2015

Activity Target 2:

Recommend a set of industry protocols that will allow the interoperable exchange of voice data between the Pilot in Command (PIC) and Air Traffic Control (ATC) via a Ground-to-Ground network and NAS Voice Switch. Due September 30, 2015

Core Activity: Establish Center of Excellence (COE)

Under the Consolidated Appropriations Act of 2014, Congress mandated the FAA to complete the establishment of a UAS Center of Excellence. The UAS COE will be a geographically disbursed consortium of universities, partners, and their affiliates selected by the FAA Administrator to conduct UAS related research, education and training while working jointly on issues of mutual interest and concern.

Activity Target 1:

Provide Administrator with proposal evaluation package Due June 30, 2015

Activity Target 2:

In accordance with Center of Excellence (COE) legislative requirements following the selection of the UAS COE Team, coordinate with AFS-80 to define FY15 UAS COE research projects and corresponding FY15 funding to support the FAA's research objectives. Due June 30, 2015

Core Initiative: Weather Program

Demonstrate the scientific advances required for advanced weather forecast products required for NextGen.

Core Activity: SCIENTIFIC ADVANCES IN WEATHER FORECAST

Demonstrate the scientific improvements of advanced weather diagnoses and forecast capabilities required for the transition to NextGen.

Activity Target 1:

Transition mountain-wave turbulence forecast capability to National Weather Service for operational implementation Due June 30, 2015

Activity Target 2:

Complete initial evaluation of Alaska in-flight icing forecast capability. Due February 28, 2015

Activity Target 3:

Complete initial demonstration of Offshore Precipitation Capability (OPC) for precipitation estimates in select Caribbean and Gulf of Mexico regions where Next Generation Radar (NEXRAD) coverage is not available. Due April 30, 2015

Core Activity: Deliver Status Report

Provide monthly updates on the status of NextGen programs.

Activity Target 1:

Report monthly status of milestones of signed PLAs Due September 30, 2015

Core Initiative: Surface/Tower/Terminal Systems Engineering (CIP#:G06A.02-01)

This program will reduce the risks inherent with introducing new technology and operational procedures using systems engineering analysis that examines the integrated use of techniques and equipment necessary to achieve these efficiencies. System engineering will consider the impact on the NAS architecture and the needed changes throughout the product development lifecycle for terminal systems. This program will create specific products for use by the Terminal Services organization as they develop the final system configuration

Relationship to Measure: The Surface/Tower/Terminal Systems Engineering project supports greater capacity by analyzing and evaluating concepts that support more efficient transfer of flight information including movement constraints to interconnected systems, facilities, controllers, pilots, and airport operators. This project will develop capabilities that will enable the Terminal domain

to more efficiently balance arrivals, departures, and surface operations.

Core Activity: Deliver Status Report

Provide monthly update on status of programs

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: Strategic Flow Mgmt Application (CIP#:G05A.01-01)

Strategic Flow Management Application (Execution of Flow Strategies into Controller Tools) provides funding for the implementation of the En Route Automation Modernization (ERAM) modifications needed to receive/process the Traffic Management Initiatives (TMI) in the ERAM baseline timeframe (releases 2 and 3).

Relationship to Measure: This program addresses the CATM performance objectives of increased capacity and flexibility. Increased capacity is achieved by the integration of strategic flow management with Trajectory-Based Operations (TBO) which provides a more structured traffic flow so that the capacity of a given airspace increases to meet demand.

Core Activity: Deliver Status Report

Provide monthly updates on the status of programs

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: Flow Control Management - Strategic Flow Management Engineering Enhancement (SFMEE) (CIP#:G05A.01-02)

The Flow Control Management - Strategic Flow Management Engineering Enhancement (SFMEE) program develops promising concepts to address operational Traffic Flow Management (TFM) shortfalls. In addition, the SFMEE program prepares analysis and documentation for the developed concepts in order to achieve Final Investment Decision for implementation.

Relationship to Measure: More efficient TMIs translates to the improved usage of available NAS resource capacity.

Core Activity: Deliver Status Report

This initiative covers NAS Lifecycle Integration office on-going process of tracking all signed PLAs

milestones, deliverables and activities. ANG-D2 will report the milestone status of all signed PLAs.

Activity Target 1:

Report monthly status of milestones of signed PLA's. Due September 30, 2015

Core Initiative: Flight & State Data Mgmt - Advanced Methods

Advanced Methods for Traffic Flow Management (TFM) will explore technologies, infrastructure enhancements, and procedural changes to meet current and future traffic management needs.

Core Activity: NextGen Status Report

Provide monthly updates on status of programs

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: Flight Object/Flight Information Service (FIS)

The goal of the Flight Object program is to develop an International data standard, "FIXM" (Flight Information Exchange Model). This data standard will support the exchange of flight information between systems across multiple domains (including both NAS and International).

Core Activity: Deliver Status Report

Provide monthly updates on the status of programs

Activity Target 1:

Report monthly status of milestones of signed PLAs Due September 30, 2015

Core Initiative: Wake Turbulence Enhancement of Arrival And Departure Rates

Conduct Research to improve safety and increase throughput using wake turbulence monitoring, operational procedures, and controller tools.

Core Activity: Wake Turbulence Enhancement Of Arrivals And Departures Support

Support AJT in the domestic and international work groups looking at enhanced methods of providing wake turbulence mitigation utilizing available technology. Support the development of wake turbulence mitigation separation standards, procedures, processes and enabling technology for near-term, mid-term and far-term NextGen era

operations. Assist in assessing the performance of the current wake turbulence separation processes and help utilize the assessments in the design of the NextGen era operations. Support the analysis, modeling, concept development, and data collection activities necessary to accomplish the NextGen - Wake Turbulence research agenda. Assist in the coordination of the wake turbulence mitigation development work with AJT and AFS-400 as the research progresses. Provide technical support in discussions with ICAO, airports, air carriers, unions, and other stakeholders regarding wake mitigation separation standards, procedures, processes and enabling technology.

Activity Target 1:

Complete analysis of dependent approaches to San Francisco Runway 19 left/right (19L&R) to mitigate wake encounter risk using Air Traffic Organization Policy: Order JO 7110.308 - 1.5-Nautical Mile Dependent Approaches to Parallel Runways Spaced Less Than 2,500 Feet Apart. Due June 30, 2015

Activity Target 2:

Develop algorithm that merges the High Resolution Rapid Refresh (HRRR) forecast and aircraft observation data streams for input to wake mitigating decision support tools. Due September 30, 2015

Core Initiative: Reduced Weather Impact (RWI) - Weather Forecast Improvements

The Weather Forecast Improvements (WFI) program addresses the need to improve weather prediction and the use of weather information in the future NAS. National Weather Service (NWS) forecast models will be integrated into models that forecast weather impacts for aviation purposes. In today's NAS, traffic managers and users must mentally interpret weather conditions and the potential impact of weather on ATC decisions. WFI will improve the accuracy of aviation weather information, to include the automated objective indication of the constraints placed on the NAS, and incorporate this data into collaborative and dynamic decision-making.

Core Activity: Weather Forecast Improvements (WFI) program

Enable the integration of aviation weather information into collaborative and dynamic decision-making; Implement advanced aviation weather to determine effects on traffic forecasts; Develop metrics to evaluate how effective weather improvements have been in increasing use of NAS capacity; Develop a

process for quality control and standardization of aviation weather products.

Activity Target 1:

Complete Simulations to determine "achievability" of delay mitigations. Due May 30, 2015

Activity Target 2:

Complete report on annual unavoidable impact Due September 30, 2015

Activity Target 3:

Complete Quality Management System (QMS) Transition Plan. Due March 31, 2015

Activity Target 4:

Complete Memorandum of Understanding (MOU) between FAA and Operations Organization Due September 30, 2015

Core Initiative: Trajectory Based Operations SD - New Air Traffic Management (ATM) Requirements

The New ATM Requirements Program funds studies, analysis, prototype, and assessment work associated with the Research for Service Analysis (RSA) AMS Phase, and is aligned to the FAA Strategic Initiative to deliver benefits through technology and infrastructure. This initiative also performs concept maturity and technology development that will inform the baseline for a cost-effective replacement for the legacy terminal aircraft and weather surveillance radars required to support the FAA transformation of the nation's aviation systems

Core Activity: Multi-function Phased Array Radar (MPAR)

Outputs in defining, developing, and evaluating an Advanced Technology Demonstrator will provide acquisition inputs that will lead to a right sized surveillance infrastructure that enables new user entrants, and safer/smarter aviation.

Activity Target 1:

Complete advanced Technology Demonstrator Project Management Plan. Due April 30, 2015

Activity Target 2:

Backend End Physical Architecture Analysis. Due June 30, 2015

Activity Target 3:

Antenna Interface Requirements Document Due September 30, 2015

Core Activity: WEATHER TRANSITION

The analysis and demonstration projects support the development of operational improvements (Requirements for weather information, Service Analysis to determine the feasibility of conceptual solutions) that will increase the number of arrivals and departures at major airports

Activity Target 1:

Develop initial preliminary set of Validated Performance Requirements for weather information based on the NAS mid-term ConOps & NSIP 5.0. Due September 30, 2015

Activity Target 2:

Determine TRACON Wind Compression Forecast Shortfalls. Due April 30, 2015

Activity Target 3:

Develop report on Communications Options for Airborne Observations. Due August 30, 2015

Core Activity: Deliver Status Report

Provide monthly updates on the status of NextGen programs.

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: Integrated NAS

The Integrated National Airspace Design and Procedure Planning (INDP) program is currently conducting Performance Based Navigation (PBN) Initiatives safety analyses to allow for the future NAS-wide implementation of Established-on-RNP (Required Navigational Performance) Instrument Approach Procedures (IAPs). Established-on-RNP (EoR) will allow air traffic controllers to clear aircraft on an RNP final approach without providing standard radar separation between aircraft currently established on approaches to parallel runways. Facilitating the EoR concept of operation from a key developmental site to a NAS wide Document Changes Proposal (DCP) DCP is a major undertaking that involves modeling and simulating comprehensive scenarios of various simultaneous parallel runways operations and configurations.

