



**Federal Aviation  
Administration**

# **Air Traffic Organization**

## **Fiscal Year 2015 Business Plan**



# FY2015 ATO Business Plan

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The Air Traffic Organization (ATO) is the operational arm of the FAA. It is responsible for providing safe and efficient air navigation services to 30.2 million square miles of airspace. This represents more than 17 percent of the world's airspace and includes all of the United States and large portions of the Atlantic and Pacific Oceans and the Gulf of Mexico.

Our stakeholders are commercial and private aviation and the military. Our employees are the service providers - the 35,000 controllers, technicians, engineers and support personnel whose daily efforts keep aircraft moving safely through the nation's skies.

Aviation is essential to our way of life and is a driving force in our economy. Entire industries rely on the successful operation of the national airspace system. Aviation accounts for 11 million jobs and is responsible for more than 5 percent of our gross domestic product.

The ATO Service Units are led by a Chief Operating Officer and a Deputy Chief Operating Officer. The ATO leadership includes seven vice presidents who oversee Air Traffic Services, Management Services, Mission Support Services, Program Management Organization, Safety and Technical Training Services, Systems Operations Services, and Technical Operations Services.

The ATO supports the Administrator's four strategic priorities to make aviation safer and smarter; deliver benefits through technology and infrastructure; enhance global leadership; and empower and innovate with the FAA's people.

This Business Plan reflects the specific actions and commitments we are taking in Fiscal Year 2015 to follow those focus areas. Each year, our Business Plan will map out the specific activities and commitments for that year that lead to a transformed ATO in the future. In 2015 and beyond, our ATO Plan will build on our success, continue the strategic transformation we have begun, and accelerate our performance improvements.

## Make Aviation Safer and Smarter

Safety is the number one priority of the FAA. The U.S. air traffic system is experiencing the safest period in its history. This is the result of the ATO's robust safety culture. With the implementation of its proactive Safety Management System, the ATO is now able to identify precursors of risk before there is a safety problem.

In the ATO, we implement proactive safety management by:

- Encouraging input from frontline employees

- Deploying technology to gather data and enhance education
- Improving analysis to assess performance
- Embracing correction, through education, training and implementation, to mitigate risk.

The ATO supports FAA in building on safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to make smarter, system-level, risk-based decisions. By analyzing that data, using Safety Management System principles, we will identify emerging hazards and predict the associated safety risk. We will coordinate and share the resulting information with the decision makers, allowing those people who are in the best position to manage the safety risk to do so in order to make our aerospace system even safer. By acting in an integrated manner with industry and global partners to transform our safety system, we will be able to identify hazards and mitigate their associated risk before they become accidents.

ATO Safety and Technical Training's mission is to support ATO leadership and operations with robust safety and quality management systems for use by well-trained, highly competent employees equipped with the necessary technical and safety risk management skills they need to accomplish the ATO mission. Our organization is responsible for the development of ATO's Safety Management System and the integration of safety and training standards into the provision of air traffic services. We also lead organizational efforts to manage risk, assure quality standards, instill an open culture of disclosure, educate employees and promote continuous improvement. We provide training programs that will produce the highly skilled technical workforce needed as the FAA transitions to the Next Generation Air Transportation System.

## 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: Standardization, Access and Integration

Improve standardization, data access, & modeling integration.

## Strategic Activity: Data and Risk Analysis Competencies and Skills

Develop functional requirements and competencies for safety data and risk analytics workforce and identify current personnel with relevant skills.

**Activity Target 1:**

Develop and publish new job task analyses for safety positions involved in data and risk analysis. Due September 30, 2015

**Strategic Activity: Common Data Taxonomies**

Establish common data taxonomies to be used consistently across the FAA, with industry, and internationally.

**Activity Target 1:**

Develop a draft Level 2 FAA Taxonomy. Due June 30, 2015

**Strategic Activity: Hazard Tracking Tool**

Establish an agency-wide tool to track hazards and mitigation outcomes.

**Activity Target 1:**

Complete Hazard Identification, Risk Management and Tracking Tool (HIRMT) Core System User Acceptance Testing (UAT). Due September 30, 2015

**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 April 30, 2015

**Strategic Activity: Cross Organizational Safety Enhancements**

Develop and implement safety risk enhancements to cross-organizational issues. I. Identify current hazards and utilize current policies (8040.4A) and guidance material to assess the associated risk; II. Modifying 8040.4A as a result of lessons learned; III. Process

for identifying hazards is being developed by the Safety Performance Design Team.

**Activity Target 1:**

Each LOB shall develop a Line of Business-level Significant Safety Issue (SSI) identification process from previously analyzed data to identify high impact hazards and populate the LOB-level SSI list. Due March 31, 2015

**Activity Target 2:**

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 existing cross-organizational issues. Due April 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

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**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: AIM Modernization Segment 2**

Development and release of the AIM S2 capability

**Activity Target 1:**

Conduct the Post Award Conference with the AIM Modernization Segment 2 - Release 1, prime contractor Due December 31, 2014

**Activity Target 2:**

Complete the Preliminary Design Review (PDR) of Release 1 of AIM Modernization Segment 2. Due September 30, 2015

**Core Initiative: AJO/AJR-11, ATCSCC OPERATIONS GROUP (WA2630000)**

Executes the mission of the System Operations Group by directing the real-time management of the National Airspace System (NAS) to ensure safe and efficient use of available airspace, equipment and workforce resources. Responsible for planning, directing, implementing, overseeing, and continuously monitoring all programs related to air traffic control systems used by the FAA at the Air Traffic Control System Command Center (ATCSCC) and throughout the United States. Oversees and manages the establishment of program directives, policies, standards, strategies, plans, quality assessments and management methods to support the operational requirements (current and future) of national and international flight operation. Partners with aviation stakeholders for the conduct of business through customer meetings. Identifies, develops, and implements delay mitigation strategies to ease congestion in the NAS. Oversees and manages the establishment of policies, standards and procedures covering air traffic flow management, airspace management, and aeronautical information management to support the safe, secure, and efficient use of navigable airspace. Reviews and evaluates facility automation and infrastructure to improve the NAS and ATCSCC facility performance.