Core Activity: Collaborative Air Traffic Management (CATM) Flight & State Data Mgmt.- Integrated NAS

Modeling, simulation and analysis activities for the Established on RNP (EoR) operations will continue to progress and begin to output analysis results. In addition, the program will begin activities leading up to operational demonstration of the EoR.

Activity Target 1:

Development of the Established on RNP (EoR) Concept Validation Plan for Independent Parallel Runway Operations. Due September 30, 2015

Core Activity: Deliver Status Report

Provide monthly updates on the status of NextGen programs.

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: Networked Facilities - NAS Voice System

The NAS Voice System (NVS) will be a real-time, critical part of the ATC infrastructure that provides the connectivity for efficient communications among air traffic controllers, pilots and ground personnel. It connects incoming and out-going communication lines via a switching matrix to the controller's workstation. The controller using a panel on his workstation selects the lines needed to communicate with pilots, other controllers and other facilities.

Core Activity: Deliver Status Report

Provide monthly updates on the status of programs

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: NextGen Navigation Engineering (NNE)

This program supports NextGen goals related to increasing capacity during Instrument Meteorological Conditions (IMC). It is laying the foundation to increase and improve use of area Navigation (RNAV) using Distance Measuring Equipment (DME) in the terminal domain, and improving situational awareness on the airport surface, especially during low visibility.

Core Activity: Deliver Status Report

Provide monthly updates on the status of programs

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Measure: Deliver benefits through technology and infrastructure - Advance Collaboration

We can only succeed with continued collaboration. We do that internally with cross-agency coordination and integration. We do that internationally with global partners. And we do that with other partners in the aviation community who are investing in the future along with the FAA.

Core Initiative: Air Traffic Systems Testing and Evaluation (T&E Services Division)

Test, analyze and evaluate NAS/NextGen systems/services to verify and validate that products meet specifications, satisfy requirements, and are operationally effective and suitable.

Core Activity: Verification and Validation (V&V) of Strategies & Practices

Conducts independent assessments of test work products and acquisition work products requiring V&V, based on established standards, in support of organizational and acquisition program objectives. .

Activity Target 1:

Conduct ninety percent (90%) independent review of WJHTC's test work products Due September 30, 2015

Activity Target 2:

Host the annual V&V Summit Due September 30, 2015

Core Activity: Test Protocol and Documentation

Provide quality T&E and analysis products and services to ensure that current NAS and future air transportation systems are verified and validated using best practices and quality standards.

Activity Target 1:

Deliver test documentation as specified in FY15 Project Scope Agreements with PMO Sponsors (AJM-2) for acquisition programs (Surveillance Systems, Air Traffic Management Programs, Decision Support Programs, and Acquisition Support Programs) Due September 30, 2015

Activity Target 2:

Conduct Portfolio Review with PMO Executive Leadership (AJM-2) Due March 31, 2015

Activity Target 3:

Maintain International Organization for Standardization (ISO) Certification by conducting biannual management reviews Due March 31, 2015

Activity Target 4:

Maintain International Organization for Standardization (ISO) Certification by conducting biannual management reviews Due September 30, 2015

Activity Target 5:

Maintain ISO certification by completing FY-15 Quality Objectives Due September 30, 2015

Core Initiative: Enterprise Services Testing & Evaluation

Provide analytical studies and related safety monitoring services in support of separation reductions in U.S. Sovereign Airspace and international airspace where FAA has delegated authority to provide air traffic services and test, analyze and evaluate NAS/NextGen Systems/services to verify and validate that products meet specifications, satisfy requirements, and are operationally effective and suitable.

Core Activity: Separation Standards and Air Transportation Analytical studies

Conduct and participate in Separation Standards and Transportation System Analytical studies, reviews and meetings.

Activity Target 1:

Conduct biannual review of the performance of Reduced Vertical Separation Minimum in North America (U.S., Canada and Mexico) cast against ICAO Recommended Requirements at FAA hosted meetings Due January 31, 2015

Activity Target 2:

Conduct biannual review of the performance of Reduced Vertical Separation Minimum in North America (U.S., Canada and Mexico) cast against ICAO Recommended Requirements at FAA hosted meetings Due June 30, 2015

Activity Target 3:

Deliver four (4) working/informational papers. Due September 30, 2015

Core Activity: Test Protocol and Documentation

Provide quality T&E analysis products and services to ensure that current NAS and future air transportation systems are verified and validated using best practices and quality standards.

Activity Target 1:

Deliver test documentation as specified in FY15 PjSAs with PMO Sponsors (AJM-3) for acquisition

programs (Communications, Navigation, Flight Services, and Weather) Due September 30, 2015

Activity Target 2:

Conduct Portfolio review with PMO Executive Leadership (AJM-3). Due March 31, 2015

Activity Target 3:

Maintain ISO certification by conducting biannual management reviews Due March 31, 2015

Activity Target 4:

Maintain ISO certification by conducting biannual management reviews Due September 30, 2015

Activity Target 5:

Maintain ISO certification by completing FY15 Quality Objectives Due September 30, 2015

Core Initiative: Continued Airworthiness Research

Reduce the number of accidents associated with failure of aircraft structure, engines, and systems as a function of their continued operation and usage.

Core Activity: Conduct Continued Airworthiness Research

The Continued Airworthiness Program promotes the development of technologies, procedures, technical data, and performance models to prevent accidents and mitigate accident severity related to civil aircraft failures as a function of their continued operations and usage. The research will focus on five technical areas: Flight Controls and Mechanical Systems (FCMS), Maintenance and Inspections (M&I), Propulsion Systems (PS), Rotorcraft Systems (RS) and Structural Integrity Metallic (SIM)

Activity Target 1:

Modify Full-Scale Aircraft Structural Test Evaluation and Research (FASTER) laboratory with updated controls, data acquisition system, and air-based actuators. Due February 28, 2015

Activity Target 2:

Design and build an angle of attack (AOA) sensor capable of determining angle of attack to with +/- ½ degree of sensitivity using off the shelf, low cost, pressure transducers and electronics. Due May 31, 2015

Activity Target 3:

Complete test of Panel 4 on FASTER to assess the fatigue and environmental durability of bonded repairs to metallic airframe structure. Due July 30, 2015

Activity Target 4:

Develop and assess diagnostic and prognostic algorithms for usage credits to validate HUMS AC 29-2C, MG-15. Due August 30, 2015

Activity Target 5:

Prepare draft version of the annual update to the Metallic Materials Properties Development and Standardization (MMPDS) handbook. Due September 30, 2015

Core Initiative: Aircraft Catastrophic Failure Prevention Research

Reduce the number of accidents due to uncontained engine failures and propulsion system malfunctions.

Core Activity: Conduct Aircraft Catastrophic Failure Prevention Research

Develop data and methods for evaluating aircraft vulnerability to uncontained engines failures and provide analytical tools for engine containment systems and for protecting identified critical systems that may need shielding from uncontained engine debris.

Activity Target 1:

Develop algorithms for the impact analysis of composite materials Due August 30, 2015

Activity Target 2:

Formulate mathematical analysis to support development of new material model for Inconel Due September 30, 2015

Core Initiative: Aircraft Icing/Digital System Safety Research

Reduce the number of accidents associated with aircraft icing and failures to software-based digital flight controls and avionics systems.

Core Activity: Conduct Digital System Safety Research

The Digital System Safety program will evaluate onboard network security and integrity, software development techniques and tools, and airborne-electronic-hardware (AEH) design techniques and tools.

Activity Target 1:

Propose mitigation strategy for safe use of multicore processors Due July 30, 2015

Activity Target 2:

Develop criteria for determining airworthiness for

commercial off-the-shelf airborne electronic hardware. Due September 30, 2015

Core Activity: Conduct Aircraft Icing Research

The Aircraft Icing program will develop new engineering tools to support improved means of compliance and new guidance material for engine and airframe certification and operations in super-large-droplet (SLD), mixed-phase, and ice crystal icing conditions.

Activity Target 1:

Compile data and information package for annual winter notice as required by CFR 121.629. Due August 30, 2015

Activity Target 2:

Develop parameter scaling framework for testing of engines in static sea level facilities Due September 30, 2015

Core Initiative: William J Hughes Technical Center Facility Operations

Provide facility maintenance, environmental management, support services and engineering support for all properties located at the WJHTC.

Core Activity: Environmental Management

Maintaining an effective environmental management system (EMS) pursuant to executive orders 13423/13514 and providing technical direction, oversight and support to the FAA.

Activity Target 1:

Ensure 80% of external audit non-conformances are addressed Due April 1, 2015

Activity Target 2:

Conduct an external EMS conformance audit. Due May 31, 2015

Activity Target 3:

Conduct an internal EMS audit Due July 31, 2015

Activity Target 4:

Conduct EMS Management Review. Due August 31, 2015

Core Activity: Facility Operations and Maintenance

Provide twenty-four hour facility maintenance, operations, improvements and support services for the WJH Technical Center Campus.

Activity Target 1:

Do not exceed maximum contaminate levels of potable water more than once per year. Due September 30, 2015

Activity Target 2:

Ensure actions plans are completed on time for 95% of all Office of Security and Investigations security findings. Due September 30, 2015

Activity Target 3:

Provide performance assessments on facility maintenance and support services through annual program reviews Due August 30, 2015

Activity Target 4:

Maintain ISO certification for the Technical Center Quality Management Systems (Laboratory Services Division, Test & Evaluation Services Divisions and the Center Operations Facilities Operations and Engineering Branches). Due September 30, 2015

Core Initiative: Hazardous Materials Safety Research

Improve the safety of transporting hazardous materials by air.

Core Activity: Hazardous Materials Safety Support

Support the Office of Hazardous Materials Safety by conducting lithium battery fire tests.

Activity Target 1:

Examine and test fire hardening and fire suppression technologies to permit the safe air transport of current and future portable electrical power sources. Due September 30, 2015

Core Initiative: NAS & NextGen Laboratory Facilities and Services

Provide a set of world class laboratory facilities and services to support research, engineering, development, test, evaluation and maintenance of air navigation, air traffic management, and future air transportation system capabilities

Core Activity: NextGen Laboratory Facilities

Sustain the NextGen Integration and Evaluation Capability (NIEC) and the Florida Test Bed (FTB) to support NextGen programs

Activity Target 1:

Identify and acquire NIEC and FTB upgrades and

enhancements to support NextGen Research, human-in-the-loop simulations, and/or proof of concept demonstrations Due June 30, 2015

Activity Target 2:

Enhance FTB System Wide Information Management (SWIM) Capabilities to support connectivity with external partners Due June 30, 2015

Core Activity: Research Laboratory Facilities at WJHTC

Support research and development at the WJHTC's Simulation Facilities, Airborne Laboratories, and R&D Human Factors Laboratory

Activity Target 1:

Demonstrate distributed government and industry simulation capability for ATC, AOC, and flight deck operations for at least three aircraft types in support of Four Dimensional Trajectory (4DT) and Trajectory-based Operations (TBO) R&D Due January 30, 2015

Activity Target 2:

Perform R&D Flight tests in support of the NextGen Alternative Fuels for General Aviation research program Due September 30, 2015

Activity Target 3:

Perform R&D flight tests in support of programs such as Advanced Collision Avoidance System (ACAS), Ground Based Augmentation System (GBAS) and Automated Dependent Surveillance-Broadcast (ADS-B) Due September 30, 2015

Activity Target 4:

Induct the Bombardier Global 5000 test aircraft into the 10-year maintenance inspections. Due September 30, 2015

Activity Target 5:

Enhance simulation software capabilities with new features and keep current with existing baseline systems in support of research activities in Research Development & Human Factors Laboratory (RDHFL). Due September 30, 2015

Activity Target 6:

Enhance the Virtual Reality (VR) labs 3D capability by upgrading the Oculus Rift headset to provide higher resolution in support of R&D activities Due September 30, 2015

Core Activity: NAS Air Traffic Control Laboratories

Sustain and improve the William J. Hughes Technical Center NAS Laboratory Facilities

Activity Target 1:

Assess performance of laboratory management support including engineering, configuration management, system design and installation, data management, and technical support services for NAS and NextGen programs through annual program reviews - Due September 30, 2015

Activity Target 2:

Select and prioritize NAS modernization projects
Due December 15, 2014

Activity Target 3:

Complete 70% of the NAS Modernization projects scheduled for completion in FY 2015 Due September 30, 2015

Core Activity: Quality Management of Laboratory Services

Continually improve laboratory services and ensure that they meet or exceed customer requirements

Activity Target 1:

Complete an independent external surveillance audit of the NAS laboratory services, procedures, and processes Due July 31, 2015

Activity Target 2:

Successfully recertify the Laboratory Services Division's quality management system Due August 30, 2015

Activity Target 3:

Meet or exceed customer requirements by maintaining a customer feedback response rating of 3.5 or higher Due September 30, 2015

Core Activity: Deliver Status Report

Provide monthly updates on the status of NextGen programs

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: Propulsion and Fuel System Safety

Reduce the number of accidents associated with the failure of aircraft engines, components, and fuel systems.

Core Activity: Conduct Propulsion and Fuel Systems Research

Develop technologies, procedures, test methods, and criteria to enhance the airworthiness, reliability, and performance of civil turbine and piston engines, propellers, fuels, and fuel management systems

Activity Target 1:

Complete a technology transfer Program Review at Southwest Research Institute (SWRI). Due June 30, 2015

Activity Target 2:

Incorporate 3D sector models and new stress intensity factor (SIF) solution for cracks for use with Design Assessment of Reliability with Inspection (DARWIN 9.0). Due September 30, 2015

Core Initiative: Structural Safety/Advanced Materials

Reduce the number of accidents due to structural failure by assessing the safety implications of new and present day composites, alloys, and other materials, and associated structures and fabrication techniques.

Core Activity: Conduct Structural Safety Research

Perform research to evaluate analysis and test procedures used by the industry to meet crashworthiness regulations.

Activity Target 1:

Complete a technology transfer Program Review at the Joint Advanced Materials and Structures Center of Excellence (JAMS COE) annual technical review meeting. Due July 31, 2015

Activity Target 2:

Review and update crashworthiness module of the composite safety awareness training course Due September 30, 2015

Core Activity: Conduct Advanced Materials Research

Investigate damage tolerance and fatigue issues of composite structures, including the assessment of impact damage threats (e.g., in-flight hail, ground vehicle collisions), and fatigue effects of composite materials on structural strengthExplore

Activity Target 1:

Complete a technology transfer Program Review at the Joint Advanced Materials and Structures

Center of Excellence (JAMS COE) annual technical review meeting Due July 31, 2015

Activity Target 2:

Assess a design that supports certification standards for sandwich structures to assure designs are resistant to damage. Due September 30, 2015

Core Initiative: System Planning & Resource Management

Develop annual FAA's research and development (R&D) plan to ensure the continued capacity, safety, and efficiency of aviation in the United States, considering emerging technologies and forecasted needs of civil aeronautics; and to provide the highest degree of safety in air travel.

Core Activity: The 2015 National Aviation Research Plan (NARP)

Develop the 2015 National Aviation Research Plan (NARP) to Congress with the FY 2016 President's Budget

Activity Target 1:

Develop 2015 NARP, Version 0 (update Milestones and Progress Items) Due October 15, 2014

Activity Target 2:

Review Version 1 (REB and Collaborative Working Group members) Due November 13, 2014

Activity Target 3:

Review Version 1.1 (ANG Director's and ANG-1/2). Due December 12, 2014

Activity Target 4:

Review Version 2 and Obtain Concurrence (Associate and Assistant Administrators, OMB, and OST). Due January 16, 2015

Activity Target 5:

Review and Approve Version 2a (ANG-E, ANG-1, and AOA-1). Due January 31, 2015

Activity Target 6:

Deliver 2015 NARP and deliver to Congress with FY 2016 President's Budget Request Due February 2, 2015

Core Activity: FY 2015 RE&D Portfolio

Formulate, coordinate, and obtain approval of the FAA's FY 2017 RE&D portfolio.

Activity Target 1:

Update Research and Development (R&D) Portfolio Development Process Guidance Document (GD) and review with R&D Executive Board (REB) Due October 20, 2014

Activity Target 2:

Distribute final GD and REB reviews and approves Program Planning Team (PPT) processes Due November 17, 2014

Activity Target 3:

REB reviews and approves FY 2017 PPT R&D Portfolios Due February 9, 2015

Activity Target 4:

REB finalizes R&D Portfolios Due May 11, 2015

Activity Target 5:

Joint Resources Council and Executive Council review and approve FY 2017 RE&D portfolio Due June 26, 2015

Core Activity: RE&D Advisory Committee (REDAC) Recommendations on the FY 2017 R&D Portfolio

Obtain recommendations on the FY 2017 R&D portfolio from the FAA RE&D Advisory Committee and manage process to develop FAA responses to their recommendations.

Activity Target 1:

Hold Summer/Fall full REDAC and Subcommittee meetings to receive their long term (10+) strategic guidance for FAA R&D needs and issues. Due October 10, 2014

Activity Target 2:

Develop response to REDAC on their guidance. Due November 14, 2014

Activity Target 3:

Hold Winter/Spring full REDAC and Subcommittee meetings to obtain recommendations on FAA's proposed FY 2017 portfolio Due April 30, 2015

Activity Target 4:

Develop response to Spring REDAC recommendations Due May 22, 2015

Core Activity: 2014 Federal Laboratory Technology Transfer Report

Provide report to Department of Transportation (DOT) on FY 2014 achievements of the FAA Technology Transfer Program for inclusion in Department of

Commerce Federal Laboratory Technology Transfer Report for FY 2014.

Activity Target 1:

Complete draft report on FAA Tech Transfer FY 2014 accomplishments Due October 31, 2014

Activity Target 2:

Review and finalize FY 2014 Tech Transfer Report Due November 30, 2014

Activity Target 3:

Deliver FAA FY 2014 Tech Transfer Report to DOT Due December 31, 2014

Core Activity: Unmanned Aircraft Systems (UAS) Center of Excellence (COE)

Establish the FAA Center of Excellence for Unmanned Aircraft Systems.

Activity Target 1:

Conduct the Center of Excellence (COE) for UAS competition and complete executive summaries of proposal evaluations and provide to AOA for review and coordination with OST. Due January 15, 2015

Activity Target 2:

Coordinate with OST, AGI and APA to announce new COE for UAS selection. Due April 1, 2015

Activity Target 3:

Coordinate with ANG-C21 to define the FY15 COE UAS research projects and corresponding funding levels to comply with COE legislation, the FAA research agenda and COE legislative requirements. Due June 30, 2015

Activity Target 4:

Negotiate agreements with each university core member to establish the COE and award grants to fund start-up activities and research projects at the COE for UAS universities. Due September 1, 2015

Core Initiative: System Safety Management

Support promotion and expansion of safety information sharing, safety risk management initiatives efforts, and prevent, reduce, or mitigate the number of accidents in the terminal area.

Core Activity: Conduct System Safety Management Research

Develop an infrastructure that enables the free sharing and analysis of de-identified safety information; methodologies, research studies, and guidance material that provide aviation safety inspectors, aircraft certification engineers, analysts, and managers the capabilities of systematically assessing potential safety risks and applying proactive solutions to reduce aviation accidents and incidents. The Terminal Area Safety research program develops training solutions and identifies effective technologies to mitigate the key causes of fatal accidents in the terminal area.

Activity Target 1:

Test initial mathematical stall model and validate flight simulator stall response. Due July 30, 2015

Activity Target 2:

Devise algorithms and processes for automated trend and/or anomaly detection. Due August 30, 2015

Activity Target 3:

Develop Facility Risk Assessment Tool (FRAT) software requirements specification Due September 30, 2015

Activity Target 4:

Evaluate two methods to estimate the real-time runway friction or slipperiness level. Due September 30, 2015

Core Initiative: William J Hughes Technical Center Building and Plant Support

Modernization of Technical Center infrastructure to ensure facilities operate efficiently and effectively.

Core Activity: Facility Infrastructure Upgrades

Design and engineer facility improvements to ensure the ongoing operations of the WJH Technical Center

Activity Target 1:

.Complete and submit procurement package for Building 316 Roof Replacement Due April 30, 2015

Activity Target 2:

Complete and submit procurement package for replacement of Aerial Distribution Switches 1 and 2 Due August 31, 2015

Activity Target 3:

Complete and submit procurement package for - Building 300 and 301 Fire Detection/Annunciation

System Upgrades (Phase 2) Due September 30, 2015

Activity Target 4:

Complete and submit procurement package for Building 316 Chiller Replacements (Two Chillers) Due September 30, 2015

Core Initiative: Fire Safety and Research

Reduce the number of accidents associated with on-board aircraft fires and mitigate the effects of a post-crash ground fire.