**Core Activity: Provide safe and efficient integration of security operations and initiatives into the NAS**

Provide safe, efficient and secure air traffic control and traffic management services to system stakeholders: In collaboration with Air Traffic Services (ATS), provide safe, efficient and secure air traffic control and traffic management services to system stakeholders. Provides safe, efficient and secure air traffic management services; balancing safety and security with capacity and demand throughout the NAS. Collaborates with domestic and foreign system stakeholders to plan and regulate the flow of air traffic to minimize delays and congestion while maximizing overall efficiency.

**Activity Target 1:**

In collaboration with Department of Defense (DoD) and Air Traffic Services (ATS) plan, coordinate, and obtain approval for Altitude Reservation (ALTRV) requests. Ensure that 98% of ALTRV requests within the NAS are approved. Due September 30, 2015

**Activity Target 2:**

In collaboration with Department of Defense (DoD) and Air Traffic Services (ATS) plan, coordinate, and obtain approval for Open Skies mission requests. Ensure 100% of Open Skies missions will be in compliance with our international treaty. Due September 30, 2015

**Core Initiative: WAAS Phase IV Development (CIP# N12.01-07)**

WAAS, a satellite based navigation technology, allows qualifying airports (ref. advisory circular 150/5300-14A. Table 3-4, 3-5 and Terminal Instrument Procedures (TERPS) 8260.58) in the NAS to have vertical and horizontal guidance during all phases of a flight, regardless of weather conditions, without installing expensive legacy navigation hardware at each runway. WAAS uses a network of precisely located ground reference stations across the U.S., Canada & Mexico to monitor GPS satellite signals. This information is then collected and processed before being sent to user receivers via leased navigation transponders on Geostationary Earth Orbiting (GEO) satellites. The WAAS-provided messages improve the accuracy, availability, and safety of GPS-derived position information. WAAS results in safety and capacity improvements in the National Airspace System (NAS) and will reduce FAA operations costs by enabling the removal of some ground-based navigation infrastructure. WAAS is in a mixed life cycle. Phase IV, Dual Frequency will provide improved operational capability during periods of severe solar storm activity along with additional protection against interference to the GPS. The dual frequency upgrade will leverage improvements of the DoD GPS modernization program. WAAS was approved for a Final Investment Decision by the JRC on May 21, 2014 for Phase IV (2014-2044).

**Core Activity: Installation of WAAS G-III Receivers**

Installation of 3rd Generation (G-III) WAAS reference receivers to ensure WAAS viability prior to Sunset of GPS L2 P(Y) Civil signal in 2021.

**Activity Target 1:**

Complete G-III Receiver installation at first WAAS Wide-Area Reference Station (WRS). Due September 30, 2015

**Core Initiative: Visual Nav aids - ALSIP Continuation - (N04.03-00)**

The Approach Lighting System Improvement Program (ALSIP) improves approach lighting systems built before 1975. It upgrades the equipment to current standards and reduces the potential severity of take-off and landing accidents by replacing rigid structures with

lightweight and low-impact resistant structures that collapse or break apart upon impact. The entire approach lighting system is replaced when non-frangible structures are replaced. The High Intensity Approach Lighting System with Sequenced Flashing Lights (ALSF-2) provides visual information on whether the pilot is aligned with the runway centerline, the aircraft's height above the runway plane, roll guidance, and horizontal reference for Category II and III Precision Approaches. The Medium Intensity Approach Lighting System with Runway Alignment Indicator Lights (MALSR) provides visual information on runway alignment, height perception, roll guidance, and horizontal references for Category I Precision Approaches. Relationship to Measure: The ALSIP replaces rigid approach lighting structures with lightweight and low-impact resistant structures that collapse or break apart upon impact. This reduces damage to aircraft that inadvertently descend below the minimum recommended altitudes and risk striking these structures during departure or landing. Reducing the impact and damage aircraft sustain when striking these lightweight and low-impact resistant structures contributes to FAA's performance metric of reducing air carrier fatalities by diminishing the probability of fatal accidents if these structures are hit.

### **Core Activity: Procure Visual Nav aids - ALSIP Continuation**

Procure Medium Intensity Approach Lighting (MALSR) Systems.

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

Develop a procurement package for Medium Intensity Approach Lighting (MALSR) systems  
Due September 30, 2015

### **Core Activity: Implement Visual Nav aids - ALSIP Continuation**

Sustain Medium Intensity Approach Lighting (MALSR) Systems.