Core Activity: Conduct Fire Research

Develop technologies, procedures, test methods, and material performance criteria that can prevent accidents caused by hidden cabin or cargo compartment in-flight fires and fuel tank explosions, and improve survivability during a post-crash fire

Activity Target 1:

Quantify relationship between lab scale and microscale combustion calorimeter (MCC) test parameters and FAR 25 fire test results. Due July 30, 2015

Activity Target 2:

Submit draft report on analysis of all smoke and odor events from 2002 through 2011. Due August 31, 2015

Activity Target 3:

Evaluate effectiveness of water or other fluid mist systems for fire suppression in main deck freighter cargo compartments. Due September 30, 2015

Core Initiative: NextGen -Alternative Fuels for General Aviation

Address the use of alternative and renewable fuels for GA to lessen aviation environmental impacts to air and water quality.

Core Activity: Conduct NextGen - Alternative Fuels Research for General Aviation

Investigate fuels for general aviation aircraft that lower or eliminate lead while maintaining the airworthiness of aircraft engines and airframe fuel management systems.

Activity Target 1:

Identify ecological risk procedures and methods for fuel testing. Due May 31, 2015

Activity Target 2:

Conduct five fit-for-purpose standardized fuel tests on Phase I fuels. Due July 31, 2015

Activity Target 3:

Develop preliminary standardized engine and aircraft test procedures for Phase II fuels Due September 30, 2015

Core Initiative: Aviation Safety Information Analysis & Sharing (ASIAS)

The ASIAS program is an information safety analysis and data sharing collaboration involving industry and government to proactively analyze broad and extensive data to advance aviation safety.

Core Activity: Deliver Status Report

Status report

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: Systems Safety Management Transformation (GO7A.02-01)

This program researches comprehensive and proactive approaches to analyzing aviation safety related to the implementation of NextGen capacity and efficiency capabilities. Safety programs require the capability to merge and analyze diverse sets of aviation information to expose and track precursors to incidents/accidents.

Core Activity: Deliver NextGen Status Report

Provide monthly updates on the status of programs

Activity Target 1:

Develop monthly NextGen status report and distribute to ADA-2, ANG-1 and other senior leadership Due September 30, 2015

Core Initiative: NextGen Performance Snapshots

Expand FAA's NextGen Implementation Plan to incorporate critical path decisions and milestones necessary to accomplish the Mid-Term commitments.

Core Activity: NextGen Performance Website

ANG-F NextGen Performance Snapshots Website. The NPS provides rear-view mirror

performance evaluation at locations where NextGen capabilities have been deployed

Activity Target 1:

Fall 2014 NPS Release Due October 31, 2014

Activity Target 2:

Spring 2015 NPS Release Due March 30, 2015

Activity Target 3:

Summer 2015 NPS Release Due June 30, 2015

Activity Target 4:

Fall 2015 NPS Release Due September 30, 2015

Core Activity: Performance and Metrics

ANG-F NextGen Performance Snapshots Website. Support other NextGen progress and performance metrics as required by leadership, such as the NAC NextGen Prioritization. Providing the schedule, milestones, deployment sites and metrics to communicate NextGen progress to our external stakeholders.

Activity Target 1:

Work with internal and external stakeholders to develop reporting tools and identify metrics. Due October 31, 2014

Activity Target 2:

Update the reporting tool. Due June 30, 2015

Activity Target 3:

Release the NextGen Priorities Tool. Due September 30, 2015

Core Initiative: Technical Operations Human Factors

Delivery of research and development (R&D) products that incorporate the human-centric perspective, roles, responsibilities and capabilities as they relate to air traffic control.

Core Activity: Air Traffic Control/Technical Operations Human Factors Research

Formulate an Air Traffic Control and Technical Operations Human Factors Research and Engineering Plan in coordination with Civil Aerospace Medical Institute (CAMI) (AAM-500)

Activity Target 1:

Develop 2015 Air Traffic Control/Technical Operations Human Factors Research and Development Plan. Due April 30, 2015

Core Activity: Air Traffic Control/Technical Operations Human Factors Standardization

Develop human factors system standards and guidelines to improve human system performance.

Activity Target 1:

Publish the update to the FAA's Human Factors Design Standard. Due September 30, 2015

Core Activity: Development/Implementation of Human Factors Guidance and Products

The Human Factors (HF) division will collaborate with ATO Safety, ANG-B, ANG-D and other stakeholders to identify programs and human performance areas of interest, resulting in a five year NextGen Human Systems Integration (HSI) Strategic Plan

Activity Target 1:

Deliver Segment Bravo Human Error Metrics & Mitigation. Due July 30, 2015

Core Activity: Human Factors Guidance for Acquisition Management System

Develop guidance material to integrate human factors with NextGen technology and procedures to ensure safety.

Activity Target 1:

Develop Human Factors GAP Analysis for NextGen relevant Investment Analysis and Solution Implementation guidance to assist service organizations when preparing outputs and products in compliance with Acquisition Management policy. Due September 30, 2015

Core Initiative: Flight Deck/Maintenance/System Integration Human Factors

Development of Flight Deck Human Factors Research and Development (R&D) Plan

Core Activity: Flight Deck Human Factors R&D Plan

Formulate the Flight Deck Human Factors R&D Plan

Activity Target 1:

Develop FY2015 Flight Deck Human Factors Flight Deck R&D Plan in coordination with NextGen Lifecycle Planning Office (ANG-D) and sponsor (AVS) Due April 30, 2015

Core Activity: Aircraft Maintenance Human Factors

Develop best practices report documenting strengths and weaknesses of MX-LOSA implementation and provide recommendations for Flight Standards to be folded into their regulatory and guidance material relating to LOSA standards.

Activity Target 1:

Complete a best practices review of MX-LOSA implementation with recommendations for Flight Standards guidance. Due September 30, 2015

Core Activity: NEXTGEN FLIGHT DECK HUMAN FACTORS RESEARCH AND DEVELOPMENT PLAN - NEXTGEN AIR GROUND INTEGRATION

Formulate a NextGen Flight Deck Human Factors R&D Plan. Primary focus areas include error detection and automation, instrument procedures design and use, ADS-B applications, air carrier training, data communications, and advanced vision technologies for low visibility operations.

Activity Target 1:

Develop FY2015 NextGen Flight Deck Human Factors R&D Air Ground Integration Plan in coordination with NextGen Lifecycle Integration Office (ANG-D) and sponsor (AVS). Due June 30, 2015

Core Activity: Deliver Status Report

Provide monthly updates on the status of NextGen programs.

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: System Development - Information Management

The Information Management Program addresses issues that arise when an agency moves from managing and sharing information in a legacy environment which is controlled through a physical connection into a network environment which only requires a simple subscription.

Core Activity: Concept of Use Document, System Development - Information Management

In FY15, activities include determining costs and other impacts that could be avoided if the capabilities identified in the NER Initial Requirements document are to be available to analysts of NAS data.

Activity Target 1:

Complete assessment report of User Costs Due September 30, 2015

Core Activity: Deliver Status Report

Provide monthly updates on the status of NextGen programs

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Initiative: NextGen Priorities Master Implementation Plan

Lead all efforts to produce, monitor and track the NextGen Priorities Master Implementation Plan through cross agency coordination.

Core Activity: Develop and Monitor NextGen Priorities Master Implementation Plan

Lead cross-agency effort to develop the Congressional-mandated joint implementation plan for the NAC's NextGen Priorities and to monitor agency progress against the plan's commitments.

Activity Target 1:

Deliver the Master Implementation Plan to the House Aviation Subcommittee Due October 18, 2014

Activity Target 2:

Deliver 1st quarter program management review of the four focus areas Due December 30, 2014

Activity Target 3:

Deliver 2nd quarter program management review of the four focus areas Due March 31, 2015

Activity Target 4:

Deliver 3rd quarter program management review of the four focus areas Due June 30, 2015

Activity Target 5:

Deliver 4th quarter program management review of the four focus areas Due September 30, 2015

Core Initiative: ANG-F NextGen Implementation Plan

Lead all efforts to produce the NextGen Implementation Plan through cross agency coordination.

Core Activity: ANG-F NextGen Implementation Plan (NGIP)

ANG-F NextGen Implementation Plan (NGIP). Publish the NGIP updating Congress on the status of key NextGen programs and portfolio status.

Activity Target 1:

Collaborate with NextGen program and portfolio managers and the ATO Program Management Office to garner status and deployment schedule information for NGIP publication. Due October 17, 2014

Activity Target 2:

Working through the NextGen program and portfolio managers and the ATO Program Management Office, review and provide comments on NGIP Draft One. Due December 12, 2014

Activity Target 3:

Working through the NextGen program and portfolio managers and the ATO Program Management Office, provide comments and resolve comments on NGIP Draft 2. Due February 6, 2015

Activity Target 4:

Provide all final comments and clearances necessary for the NextGen Organization to submit the final NGIP for OMB review thirty days after the President's budget submission. Due April 24, 2015

Core Initiative: Operations Concept Validation and Modeling

Develop and validate operational concepts that will increase capacity and improve efficiency and throughput.

Core Activity: Increase Efficiency, Ops Concept Validation Modeling

Develop and validate operational concepts that will increase capacity and improve efficiency and throughput.

Activity Target 1:

Provide VCV Operational Improvement Assessment. Due March 31, 2015

Activity Target 2:

Provide Final Requirements Document for Second Additional Type of Space Vehicle Operations. Due September 30, 2015

Activity Target 3:

Update concept for integrated UAS operations in Class A and B airspace to further develop

operational requirements for both the FAA and UAS operators. Due August 31, 2015

Activity Target 4:

Complete Trajectory Operations (TOps) Simulation Plan Scenarios. Due September 30, 2015

Core Initiative: Management of ANG Website

Review and update content on the FAA's external and employee websites to keep external stakeholders and employees informed of NextGen-related activities

Core Activity: ANG Website Content

Review and update content on the FAA's external and employee websites to keep external stakeholders and employees informed of NextGen-related activities

Activity Target 1:

Review ANG's content on faa.gov and on my.faa.gov for accuracy and adherence to FAA web standards and update as necessary Due December 31, 2014

Activity Target 2:

Review ANG's content on faa.gov and on my.faa.gov for accuracy and adherence to FAA web standards, and update as necessary. Due March 31, 2015

Activity Target 3:

Review ANG's content on faa.gov and on my.faa.gov for accuracy and adherence to FAA web standards, and update as necessary. Due June 30, 2015

Activity Target 4:

Review ANG's content on faa.gov and on my.faa.gov for accuracy and adherence to FAA web standards, and update as necessary. Due September 30, 2015

Core Initiative: NextGen Interagency Initiatives

Lead the early development of key NextGen interagency initiatives

Core Activity: Interagency Coordination

Lead the early development of key NextGen interagency initiatives that require collaboration and consensus among federal partners at the Departments of Defense, Commerce, and Homeland Security, the Federal Aviation Administration, the National Aeronautics and Space Administration, the

White House Office of Science and Technology Policy, and the Office of the Director of National Intelligence. This work is also coordinated with industry and academia. Initiatives include the development of a federated UAS ConOps, UAS autonomy, Integrated Arrival Departure and Surface, and cyber security that requires interagency coordination.

Activity Target 1:

Formulate and brief the Senior Policy Committee on Proposed FY15 Work Plan Due October 31, 2014

Activity Target 2:

Begin Execution Approved FY15 Work Plan Due November 1, 2014

Activity Target 3:

Brief IPO End of Year Report and Executive Summary to NextGen Executive Board Due September 30, 2015

Core Activity: Multi-agency vision for UAS Operations

Develop and achieve consensus on an overarching multi-agency vision for UAS operations in the post-2030 environment. Issues to be considered such as evolution beyond FAA ConOps 2.0, needs for new airspace classes, target level of safety, UAS categorization (by vehicle, mission, etc.), and NAS evolution. This is a multi-year effort.

Activity Target 1:

Define scope for Unmanned Aircraft Systems (UAS) vision. Due September 30, 2015

Core Activity: Cyber Evaluation Exercises

Lead the collaboration with partner agencies, to develop Aviation Cyber Evacuation Studies (ACES) to drive R&D efforts and develop recommendations for Aviation Cyber policies/strategy/guidance (e.g., FISMA, NIST) to ensure aviation domain cyber security is adequately addressed.

Activity Target 1:

Meet with partners to leverage agency cyber exercises (e.g., CYBERGUARD) to support development of NextGen cyber recommendations. Initial recommendations to the NextGen Executive Board Due June 30, 2015

Activity Target 2:

Brief final recommendations and deliver the final report to NextGen Executive Board Due September 30, 2015

Core Initiative: FAA Administrator Initiative: National Airspace System (NAS)

Lay the foundation for the NAS of the future by achieving prioritized NextGen benefits, integrating new user entrants, and delivering more efficient, streamlined services. Focus to achieve the benefits of NextGen

Core Activity: ANG Business Operations

This initiative covers NAS Lifecycle Integration office on-going development process, management, and update of all PLAs. Stakeholders includes all FAA.

Activity Target 1:

Report monthly status of PLA Development (Signed/Under Review by PMO/Draft) Due September 30, 2015

Activity Target 2:

Report monthly status of milestones of signed PLAs. Ensure 100% tracking of all milestones. Due September 30, 2015

Activity Target 3:

Track and report monthly Portfolio status (Green/Yellow/Red) Due September 30, 2015

Activity Target 4:

PfMR reviews (2 total in FY15) Due September 30, 2015

Core Initiative: NextGen Status Report

Provide monthly update on status of programs

Core Activity: ANG Business Operations

Conduct assessments as needed for ANG-B and other senior leadership

Activity Target 1:

Provide technical input, review and coordination for FY15 NSIP Due September 1, 2015

Core Initiative: National Airspace System (NAS) Status Report

Conduct assessments of National Airspace System Programs

Core Activity: Monthly status report

Perform assessment of pre-implementation products on all NAS programs and reporting the overall status

Activity Target 1:

Provide status of NAS programs in pre-implementation phase Due September 1, 2015

Core Activity: Planning Alignment and Budget Impact assessments

Conduct assessments as needed for ANG-1 and other senior leadership

Activity Target 1:

Report the status of NextGen Planning Alignment and Budget Impact Assessments Due September 1, 2015

Core Initiative: NextGen Status Report

Provide monthly update on status of programs

Core Activity: Monthly status report

Distribute to ADA-2, ANG-1 and other senior leadership

Activity Target 1:

Develop monthly NextGen status report Due September 30, 2015

Core Initiative: NextGen summary report

Provide quarterly summary update

Core Activity: Quarterly summary report

Distribute to ADA-2, ANG-1 and other senior leadership

Activity Target 1:

Develop quarterly NextGen status report Due September 30, 2015

Core Initiative: NextGen Assessments

Conduct assessments of selected airports and airlines

Core Activity: Airport/Airline assessments

Conduct assessments as needed for ANG-2

Activity Target 1:

Conduct Airport/Airline NextGen assessments Due September 30, 2015

Core Initiative: TBO/ UAS Integration Demonstration

Conduct demonstration(s) and which serve to further mature TBO concept(s) aimed to identify the system (e.g. hardware, software, and data) requirements in integrating Four-Dimensional Trajectory (4DT) operations into the National Airspace System (NAS) using UAS as a platform within Class A airspace

Core Activity: Trajectory Based Operation/Unmanned Aircraft System (TBO/ UAS) Integration Demonstration

Provide a plan for how the TBO/ UAS Pseudo Human-in-the-Loop (HITL) and Flight Trial will be prepared and conducted. This plan will include objectives, activities, schedule, dependencies, project risk/ risk mitigation strategies, roles and responsibilities, data collection and demonstration requirements. This document will also define in detail how to conduct the TBO UAS Pseudo-HITL and Flight Trial taking into consideration any feedback and lessons learned from Stakeholders and Subject Matter Expert (SME) and information obtained from previous demonstration activities.

Activity Target 1:

Complete Pseudo-HITL & Flight Trial Plan. Due August 30, 2015

Core Measure: Workforce of the Future

Prepare FAA's human capital for the future, by identifying, recruiting, and training a workforce with the leadership, technical, and functional skills to ensure the U.S. has the world's safest and most productive aviation sector.

Core Initiative: Workforce Development and Recruitment

Maintain a highly skilled workforce

Core Activity: Recruitment - NextGen Pathways Program

Recruit and hire Student Interns to assist in the agencies succession planning goals

Activity Target 1:

Recruit a minimum of 12 new students into the NextGen Pathways Student Internship Program. Due September 30, 2015

Activity Target 2:

Convert 30% of the program participants to full-time permanent employees, without further competition, after successful completion of the program. Due September 30, 2015

Core Activity: Laboratory Workforce

Provide a trained workforce to support and maintain the WJHTC laboratories to ensure skills and competencies of all Laboratory Services personnel are current.

Activity Target 1:

Develop a workforce training plan for FY15. Due December 15, 2014

Activity Target 2:

Provide workforce training, in accordance with the training plan, in the areas of management, system maintenance, simulation and modeling, and other competencies needed to support the WJH Technical Center laboratories and equipment Due September 30, 2015

Core Initiative: Executive Leadership

Provide effective executive leadership to ensure the implementation and success of programs and products that are vital in meeting FAA corporate objectives and goals.

Core Activity: Monitoring of NextGen Operations and FAA Programs

Ensure the William J. Hughes Technical Center is available and meets the requirements of both internal and external customers by ensuring current and future requirements of NextGen and the FAA are being met.

Activity Target 1:

Report on a quarterly basis to ANG-2 internal and external FAA Research Program milestones and accomplishments. Due September 30, 2015

Core Measure: Business Services

Ensure delivery of NextGen benefits through effective and efficiency program support services

Core Initiative: Develop strategy to improve customer service

Support continuous improvement of business and workflow processes across the Directorate. Automate selected processes to improve coordination and collaboration of organizational products.

Core Activity: Provide Effective Customer Service

Support continuous improvement of business and workflow processes across the Directorate by providing effective and timely customer service

Activity Target 1:

Create an NAS Planning Environment (NPE) Community of Interest to support coordination and access to data used within the NPE environment. Due June 30, 2015

Activity Target 2:

Develop the first iteration of a data access process for scheduling data Due September 30, 2015

Core Initiative: Develop the NAS Planning Environment

Develop capabilities that support NAS planning decision making. Support the discovery, use and analysis of engineering and planning datasets.

Core Activity: NAS Planning Environment

Implement an initial schedule analysis capability leveraging existing agency tools. Identify next segment of NPE development.

Activity Target 1:

Implement the NAS Planning Environment initial schedule analysis capability within the Corporate Work Plan toolset environment Due February 28, 2015

Activity Target 2:

Develop and implement 'what if' analyses for schedule change impacts Due July 30, 2015

Activity Target 3:

Develop the next set of incremental NAS Planning Environment requirements Due September 30, 2015

Core Initiative: Manage and develop NAS Systems Engineering (SE) Tools Services

Supports and manages specialty engineering applications and the NAS EA Portal website.

Core Activity: NAS SE Tools Services

Provide software development, maintenance and information system security support for the NAS EA Portal and specialty applications assigned to NAS Systems Engineering Directorate.

Activity Target 1:

Publish the NAS Infrastructure Road map and NAS Segment Implementation Plan. Due January 30, 2015

Activity Target 2:

Link the Corporate Work Plan (CWP) Toolset to NAS EA Portal website. Due June 30, 2015

Activity Target 3:

Continue development of NAS EA Portal enhancements and dataset visualization of systems engineering, enterprise architecture and NAS planning products and reports. Due September 30, 2015

Core Initiative: ANG Financial Reporting In Accordance With Federal Budget Process

Lead the formulation of the ANG Congressional Budget justification and provide updates throughout the development process as required. Ensure all funds are executed in accordance with federal guidelines and FAA procedures.

Core Activity: Budget Formulation

Provide guidance and lead development of the FY17 President's budget.