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

Replace a Medium Intensity Approach Lighting (MALSR) System at one (1) location. Due September 30, 2015

### **Core Initiative: Visual Nav aids - Visual Nav aids for New Qualifiers - (N04.01-00)**

This program supports the procurement, installation, and commissioning of Precision Approach Path Indicator (PAPI) systems and Runway End Identification Light (REIL) systems. A PAPI provides visual approach glide slope information to pilots and enables them to make a stabilized descent with a safe margin of approach clearance over obstructions. The PAPI

consists of four lamp housing assemblies arranged perpendicular to the edge of the runway. The PAPI projects a pattern of red and white lights along the desired glide slope so a pilot can tell whether they are on the glide slope and how to correct their glide slope if they are above or below it. A REIL is a visual aid that provides the pilot with a rapid and positive identification of the approach end of a runway. The REIL system consists of two simultaneously flashing white lights, one on each side of the runway landing threshold. The implementation of PAPI systems satisfies Commercial Aviation Safety Team (CAST) recommendations and Land and Hold Short Operations (LAHSO) requirements. \* The FAA plans to implement the 170 highest priority CAST PAPI installations. This number would cover 80% of commercial airline operations. \* LAHSO is an air traffic control tool used to increase airport capacity by allowing simultaneous approaches on intersecting runways. PAPI systems are required when runways are approved for LAHSO. Relationship to Measure: Installing PAPI lights at both CAST and non-CAST locations enhances system safety by reducing the probability of a Controlled Flight into Terrain accident during approach and landing. Installing the REIL system reduces accidents because the system clearly identifies the runway end to the pilot.

### **Core Activity: Procure and attain availability for Precision Approach Path Indicators (PAPIs) Systems**

Procure Precision Approach Path Indicators (PAPIs) Systems.

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

Procure Precision Approach Path Indicator (PAPI) ancillary items." Due June 30, 2015

### **Core Activity: Implement Visual Nav aids for New Qualifiers**

Establish Commercial Aviation Safety Team (CAST)/New Establish Precision Approach Path Indicator (PAPI) Systems.

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

Attain service availability for five (5) CAST/New Establish Precision Approach Path Indicator (PAPI) Systems. Due September 30, 2015

### **Core Initiative: WSDS Work Package 1 - Assure NAS Wind Shear / Microburst Alert Providers Smoothly Transition into NextGen Era (W05.03-01)**

Internal: Rapidly updating terminal weather observations leading to Wind Shear / Microburst detections and alerts

are provided to NAS controllers by terminal weather radars and automated wind shear detection systems. Over one hundred legacy, automated wind shear detection providers at heavy air traffic volume air terminals continuously stream rapid observations, machine-to-machine, into NAS and NextGen Weather Processing Systems, Displays and NextGen User Decision Support Tools. NextGen may plan alternatives to eventually replace wind shear / microburst alert providers, yet budget and program changes to the replacements often leave indefinite, the remaining service life of legacy wind shear systems, subject to significant extensions. This initiative ensures no gaps in legacy wind shear services throughout the NextGen transition, no matter whether replacement plans and deployment schedules may change or cease altogether. Relationship to Measure: TDWR, and the WSDS portfolio (ASR-WSP, LLWAS-NE, LLWAS-RS) in total provide four wind shear detection programs that contribute to the 2015 Strategic measure by ensuring sustained service of automated wind shear / microburst detection by over one hundred automated terminal wind shear detection systems in service to nearly 90% of all commercial Part 121 flights on approach and during landing in the United States each day.

### **Core Activity: Wind Shear Detection Service (WSDS) - Work Package 1**

Wind Shear Detection Service (WSDS) Work Package (WP) 1 addresses obsolescence and supportability issues plaguing Low Level Wind Shear Alerting System (LLWAS), Wind Measuring Equipment (WME), and Weather Systems Processor (WSP). The LLWAS/WME SLEP will replace several WME remote and master stations containing obsolete and unsupported components, replace several damaged and sheltered wind sensor poles, replenish LLWAS ribbon displays, replace older broadband radios, and replenish stock levels of the ultrasonic wind sensors. The WSP Tech Refresh portion of the program will replace a critical component vital to maintaining wind shear detection service at 34 operational WSP locations and 4 support locations. The Radar Video Processor (RVP) 700 currently installed in the WSP will be upgraded to the newer RVP 900 series since the current version is no longer supported by the vendor, and failing at an alarming rate.

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

Release the Wind Shear Detection Service (WSDS) Work Package (WP1) System Support Modification (SSM) to replace the Level Wind Shear Alerting System (LLWAS) Radio Frequency Modem. Due July 31, 2015

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

Submit the Wind Shear Detection Service (WSDS)

Work Package (WP1) Test NAS Change Proposal (NCP) for Weather Systems Processor (WSP) radar signal processor key-site testing. Due September 30, 2015

### **Core Initiative: LPV Procedures (CIP# N12.01-07) (CIP#:N12.01-00)**

Ensure Localizer Performance with Vertical Guidance (LPV) or Localizer Performance (LP) procedures are available at each of the 5,218 runways in the NAS that meet the applicable criteria by 2016.

**Relationship to Measure:** N/A

### **Core Activity: Wide Area Augmentation System (WAAS) Approaches Development**

Ensure Localizer Performance with Vertical Guidance (LPV) or Localizer Performance (LP) procedures are available at each of the 5,218 runways in the NAS that meet applicable criteria by 2016.

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

Provide funding to AJV and AJW-33 for 100 WAAS LPV/LP procedures. Due January 15, 2015 or 60 days after receipt of funds under a continuing resolution. Due January 31, 2015

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

Develop and publish 100 WAAS LPV/LP approach procedures. Due September 30, 2015

### **Core Activity: Flight Inspection Support of WAAS LPV Procedures**

Flight validation of newly developed LPV or LP instrument flight procedures.