Activity Target 1:

Publish a quarterly schedule of formulation activities 30 days before the start of the quarter. DUE: Dec 1 2014, Mar 1, June 1, 2015. Due September 30, 2015

Activity Target 2:

Facilitate timely submission of the FY17 Formulation documents: White Sheets, Resource Planning Documents (RPD), Congressional responses, and other requirements. Due September 30, 2015

Activity Target 3:

Conduct annual Mini-Capital Investment Team (CIT) Reviews. Assess the "lessons learned" from Mini-CIT Reviews to identify potential areas for improvement. Due June 30, 2015

Activity Target 4:

Facilitate timely submission of the FY2017 OMB Exhibit 55. Due September 30, 2015

Core Activity: Financial Management Oversight of NextGen Investment Portfolio

Provide guidance and lead financial management of NextGen Investment Portfolio.

Activity Target 1:

Provide the status of ANG resources (DUE:

MONTHLY, NLT 20th business day following the end of the prior month), payroll, and obligation (DUE: MONTHLY, NLT 15th business day of the following month) to the Directorates. Due September 30, 2015

Activity Target 2:

Perform fund certification activities within 2 business days of receipt of obligating documents that comply with FAA policy and regulations for 85% of randomly selected transactions, averaged over the fiscal year. Due September 30, 2015

Activity Target 3:

Deliver financial status of the NextGen Investment Portfolio, Program Management Assessment (PMA), and Project Level Agreements (PLAs). DUE: MONTHLY NLT 20th business day following the end of the prior month. Due September 30, 2015

Core Initiative: Operational Efficiency and Effectiveness

Implement process improvements and best practices to enhance ANG financial management and service delivery

Core Activity: Process Improvement

Provide Operating Procedures for ANG Financial Management.

Activity Target 1:

Develop three internal work processes enhancing ANG financial management and service delivery. Due September 30, 2015

Core Initiative: Acquisition Services

Service Support Requirements Forecasting; Acquisition Planning; Acquisition Support

Core Activity: Service Support Requirements Forecasting; Acquisition Planning; Acquisition Support

Develop, manage and implement acquisition strategy for ANG-A

Activity Target 1:

Update, validate, deliver and post the ANG Contracts Registry Master Spreadsheet. DUE: 10/10/2014, 1/10/2015, 4/10/2015 and 7/10/2015. Due July 10, 2015

Activity Target 2:

Establish internal ANG procurement guidance and brief the stakeholders. Due February 15, 2015

Activity Target 3:

Develop three year ANG Acquisition Plan; develop, coordinate and obtain approval from all stakeholders. Due December 31, 2014

Activity Target 4:

Implement 85% of the Procurement Plan across ANG. Due August 31, 2015

Activity Target 5:

Provide procurement effort status report to ANG-A and stakeholders. DUE: MONTHLY Due September 30, 2015

Core Initiative: Budget Formulation, Analysis & Executive Contract Reporting

Program Level Budget Formulation; Execution (for PO&A Programs); Financial Analysis, Management & Executive Contract Reporting.

Core Activity: Program Level Budget Formulation; Execution (for PO&A Programs); Financial Analysis, Management & Executive Contract Reporting

Budget Formulation, Financial Analysis and Executive Contractual Reporting for all ANG-A managed contracts

Activity Target 1:

Provide ANG-A1 Contract and Financial Status Report NAS Business Solutions (NBS) Report to ANG Senior Management by the 25th of each month. Due September 30, 2015

Activity Target 2:

Starting in the third quarter, produce Directorate contract reports and submit to the respective Directorate by the 20th of each month. DUE: Monthly Due September 30, 2015

Activity Target 3:

Execute Memorandum of Understanding (MOU) with all Lines of Businesses (LOBs) supported from SE2020 Budget Line Item (BLI). Due January 15, 2015

Activity Target 4:

Develop Assistant Administrator Executive Summary reports that provide summary of financial status of contracts and planned acquisition. DUE: Quarterly. Due September 30, 2015

Activity Target 5:

Validate contract financial data submitted by ANG-A15. DUE: Monthly Due September 30, 2015

Core Initiative: Contract Oversight and Administration Management

Perform Contract Oversight and Administration, Task Order (TO) Development, and TO Management

Core Activity: Manage existing Contracts within ANG-A1

Manage existing contracts within ANG-A1 contracts.

Activity Target 1:

Inform program offices of contracts task order expiration within 180 days to identify/document next steps. 100% reporting. DUE: MONTHLY Due September 30, 2015

Activity Target 2:

Deliver Letter of Intent 90 days prior to base contract expiration to AAQ for all SE2020 vendors, CSSI, Boeing, Excelis, GD, BAH, and Metron to facilitate exercise of options. Due September 30, 2015

Activity Target 3:

Ensure 100% accuracy of contract financial data submitted for ANG Executive level reporting each month - Pass/Fail Due September 30, 2015

Core Activity: Contract Records Management

Standardize contract records management process for all contracts within the ANG-A1 portfolio.

Activity Target 1:

Develop and document the framework for contract records management within ANG-A1. Due March 31, 2015

Activity Target 2:

Implement the documented framework to ensure all ANG-A1 contract data is stored and managed in uniformity. Transition 25% of the contracts for Lessons Learned Due July 31, 2015

Core Activity: Develop SE2020 Metrics

Develop metrics for SE2020 Small Business Competition (SBC) Task Order cycle times and continue process improvement to optimize performance and efficiency.

Activity Target 1:

Ensure FY15 award of new task orders,

modifications, resume and invoice approvals follows or exceeds the timeframe metrics established in FY14. Due to year end constraints, the last report will reflect data from July and August. DUE January 31, April 30, July 30 and September 30, 2015. Due September 30, 2015

Activity Target 2:

Improve customer response rate in SE2020 SBC Performance Based Contract Monitoring System (PBCM). Measure and report achieved response rates within 10 weeks of the end of each FY quarter. Achieve 50% improvement in response. Due September 30, 2015

Activity Target 3:

Develop survey to measure Customer Satisfaction with program office processes and services. Due December 31, 2014

Core Activity: SE2025 Award Management

Ensure successful award of the SE2025 portfolio which acquires new Small Business Vendors and exercises options on legacy contracts

Activity Target 1:

Coordinate and conduct the Technical Evaluation Panels to support the Small Business Competition (SBC) Awards and deliver the Source Selection Advisory Council (SSAC) Recommendation Reports (Systems Engineering And Research and Mission Analysis) to the Source Selecting Official (SSO) DUE: Systems Engineering 05/15/2015 and DUE: Research & Mission Analysis 06/5/2015 Due June 5, 2015

Activity Target 2:

Award SE2025 SBC Systems Engineering (SE) and Research & Mission Analysis (R&MA) contracts. DUE: Systems Engineering 05/29/15 and DUE: Research & Mission Analysis 06/19/15 Due June 19, 2015

Core Activity: Delivery of FY15 Product Based Work Plan (PBWP)

Execute FY15 PRODUCT BASED WORK PLAN (PBWP)

Activity Target 1:

Conduct quarterly reviews of Center for Advanced Aviation System Development (CAASD) Work Plan and/or portfolios and submit these briefings to ANG Management as well as the CAASD Program Management Monthly Performance Report. DUE: QUARTERLY Dec 31, 2014, Mar 31 & June 31. Due September 30, 2015

Activity Target 2:

Deliver monthly products with a 90% On-Time Delivery and submit product deliverable statistics report via the CAASD Program Management performance report ANG Management. Due September 30, 2015

Core Activity: Deliver 2015-2019 Center for Advanced Aviation System Development (CAASD) LONG RANGE PLAN

Develop 2015-2019 CAASD LONG RANGE PLAN

Activity Target 1:

Publish Long Range Plan Budget Exhibit for delivery to Office of the Secretary of Transportation/Office of Management and Budget OST/OMB. Due September 30, 2015

Activity Target 2:

Conduct two (2) Federally Funded Research & Development Center (FFRDC) Executive Board Sessions. Submit pre-briefs to ANG Management prior to individual FEBs. DUE: Feb 28 & Aug 31, 2015 Due August 31, 2015

Core Initiative: ANG Strategic and Core Business Plan

Develop and maintain the ANG Strategic and Core Business Plan

Core Activity: ANG FY16 Business Plan

Build the ANG FY16 Business Plan

Activity Target 1:

Prepare implementation plan for FY16 Framework. Due January 31, 2015

Activity Target 2:

Launch FY16 Framework. Due April 30, 2015

Core Activity: Monitor the ANG Business Plan

Establish and maintain framework for monitoring the ANG FY15 Business Plan.

Activity Target 1:

Establish performance and assessment guidelines for ANG Business Plan. Due October 31, 2014

Activity Target 2:

Manage the collection of quality checks of status and commentary inputs to reporting tool, and prepare monthly automated report. Due September 30, 2015

Activity Target 3:

Prepare and distribute comprehensive monthly performance and assessment report. Due September 30, 2015

Activity Target 4:

Conduct monthly performance report briefing to ANG Leadership Team. Due September 30, 2015

Activity Target 5:

Establish Bi-Monthly risk and mitigation report of targets in jeopardy of completion by established due dates. DUE: Nov 30 2014, Jan 31, Mar 31, May 31, July 31 2015. Due September 30, 2015

Activity Target 6:

Perform year end analysis and conduct close-out brief of Business Plan. Due September 30, 2015

Core Initiative: Cost and Benefits Analysis

Conduct a cost and benefit analysis of NextGen programs

Core Activity: Cost and Benefit Analysis

Conduct a cost and benefit analysis of NextGen programs

Activity Target 1:

Develop estimated benefits of delivered NextGen capabilities Due April 30, 2015

Activity Target 2:

Develop estimated benefits of future NextGen capabilities Due June 30, 2015

Activity Target 3:

Deliver an overall NextGen Business Case Due August 31, 2015

Core Measure: Deliver benefits through technology and infrastructure - Deliver Capabilities

Lay the foundation for the NAS of the future by achieving prioritized NextGen benefits, integrating new user entrants, and delivering more efficient, streamlined services

Core Measure: Aviation Industry Information

Forecast of overall demand for FY15 as measured by passengers enplaned is within 1.5% of actual passengers enplaned.