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

Provide FY2015 flight inspection support to the Wide Area Augmentation System (WAAS) program. Flight Inspection Services' will cite the WAAS LPV annual program plan in SPIRE (numbers of LPVs and LPs) along with the monthly support status. Due September 30, 2015

### **Core Activity: Develop and publish Wide Area Augmentation System (WAAS)**

Develop and publish Wide Area Augmentation System (WAAS) approaches.

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

AeroNav Products will design develop and publish funded/requested number of WAAS LPV/LP procedures. Due September 30, 2015

## **Core Initiative: AJO/AJI DIRECTOR LITIGATION**

Reduce the number of aviation accidents through collection, dissemination, and aggressive management of National Airspace Systems Information

### **Core Activity: Aircraft Accident Litigation**

The Litigation Support Office assists the FAA's Office of Chief Counsel in litigation against the FAA where Air Traffic services were provided.

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

Standardize the Aircraft Accident Package system throughout the ATO to ensure compliance with the requirements of JO 8020.16 that accident packages be timely, accurate, completed and approved within 45 days. Service Centers will be required to notify AJI-17 that they have directed their facility(ies) to prepare a formal accident package when they do so. AJI-17 will enter this information into a database and track the time between initial notification and receipt of the draft version from the field. Service centers will be notified if no draft package has been received within 40 days. Achieve a completion rate of at least 80%. Due September 30, 2015

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

The Litigation Support Group will provide monthly reports to the Service Centers on the status of packages as well as on-time performance. This will also establish a baseline of performance to be used as a measure for future improvements. Due September 30, 2015

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

Upgrade the SATORI MEARTS program to reflect unique requirements for each MEARTS facility. Due September 30, 2015

### **Core Activity: Freedom of Information Act**

The Litigation Support Office receives, manages and coordinates incoming Freedom of Information Act (FOIA) requests for the ATO.

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

Improve Headquarters ATO on-time FOIA by 5 percent compared to previous year's activity. Due September 30, 2015

### **Core Activity: JO 8020.16 Air Traffic Organization Aircraft Accident and Incident Notification, Investigation and Reporting**

The 8020.16 provides guidance and procedures for air traffic investigation and reporting of accidents and

incidents and the preparation of associated documentation related to and part of such activity.

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

Update policies, to be placed in 8020.16B according to Federal Rules of Civil Procedure evidence mandates. Due March 30, 2015

### **Core Activity: Enforcement**

The Litigation Support Office supports the FAA's Office of the Chief Counsel, Enforcement Division and the Regional Counsel offices on pilot enforcement cases by coordinating with the air traffic facilities for access to air traffic witnesses and the collection of evidence. Also, the Litigation Support Office provides expert consultation regarding all air traffic matters.

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

Develop an QMS SOP for how we track collection of evidence and provide support to AGC in Pilot Deviation enforcement actions. Due April 30, 2015

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

Provide a summary of enforcement cases and the FAA's success rate in proposing appropriate penalties to ensure future aviation safety. Due September 30, 2015

### **Core Activity: Aircraft Criminal Litigation Tracking**

The Litigation Support Office provides Air Traffic evidence in a legally admissible format to various requesting Law Enforcement agencies.

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

Create tracking matrix for aviation records requests involving criminal conduct; coordinate release of records with the Office of Security and Hazardous Materials, and law enforcement agency(s). Provide quarterly reports by January 31, 2015; April 30, 2015; July 30, 2015. Due September 30, 2015

### **Core Initiative: NAS Voice Recorder Program (NVRP) (CIP#:C23.01-03)**

The NAS Voice Recorder Program (NVRP) will replace digital voice recorders to provide enhanced digital voice recording functionality in order to meet new requirements that include compliance of Air Traffic Organization (ATO) safety orders. These ATO safety orders require risk based monitoring of air traffic operational safety events that have evolved since the implementation of the Voice Recorder Replacement Program (VRRP) Digital Audio Legal Recorder (DALR). NVRP will reduce operational costs, meet increasing demand for improved access to audio data, and will add

needed capabilities such as more expeditious remote audio access. These new recorder will also provide capabilities such as increased recording capacity, recording of Voice Over Intranet Protocol (VoIP) telephones, and connection to FAA Telecommunications Infrastructure (FTI)'s enterprise Network Time Protocol (NTP). Voice recorders provide the legally accepted recording capability for conversations between air traffic controllers, pilots, and ground-based air traffic facilities, and are used in all Air Traffic Control (ATC) domains. These recordings are used in the investigation of accidents and incidents and in the routine evaluation of ATC operations. As the voice recorder technology and voice recorder requirements have evolved, earlier digital voice recorders are experiencing obsolescence and supportability issues. Currently there are over 450 recorders operational in FAA National Airspace System (NAS) facilities. The operational life cycle of the currently fielded voice recorder system is 10 years and will begin to reach end of life starting in 2017. A Final Investment Decision (FID) is planned for 2018.

**Relationship to Measure:** Voice recorders are used by the FAA for recording conversations between air traffic controllers, pilots, and other personnel at ground-based air traffic facilities. Recorded voice communications are used in the investigation of accidents and incidents and in the routine evaluation of ATC operations. Information from voice recorders is important, providing data for Quality Assurance (QA) as part of risk analysis and Quality Control (QC) to monitor and measure compliance to organizational requirements leading to identifying issues to for corrective action through mitigation.

#### **Core Activity: NAS Voice Recorder Program (NVRP)**

Develop NAS Voice Recorder Program (NVRP).

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

Achieve Concept and Requirements Definition (CRD) readiness decision. Due September 30, 2015

### **Core Initiative: Next Generation Voice Recorder Replacement Program (NG VRRP) - New Requirements Safety and Audit (CIP#:C23.01-01)**

Voice Recorder Replacement Program - New Requirements Safety and Audit will provide the capability for improved remote access to voice recorder audio data. Voice recorders provide the legally accepted recording capability for conversations between air traffic controllers, pilots and ground-based air traffic facilities in all Air Traffic Control (ATC) domains. Voice recordings

are used in the investigation of accidents and incidents and routine evaluation of ATC operations to include compliance with Air Traffic Organization (ATO) safety orders that require risk based monitoring of air traffic operational safety events. New and updated FAA Safety orders are creating additional requirements for reporting that are dependent on access to voice data stored on voice recorder systems operational in FAA National Airspace System (NAS) ATC facilities. These orders contain provisions that require safety related data, including recorded voice be routinely accessible and analyzed for trends, risks or hazards. The analyses are used to identify issues for corrective action through mitigation to reduce or eliminate risks that potentially have a safety impact. These new requirements include: New capability for remote access and download - Traffic Analysis and Review Program (TARP) / Comprehensive Electronic Data Analysis and Reporting (CEDAR); Unique data transfer requirements for the National Transportation Safety Board (NTSB); and Ability to accommodate increased number of users. In FY 2015, additional Safety & Audit requirements continued to be developed to support centralized remote access for safety analysis.

**Relationship to Measure:** The capability for centralized remote access to recorded audio at FAA NAS air traffic control facilities will comply with the Safety Management System (SMS), and the associated new and updated FAA Safety orders. This will support efforts to reduce air carrier fatalities.

#### **Core Activity: Next Generation Voice Recorder Replacement Program (NG VRRP) - New Requirements Safety and Audit**

Develop Next Generation Voice Recorder Replacement Program (NG VRRP) - New Requirements Safety and Audit.

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

Achieve Concept and Requirements Definition (CRD) readiness decision for NAS Voice Recorder Program (NVRP). Due September 30, 2015

### **Core Measure: General Aviation Fatal Accident Rate**

Reduce the general aviation fatal accident rate to no more than 1 fatal accident per 100,000 flight hours by 2018. FY 2015 Target: 1.04

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#### **Core Initiative: AJO/AJR-B5 Finance and Planning**

Manage the automated flight service station (AFSS) contract to provide quality flight services to the

conterminous United States, Puerto Rico, and Hawaii. Provide access to advanced weather products and flight planning tools through automation to support the delivery of flight services in Alaska.

### **Core Activity: Manage finance and planning of the AFSS contracts**

Maintain an effective program to monitor cost, schedule, and technical aspects of the contract service provider for Automated Flight Service Stations.

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

Ensure budget activities for the conterminous United States Automated Flight Service Stations remain within the overall 10% established variance. Due September 30, 2015

### **Core Initiative: AJO/AJR-B2 Flight Services**

Manage the automated flight service station (AFSS) contract to provide quality flight services to the conterminous United States, Puerto Rico, and Hawaii. Provide access to advanced weather products and flight planning tools through automation to support the delivery of flight services in Alaska.

### **Core Activity: Manage finance and planning of the Automated Flight Service Station contracts**

Maintain and modernize flight service equipment used to support the delivery of flight services.

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

Manage cost, schedule, and technical aspects of the Operational and Supportability Implementation System (OASIS) contract. Due September 30, 2015

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

Manage cost, schedule, and technical aspects of the Direct User Access Terminal Service (DUATS) contract. Due September 30, 2015

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

Manage cost, schedule, and technical aspects of the Lockheed Martin Flight Service (LMFS) contract. Due September 30, 2015

### **Core Activity: Alaska Flight Service Facility Modernization (AFSFM), F05.04-02**

Modernize or replace the 17 Flight Service facilities in Alaska to ensure security, safety and continuity of operations.

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

Manage cost, schedule, and technical aspects of the Alaska Flight Service Facility Modernization (AFSFM) program. Due September 30, 2015

### **Core Initiative: AJO/AJR-B1 SAFETY & OPERATIONS POLICY GROUP**

Set operational policy and requirements for Flight Services; participate in establishment and execution of strategic activities for Flight Services; manage the Safety Management System (SMS) for Flight Services; conduct safety risk analysis of new requirements and requirement changes; address the operational concerns of our internal and external customers.

### **Core Activity: Flight Services Safety Assurance**

Monitor and maintain a high quality of service to our customers. Maintain an aggressive Quality Assurance program to monitor flight service performance addressing the reduction of operational deficiencies in all areas.

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

Conduct External Compliance Verifications at three contract operated Flight Service Stations and one FAA operated Flight Service Station to insure compliance with FAA orders 7110.10, 7210.3, 8020.16, 7930.2. Due September 30, 2015

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

Maintain and administer weather examinations required for pilot briefing certification. Perform 80% within 15 days of receiving request. Due September 30, 2015

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

Complete review and tracking of safety recommendations within 30 days of receipt. Due September 30, 2015

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

Develop a plan to transition civil visual flight rules (VFR) trans-border flight plans to International Civil Aviation Organization (ICAO) format. Due January 31, 2015

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

Transition all civil visual flight rules (VFR) trans-border flight plans to International Civil Aviation Organization (ICAO) format. Due September 30, 2015

## **Core Initiative: AJO/AJR-B6 Quality Performance Management Group**

Maintain an effective performance monitoring and evaluation program of the quality of service provided to aviation customers in the conterminous United States, Puerto Rico, Hawaii, and Alaska by flight service specialists.