Core Initiative: Operational Impact Analysis

Assess the operational impact of NextGen technologies and procedure

Core Activity: Operational Impact of NextGen Technologies and Procedures

Assess the operational impact of NextGen technologies and procedures.

Activity Target 1:

Develop an analysis plan for the NextGen 2014 Operational Performance Assessment Report Due November 28, 2014

Activity Target 2:

Complete the NextGen 2014 Operational Performance Assessment Draft Report Due July 31, 2015

Activity Target 3:

Complete the NextGen 2014 Operational Performance Assessment Final Report Due September 30, 2015

Core Initiative: Develop Standardized Values and Methodologies

Update "Economic Values for FAA investment and Regulatory Decisions, A Guide." (Economic Values) Completion is contingent upon resource availability.

Core Activity: Develop Standardized Values and Methodologies ANG

Support APL efforts to identify cost and benefit parameters used in FAA regulatory evaluations and infrastructure investments.

Activity Target 1:

Support APL, as requested, in efforts to update 'Economic Values for FAA investment and Regulatory Decisions, A Guide.' Due September 30, 2015

Activity Target 2:

Support APL in efforts to develop plan to identify economic/investment criteria needing updating or cancellation; develop plans to update as necessary. Due September 30, 2015

Core Measure: Support Sustainability and Environmental Objectives

In accordance with Executive Order 13514 - Federal Leadership in Environmental, Energy, and Economic Performance, AFN will support agency sustainability goals to reduce the carbon footprint of information technology, fleet vehicles, real property, and contracting. Achieve at least 3 out of 4 Initiatives for FY15, due September 30, 2015: 1) Reduce inaccurate data and deliver a baseline of invoiced water and electricity use by FAA-owned properties; 2) Reduce the agency vehicle petroleum consumption by 20% from FY-2005 baseline, not-to-exceed 2,230,492 gasoline-equivalent units. 3) ACQ - Award two energy saving performance contracts (ESPC) and two task orders under another ESPC 4) AIT- Conduct Managed Print Output Pilot in one region.

Core Initiative: Fleet Management

Reduce FY-2015 agency petroleum consumption by government fleet vehicles by 20% from the FY-2005 baseline, a maximum consumption of 2,230,492 gasoline-equivalent units. In accordance with Executive Order 13514, federal agencies must reduce vehicle fleet petroleum consumption at a minimum of 2% annually through FY-2020, relative to a FY-2005 baseline.

Core Activity: Fleet Management - ANG

In accordance with Executive Order 13514, support the Agency to achieve a 20% decrease in vehicle fleet petroleum consumption over the FY-2005 baseline.

Activity Target 1:

The FY-15 ANG target is not to exceed the maximum petroleum consumption of 11,386 gasoline gallon equivalents (GGEs). Due September 30, 2015

Core Measure: NextGen Performance Data

Enable successful NextGen collaboration and decision-making with internal and external stakeholders reporting on NextGen performance

Core Initiative: Establish and provide performance indicators of NextGen capabilities

Lead collaboration across lines of business and within ANG to provide operational data to be used in measuring performance at the surface, terminal, and en route levels as well as phases of flight.

Core Activity: Collaborate Across Lines of Businesses (LOBs)

Collaborate across LOBs to improve the quality of data used to measure performance, improve communications, and increase data accuracy.

Activity Target 1:

Conduct kick off meeting with representatives from ATO, PMO and ANG to assess available data required to improve post-implementation performance assessment. Due November 30, 2014

Activity Target 2:

Identify and compile a listing of available data used for measuring the performance of NextGen capabilities deployed at specific geographical locations (Core 30, Metroplexes, and city pairs). Due June 30, 2015

Activity Target 3:

Provide recommendations of suggested data available to improve performance measurement at various phases of flight. Due September 30, 2015

Core Measure: NAC Recommendations

The four areas of NextGen capabilities identified by the NAC as priority: increasing use of Performance Based Navigation (PBN), making multiple runway operations more efficient, improving surface operations, and implementing Data Communications.

Core Initiative: NextGen Advisory Committee (NAC) Recommendations

Series of projects identified by the NAC as high priority for the immediate realization of NextGen benefits.

Core Activity: NextGen Advisory Committee (NAC) Recommendations

Deliver NextGen Status Report.

Activity Target 1:

80% of the FAA's commitments to Congress in response to the NAC recommendations are achieved within a calendar quarter of their scheduled dates. Due September 30, 2015

Activity Target 2:

(CSTI Metric) 90% of the FAA's commitments to Congress in response to the NAC recommendations are achieved within a quarter of their scheduled dates. Due September 30, 2015

Core Measure: Noise and Air Quality

Reduce the number of people exposed to significant noise around U.S. airports in absolute terms, notwithstanding aviation growth, and provide additional measures to protect public health and welfare and our national resources. Achieve a reduction of air quality impacts attributable to aviation.

Core Initiative: Noise and Air Quality

The U.S. population exposed to significant aircraft noise around airports has been reduced to less than 300, 000 persons by 2018. Aviation emissions contribute less to air quality impacts.

Core Activity: Deliver Status Report Status Report

Activity Target 1:

Report monthly status of milestones of signed PLAs. Due September 30, 2015

Core Activity: Aviation Environmental Tool Suite Development

Develop and validate the Aviation Environmental Tool Suite to better understand interdependencies between noise, emissions and fuel burn efficiency.

Activity Target 1:

Aviation Environment Design Tool (AEDT 2b) Release: the AEDT 2b will be released with supporting documentation. AEDT 2b has the capability to perform airport to NAS level integrated fuel burn, noise, and emission analyses. Due September 30, 2015

Activity Target 2:

Develop rapid fleetwide tools for assessment of environmental consequences. Due September 30, 2015

Activity Target 3:

Assess environmental benefits of new aircraft technologies, including those being matured in the CLEEN program, at the aircraft and fleet levels. Due September 30, 2015

Activity Target 4:

Enhance capabilities with the Aviation Environmental Tool Suite to capture the health and welfare impacts of aviation noise and emissions. Due September 30, 2015

Core Activity: Mature Quiet Aircraft Technology

Mature cleaner, more fuel efficient aircraft and quieter aircraft technologies via the Continuous Lower Energy Emissions and Noise (CLEEN) Program.

Activity Target 1:

Perform ground or flight tests and demonstrations of CLEEN technologies that reduce noise. Due September 30, 2015

Activity Target 2:

Perform ground or flight tests and demonstrations of CLEEN technologies that reduce fuel burn and emissions. Due September 30, 2015

Enhance Global Leadership

The Global Leadership strategic initiative will deliver an internal governance structure that allows us to make better FAA-wide decisions about how we engage globally using an integrated data-informed approach. We will make decisions about our international activities and programs based on our ability to enhance U.S. influence and better target our resources to shape global standards and assist countries to improve aviation safety, efficiency, and environmental sustainability.

Of course, a large component of NextGen's success is dependent on our international partnerships. Our modernization efforts will only go so far if we are not harmonized and interoperable on a global scale. Our relationship across borders strives to do just that - to harmonize and create a seamless airspace. We place great value in the work we do with others, and our existing agreements, such as the ones with Single European Sky ATM Research (SESAR) and Eurocontrol, have been effective in moving global modernization forward. We are pleased with the progress made thus far, and we look forward to continued collaboration.

Core Measure: Ensure U.S. Industry Participation in Global Marketplace

The FAA will advance regulatory interoperability and partnerships with foreign authorities and organizations to ensure a seamless transfer of U.S. aerospace products, services, and approvals.

Core Initiative: Leadership of NextGen International Guidance

Provide advice and guidance on modernization on behalf of the FAA at major international events, such as International Civil Aviation Organization (ICAO) meetings, panels and working groups, international

delegation visits to the FAA and the Department of Transportation, the Future Air Transportation Systems (FATS) working group, agency international strategic plans, and other events to promote international harmonization.

Core Activity: Mini Global Demonstration

Conduct demonstrations that promote international harmonization and interoperability.

Activity Target 1:

Support FAA participation in the ICAO Block Upgrades Demo Symposium and Showcase in Montreal Due May 30, 2015

Activity Target 2:

Proceed with Mini Global II, engaging several international air navigation service providers and operators Due September 30, 2015

Core Measure: Ensure Efficient Global ATS to Support U.S. Economy

The FAA will proactively manage air transportation across international boundaries in a manner that is operationally efficient and seamless, with fully harmonized procedures and technologies utilizing the best practices of the industry.

Core Initiative: ANG Support for NextGen Interoperability Cooperative Efforts and Implementation of Regional Plans

Provide leadership and support of the FAA agreement with Europe by interacting with other air traffic systems and regional efforts to promote the implementation of NextGen interoperable technologies and procedures.

Core Activity: Interoperability Cooperative Efforts and Implementation of Regional Plans

Support implementation of NextGen interoperable technologies and procedures. Provide oversight of coordination plans, and support leadership meetings

Activity Target 1:

Provide leadership and support on modernization on behalf of the FAA at major international events Due September 30, 2015

Activity Target 2:

Provide leadership and support of the FAA/EU Memorandum of Understanding (MOU) by working

with other air traffic systems and regional efforts to promote the implementation of NextGen interoperable technologies and procedures . Due September 30, 2015

Empower and Innovate with the FAA's People

The FAA is embarking on a major strategic transformation that can only be accomplished if it has a workforce that is prepared with the skills and mindsets to drive this change. Strong change leadership is required from all levels of the agency to communicate the vision, implement the priority initiatives, and ensure sustained impact from the transformation.

The movements toward risk-based decision making and transforming the NAS through right-sizing, acceleration of NextGen benefits, and integrating new user entrants require new technical and functional skills, and a cultural shift in how the agency works.

We support the office of Human Resources (AHR) in the preparation of FAA's human capital for the future, by identifying, recruiting, and training a workforce with the leadership, technical, and functional skills to ensure the U.S. has the world's safest and most productive airspace system.

Core Measure: Hiring Persons with Targeted Disabilities (PWTD)

Support the DOT Strategic Objective to build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by increasing the hiring of PWTD for eligible positions to 3 percent by 2018. In FY 2015, ACR in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

Core Initiative: Hiring PWTD

The FAA line of businesses and staff offices (LOBs/SOs) will work collaboratively to support the DOT goal to increase the representation of PWTD in the workforce by ensuring that at least 2% of all FAA new hires are PWTD. Each year, FAA will increase incrementally the percentage of PWTD hires by .33% per year to reach the 3% DOT hiring goal by 2018.