### **Core Activity: Quality Performance Evaluation**

Provide oversight, quality assurance and quality control of the flight service contract - current and future.

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

Conduct site inspections and collect operational performance data through a variety of methods to evaluate service providers' achievement of acceptable performance levels. Maintain database for performance of flight service functions for each performance measure to facilitate collection, review, scoring and validation of sampled records for performance measure record. Monitor performance measures identified in Quality Assurance Surveillance Plan (QASP) and submit recommendations for adjustments to measures in support of increases in performance levels to higher quality of services. Submit recommendations quarterly or as deficiencies are identified. Due September 30, 2015

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

Maintain database for performance of flight service functions for each performance measure to facilitate collection, review, scoring and validation of sampled records for performance measure record. Due September 30, 2015

## **Core Initiative: AJO/AJR-BAL ALASKA FLIGHT SERVICE INFO AREA GROUP**

Maintain operational oversight of the safety-oriented services delivered to aviation community. Focus on operations, long term planning, rotational staffing, quality assurance and control, NAS implementation support. Coordinate with external stakeholders including other government agencies and the military. Handle labor management and personnel issues.

### **Core Activity: Alaska Flight Services Safety-related Outreach and Management**

Reduce aviation accidents in Alaska through educational and outreach programs.

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

Conduct flight service safety-related outreach activities. Due September 30, 2015

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

Provide basic, initial qualification and facility certification training to new employees. Due September 30, 2015

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

Provide quality flight services in Alaska. Conduct daily operations within budget and staff levels. Due September 30, 2015

## **Core Initiative: AJO/AJV-15 OBSTRUCTION EVALUATION GROUP (WA21200000)**

The Obstruction Evaluation Group (OEG) evaluates notices of proposed or actual construction to determine the extent of any adverse impact on the safe and efficient use of airspace, facilities, or equipment.

### **Core Activity: Maintain processes to manage Obstruction Evaluation Cases**

Conduct aeronautical studies on proposed or actual construction to determine the extent of any adverse impact on the safe and efficient use of airspace, facilities, or equipment IAW 49 USC § 44718 and 14 CFR Part 77.

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

Maintain our current International Organization for Standardization (ISO) 9001 certification. Due September 30, 2015

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

Achieve at least a 70% rating on all Quality Management System objectives related to 14 CFR Part 77 evaluations on non wind turbine cases. Specifically, validate (verify) filings that are deemed valid within three (3) business days. Due September 30, 2015

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

Achieve at least a 70% rating on all QMS objectives related to 14 CFR Part 77 evaluations on Wind Turbine Cases specifically, validate (verify) newly received filings that are deemed valid within 15 business days. Due September 30, 2015

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

Conduct annual refresher training for OE personnel to ensure Specialist and Technicians have the most accurate and updated information

related to OE evaluations. Due September 30, 2015

**Activity Target 5:**

Ensure petitions received are not due to errors generated by OEG processing by a maximum error rate of 10%. Due September 30, 2015

**Core Activity: Improve Customer Service**

Continue to improve on internal processes that will allow for improved sponsor support.

**Activity Target 1:**

Maintain our public website at 99.9% availability ensuring that the public has access to updated information and capability to file obstruction evaluation applications as required. Due September 30, 2015

**Core Initiative: System Approach for Safety Oversight (SASO)**

The SASO Program aligns national system safety standards with International Civil Aviation Organization (ICAO) Safety Management System (SMS) components and internal FAA directives. The program is divided into three stages. SASO Phase I applied SASO standards to all Code of Federal Regulations (14 CFR Part 121) air carrier regulations and demonstrated the benefits of system safety to Flight Standards Service (AFS) and the aviation community. SASO Phase II develops and implements automation software, processes and procedures that enable the AFS workforce to perform their safety/regulatory oversight responsibilities in accordance with SMS guidance and directives. SASO Phase II is divided into two segments: Alpha and Beta. SASO Phase II Alpha is the first segment and covers the years FY 2010 through FY 2015. In this segment the AFS Safety Assurance System (SAS) is implemented fulfilling one of four components of SMS. The SAS functionality developed and launched in this phase will support AFS oversight of the 14 CFR Parts 121 (air carriers), 135 (commuter and on-demand operators) and 145 (repair stations). SASO Phase II Beta is the second segment and covers FY 2014 through FY 2018. During this phase the remaining three components of the AFSs SMS (safety risk management, safety policy, and safety promotion) will be developed and implemented. Additionally, SAS functionality is further developed to accommodate the remaining 14 CFR Parts regulated by AFS. These include, but are not limited to, other air operators, pilot schools and training centers, aviation maintenance technical schools, other certificated operations such as helicopter external load, and agriculture/crop dusting.

**Core Activity: Deploy System Approach for Safety Oversight (SASO)**

System Approach for Safety Oversight (SASO) deployment to Key Site and first production site.