Core Activity: Hiring PWTD

In FY 15, the Office of Civil Rights in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

Activity Target 1:

The head of each LOB/SO will issue a

memorandum (key language will be provided by ACR) directed to their managers promoting the PWTD hiring goal. Due December 31, 2014

Activity Target 2:

Each LOB/SO will report to ACR their total hiring projections for FY 15, and identify the estimated number of PWTD hires required to meet their 2% hiring goal. Due March 31, 2015

Activity Target 3:

Managers with hiring authority from each LOB/SO will participate in one consultation session held by the National People with Disabilities Program Manager to establish hiring initiatives. Due March 31, 2015

Core Measure: Alternative Dispute Resolution (ADR)

Encourage the FAA workforce to engage in the ADR process as a method to resolve disputes in the EEO Complaint Process at the lowest possible level to avoid the cost, delay, and unpredictability of the traditional adjudicatory processes.

Core Initiative: ADR Engagement

Encourage workforce to resolve disputes in an amicable way by utilizing the ADR process.

Core Activity: ADR Engagement

ACR, in coordination with the LOBs/SOs, will ensure that 65% of all managers engage in mediation when requested by employees.

Activity Target 1:

Assist Agency effort with ADR engagement by ensuring that 65% of all managers engage in mediation when requested by employees. Due September 30, 2015

Core Measure: EEO/Diversity and Inclusion Action Committee (EAC)

The EAC oversees and supports the FAA efforts to create a diverse and inclusive workplace that ensures equal opportunity for all its employees.

Core Initiative: EAC

In collaboration with the LOBs/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Core Activity: EAC

Identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Activity Target 1:

Conduct an internal MD 715 self-assessment (Part G Checklist) as required by EEOC. Due October 15, 2014

Activity Target 2:

Analyze and present demographic data in comparison to the civilian labor force statistics to the EAC; and identify strategies and actions for improving groups with lower than expected participation rates. Due November 30, 2014

Activity Target 3:

Provide a mid-year status report to the EAC on actions taken to accomplish business plan goals. Due April 30, 2015

Activity Target 4:

Support Agency efforts to implement and/or revise performance evaluation methods to the managers EEO performance standard. Due September 30, 2015

Activity Target 5:

Develop and implement Diversity and Inclusion initiatives through the EAC Workgroups. Due September 30, 2015

Core Measure: Congressional Correspondence FAA Milestones

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS). DOT Congressional letters assigned to the FAA for response must be returned back to the Secretary of Transportation within 5 business days. 90% of all Congressional letters sent directly to the FAA must be responded to within 10 business days.

Core Initiative: FAA Congressional Correspondence Response

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS).

Core Activity: FAA Congressional Correspondence Response

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be

answered within 30 calendar days of entry into the FAA CCMS.

Activity Target 1:

90% of all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA CCMS. Due September 30, 2015

Core Measure: Workforce of the Future

Prepare FAA's human capital for the future, by identifying, recruiting, and training a workforce with the leadership, technical, and functional skills to ensure the U.S. has the world's safest and most productive aviation sector.

Core Initiative: Succession Planning

Ensure continued supply and development of key leadership and mission performance positions within ANG.

Core Activity: Implementation of Development Strategies

Implement priority development strategies identified in FY14 for selected positions and assess impact.

Activity Target 1:

Institute requirement in performance management plans for managers and senior technical leaders to be actively cultivating potential successors. Due December 31, 2014

Activity Target 2:

Communicate development mechanisms/strategies for Frontline Managers to the workforce. Due December 31, 2014

Activity Target 3:

Identify number of potential successors in the pipeline for selected positions based on feedback from managers/leaders and recommend strategies to increase that number. Due March 31, 2015

Activity Target 4:

Ensure active pipelines are being cultivated (such as via regular development conversations, participation in development mechanisms) for at least 25% of key leadership and mission performance positions. Due September 30, 2015

Core Activity: Learning and Growth Culture

Promote culture of learning and growth organization-wide (across all positions) and assess impact.

Activity Target 1:

Communicate and start delivering the ANG training curriculum. Due December 31, 2014

Activity Target 2:

Communicate ANG guidance for managers and employees on how to effectively develop, implement, and evaluate outcomes of individual development plans (IDPs) to be branded as "Professional Development Plans (PDPs)." Due December 31, 2014

Activity Target 3:

Assess level of participation in training curriculum and IDPs and recommend strategies to increase participation. Due March 31, 2015

Activity Target 4:

Ensure active IDPs in place for at least 10% of all employees (with heavy emphasis on new employees). Due September 30, 2015

Core Activity: Onboarding Program

Enhance engagement, productivity and satisfaction of new employees.

Activity Target 1:

Communicate ANG onboarding program including production of implementation guidance/tools to all key stakeholders. Due December 31, 2014

Activity Target 2:

Assess initial impressions of the program from new employers and supervisors and recommend strategies to enhance impact. Due June 30, 2015

Core Initiative: Operational Efficiency and Effectiveness

Implement process improvements and best practices to enhance ANG information management and service delivery.

Core Activity: Customer Service, Engagement and Satisfaction

Clarify service expectations and engagement practices customers can expect going forward, and establish customer satisfaction baseline.

Activity Target 1:

Develop customer service catalogue identifying primary request-driven services and the associated fulfillment commitment, performance metric or service level agreement for each. Due December 31, 2014

Activity Target 2:

Institute mechanism for routinely capturing customer insights to enable end-to-end service delivery, (e.g., bi-weekly meetings with directors). Due December 31, 2014

Activity Target 3:

Institute mechanisms/practices for obtaining frequent customer feedback on service delivery, (e.g., point-of-service survey). Due December 31, 2014

Activity Target 4:

Develop and conduct first annual survey to assess customer satisfaction with service expectations, engagement practices and delivery results. Due June 30, 2015

Core Activity: Process Automation and Continuous Improvement

Automate delivery of selected customer services and implement practices to facilitate continuous improvement in delivery of all services.

Activity Target 1:

Establish priority services for automation in FY15 and associated execution plan covering process development, tool/application development, and tool/application rollout. Due October 30, 2014

Activity Target 2:

Institute mechanism for routinely examining delivery operations and identifying actions to systematically improve/mature operations (e.g., quarterly retrospect). Due December 31, 2014

Activity Target 3:

Develop and launch tools/applications to automate delivery of at least three services. DUE: January 31, 2015; April 30, 2015; and June 30, 2015 respectively Due June 30, 2015

Activity Target 4:

Establish standard development/delivery procedures and performance measurement mechanisms for at least 5 products/services over the course of the year. Due September 30, 2015

Core Activity: Records Management

Implement ANG SharePoint Records Center organization-wide building on foundation created in FY14.

Activity Target 1:

Complete ANG-Wide Vital Records Inventory. Due September 30, 2015

Core Initiative: Employee Retention

Improve retention of critical talent/human capital at all levels.

Core Activity: Employee Retention Strategy

Define and launch employee retention strategy for ANG.

Activity Target 1:

Identify Industry best practices related to employee retention, assess causes of departures within ANG, and develop set of recommendations. Due January 31, 2015

Activity Target 2:

Develop strategy with objectives, activities and dates to implement up to three retention practices selected by ANG leadership. Due February 28, 2015

Activity Target 3:

Execute implementation strategy for selected retention practices and assess initial reception by and impact on the ANG workforce. Due September 30, 2015

Core Measure: Equal Employment Opportunity (EEO) Training

Assist Agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace by providing training on EEO laws, FAA policies, and appropriate workplace behavior.

Core Initiative: EEO Training

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior through EEO Training.

Core Activity: EEO Training Requirements for FAA Workforce

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior.

Activity Target 1:

Ensure 100% of employees complete the NoFEAR Training required by OPM. Due November 23, 2014

Activity Target 2:

Ensure that 60% of management complete at least

one EEO training course. Due September 30, 2015

Activity Target 3:

Ensure that 10% of employees complete at least one EEO training course. Due September 30, 2015

Core Measure: Building a Strong, Collaborative Workforce and Work Environment

In support of the Administrator's Workforce of the Future Strategic Initiative, AFN will capitalize on its integrated shared services model to recruit, build, sustain, and enhance a dedicated, flexible, engaged, knowledgeable and skilled workforce. To optimize where and how internal and external employees work, AFN will utilize new work environments, collaboration, training, technology, systems, structures and tools that equip and empower employees at all levels of the organization to serve the agency as agile, valuable subject matter experts while building and maintaining a talented pipeline of capable professionals and leaders across each of AFN's service offerings. FY15 Metric - Achieve 90 percent of all activities in support of each of the initiatives.

Core Initiative: Strong Acquisition Workforce

Ensure FAA has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing and annually updating FAA's Acquisition Workforce Plan and training, developing and certifying personnel in key acquisition professions.

Core Activity: Implement and Annually Update FAA's Acquisition Workforce Plan

ANG will support AFN in the annual update of the FAA's Acquisition Workforce Plan before LOB coordination and external publication.

Activity Target 1:

Contribute information to be published in the annual update of FAA's Acquisition Workforce Plan and coordinate final draft with ANG leadership, once received from AFN. Due September 30, 2015

Core Activity: Train and Certify FAA's Acquisition Workforce

ANG will train, develop, and certify agency personnel in key acquisition professions.

Activity Target 1:

Ninety percent of program managers managing

ACAT 1-3 programs and/or major acquisition programs as defined by FAA and OMB Circular A-11 will attain/maintain certification requirements in accordance with AMS policy. Due September 30, 2015

Core Measure: Small Business and Corporate Citizenship

Promote Small Business Development and Corporate Citizenship.

Core Initiative: Award Procurement Dollars to Small Businesses

Award at least 25% of the total agency direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship. Each organization is asked to place special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses).

Core Activity: Awarding of Procurement Dollars (ANG)

Award at least 25 percent of the total ANG direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship. Each organization is asked to place special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses).

Activity Target 1:

Participate in at least one local outreach event with special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses). Due September 30, 2015

Activity Target 2:

Award at least 25 percent of the total ANG direct procurement dollars to small businesses. Due September 30, 2015