**Activity Target 1:**

Complete installation, training and IOC at 52 of 131 sites (39%) (for SASO Phase IIA). Due March 31, 2015

**Activity Target 2:**

Complete installation, training, and IOC at 100 of 131 sites (76%) (for SASO Phase IIA). Due September 30, 2015

**Activity Target 3:**

Achieve Phase IIB Final Investment Decision (FID) (for SASO Phase IIB). Due June 30, 2015

**Core Initiative: Aerospace Medicine Safety Information System (AMSIS)**

The Office of Aerospace Medicine (AAM) is responsible for: the medical certification of airmen; the medical clearance of air traffic control specialists; oversight of aviation industry drug and alcohol testing programs; designation, training and oversight of aviation medical examiners; FAA employee substance abuse testing; airmen aviation physiology and survival training and education; the FAA Employee Health Awareness Program; and aerospace medicine and human factors research. These programs are carried out by AAM at FAA Headquarters, the Civil Aerospace Medical Institute, in the regional Aerospace Medicine divisions and at the three Industry Drug Abatement Compliance and Enforcement Centers. AAM has designed, developed and implemented information systems to efficiently process and manage safety, health and research information collected by FAA's regulatory programs. However, to ensure that these systems are maintained and kept up-to-date and/or replaced as necessary, lifecycle funding is needed. AAM requires future systems funding to re-engineer AAM safety program business processes; design and develop new information systems architecture; and to design, procure and deploy next generation information systems. The Aerospace Medicine Safety Information System (AMSIS) Program is designed to support existing systems, technology, and develop replacement systems in the future.

**Core Activity: Investment Analysis for Aerospace Medicine Safety Information System (AMSIS)**

Aerospace Medicine Safety Information System (AMSIS) Investment Analysis activities to support progress towards Initial Investment Decision (IID).

**Activity Target 1:**  
Final Program Requirements Document completed (for AMSIS). Due September 30, 2015

**Activity Target 2:**  
Enterprise Architecture products and amendments have been developed (for AMSIS). Due September 30, 2015

## **Core Initiative: AJO/AJR-B11 Notice to Airmen (NOTAM) Policy and Management Office**

Manage policy, training and operational requirements for the US NOTAM Office (USNOF).

### **Core Activity: Notice to Airmen (NOTAM) Policy and Management**

Manage policy, training and operational requirements for USNOF. Reduce database errors by 2%.

**Activity Target 1:**  
Implement USNOF Quality Control Program. Due June 30, 2015

**Activity Target 2:**  
Develop draft NOTAM Order rewrite, JO 7930.2P. Due March 31, 2015

**Activity Target 3:**  
Establish metrics to baseline NOTAM format errors. Due March 31, 2015

## **Core Initiative: Alaskan Satellite Telecommunication Infrastructure (ASTI) (CIP#:C17.02-01)**

The ASTI project will replace and/or upgrade system components to raise system availability to required levels (0.9999), reduce the frequency of system alarms and outages, and reduce the level of FAA maintenance.

**Relationship to Measure:** ASTI supports FAA's strategic goal of increased safety and the objective of reducing accidents rates in Alaska by improving communications availability. Availability has fallen below 0.9999, and it is declining. Air safety is improved by minimizing outages for critical and essential communications links between pilots and air traffic controllers. These links between FAA facilities and pilots are essential to ensure the flow of accurate and reliable information on air traffic movement, weather, and radar data.

### **Core Activity: Alaskan Satellite Telecommunications Infrastructure**

Acquire Alaskan Satellite Telecommunications Infrastructure (ASTI).

**Activity Target 1:**  
Complete training of Operations and 2nd Level Engineering personnel required for ASTI Key Site Acceptance. The training requirements include the following courses: 1) Operations & Maintenance, 2) NMCS Operations, 3) NMCS Administration, and 4) NMCS Security. Due August 31, 2015

## **Core Initiative: National Safety Initiative**

Maintain and improve the world's safest and most efficient air traffic system through a new National Safety Initiatives

### **Core Activity: Quality Assurance/ Quality Control Order Compliance**

Comply with Quality Assurance/ Quality Control Order

**Activity Target 1:**  
Phase 1: Train 75% Air Traffic Services (ATS) facilities Due September 30, 2015

**Activity Target 2:**  
Phase II: Establish a compliance mechanism and rollout to 75% of ATS Facilities Due September 30, 2015

**Activity Target 3:**  
Monitoring/Modifying national actions involving opposite direction and converging runway operations Due September 30, 2015

### **Core Activity: Superior Performance Standards**

Achieving superior performance standards in the following focus areas: Weather Dissemination; Instrument Flight Rules (IFR)/ Visual Flight Rules (VFR) Operations involving separation; Traffic Advisories and Safety Alerts; and Parachute Operations

**Activity Target 1:**  
Sustain efforts through local safety councils Due September 30, 2015

**Activity Target 2:**  
Develop action plans at local facility level Due September 30, 2015

**Activity Target 3:**  
Monitor and address identified safety issues Due September 30, 2015

### **Core Activity: Compliance with Quality Assurance/Quality Control Order**

Focus on continuous improvements with plans to maintain and improve the world's safest and most efficient air traffic system.

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

Provide safety data to support ongoing facility action plan development when requested. Submit summary report of data provided. Due September 30, 2015

### **Core Activity: Develop Document Change Proposal**

FAA is focused on continuous improvements with plans to maintain and improve the world's safest and most efficient air traffic system.

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

Utilize Internal method for processing document change requests received from other organizations. Due September 30, 2015

### **Core Initiative: Improve Document Change Proposal Process**

Evaluate the current DCP process by initiating a comparative analysis in which to identify areas of improvement, and draft a final assessment.

### **Core Activity: Document Change Proposal (DCP) Enhancement**

Develop and draft a Document Change proposal (DCP) process assessment based on analysis and operational feedback which focuses on the components that require improvement.

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

Analyze the current Document Change Proposal (DCP) process in place and identify areas of improvement. Due May 30, 2015

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

Complete final draft of Document Change Proposal (DCP) process assessment document. Due September 30, 2015

### **Core Initiative: Weather Data and Images (CIP#:M08.31-02) (CIP#:M08.31-02)**

Continue to optimize weather cameras.

**Relationship to Measure:** Lead

### **Core Activity: Weather Camera Program**

Continue to enhance aviation safety improvements through the use of weather camera in the Alaskan Region.

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

Complete 5 Camera Site Equipment Upgrades. Due September 30, 2015

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

Ensure website services are accessible to the public 95% or more of the time : Quarterly. Due September 30, 2015

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

Ensure Full Camera Site Fault resolution within 7 working days: Quarterly Due September 30, 2015

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

Ensure Camera Fault resolution within 30 working days: Quarterly Due September 30, 2015

### **Core Measure: System Risk Event Rate (SRER)**

Reduce risks in flight by limiting the rate of the most serious losses of standard separation to 20 or fewer for every thousand (.02) losses of standard separation within the National Airspace System.

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### **Core Initiative: Hazard Risk Mitigations**

Implement 80% of approved interventions to mitigate the top five (5) hazards associated with airborne losses of separation.

### **Core Activity: Hazards Mitigation**

From the Corrective Action Plan identify and implement 80% of the approved interventions to mitigate the top 5 hazards associated with airborne losses of separation.

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

Provide Air Traffic Services (Terminal and En Route) SME support as needed to develop Corrective Action Plans (CAP) to mitigate the Top 5 Hazards associated with airborne losses of separation. Due November 30, 2014

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

Provide Air Traffic Services (Terminal and En Route) SME support as needed to implement 80% of the approved interventions to mitigate the top 5 Hazards associated with airborne losses of separation, as identified in the Corrective Action Plans. Due September 30, 2015

**Activity Target 3:**

Provide operational support as needed to develop Corrective Action Plans (CAP) to mitigate the Top 5 Hazards associated with airborne losses of separation. Due November 30, 2014

**Activity Target 4:**

Provide operational support as needed to implement 80% of the approved interventions to mitigate the top 5 Hazards associated with airborne losses of separation. Due September 30, 2015

**Activity Target 5:**

Plan, establish, and facilitate a Corrective Action Plan development team to address the Top 5 Hazards no later than October 31, 2014. Develop and facilitate approval of the Corrective Action Plans. Due November 30, 2014

**Activity Target 6:**

Track the implementation of mitigations/interventions identified for all ATO Top 5 Corrective Action Plans. Follow-up with stakeholders to ensure that 80% of all identified activities are implemented. Due September 30, 2015

**Activity Target 7:**

Provide operational support as needed to develop Corrective Action Plans (CAP) to mitigate the Top 5 Hazards associated with airborne losses of separation. Due November 30, 2014

**Activity Target 8:**

Provide operational support as needed to implement 80% of the approved interventions to mitigate the top 5 Hazards associated with airborne losses of separation. Due September 30, 2015

## **Core Initiative: Safety Programs Group (AJI-11)**

The Safety Programs Group sponsors the collection of qualitative safety data which can be used for meaningful analysis. We provide tools, resources and learning which allow employees to identify, understand, and respond to hazards in the system. We promote cultural transformation in which safety is the foundation of daily operations within a just environment. We disseminate safety information within and beyond the Safety and Technical Training organization as appropriate. Our programs equip the workforce with tools, resources and learning that enhance the FAA's safety culture, improve collaboration between labor/management and foster an environment for open reporting and discussion of safety concerns.

## **Core Activity: Safety Promotion and Crew Resource Management (CRM) Team (AJI-112)**

Collaborate and promote enhancements to safety culture within the Air Traffic Organization (ATO) by researching, supporting and delivering resource material, and reviewing existing/projected programs within the ATO for consistent concepts and messaging. Ensure that consistent and unified safety messaging is included in ATO Safety and Technical Training (AJI) sponsored training courses and other safety promotion materials to help further strengthen and facilitate transformation of the ATO's safety culture. Based on strategic priorities, develop and deliver safety messaging within AJI to be disseminated to the entire ATO.

**Activity Target 1:**

Produce a promotional video encouraging reporting; submit at least two articles highlighting the benefits of VSRPs to FAA Communications; and provide material promoting VSRPs for Front Line Manager training in collaboration with SUPCOM. Due July 31, 2015

**Activity Target 2:**

Develop a national Runway Safety Executive Outreach Toolkit for promotion of runway safety. Due December 31, 2014

**Activity Target 3:**

Create a library of material that educates employees on all of AJI's safety and technical training programs. Integrate that material into monthly Senior Safety Briefings and support the education of other service units. Due March 31, 2015

## **Core Activity: Voluntary Safety Reporting Program (VSRP) Team (AJI-111)**

Manage existing Voluntary Safety Reporting Programs (VSRP) and encourage/sponsor additional programs. Issues identified in these programs will be used for communications and input to Technical Training, Top 5 Identification, Risk Mitigation and Recurrent Training. If warranted, issues identified in VSRPs may be escalated for resolution. Maintain and support VSRPs throughout FY2015.

**Activity Target 1:**

Conduct an annual VSRP workshop that includes training and program development discussions. Due December 31, 2014

**Activity Target 2:**

Support the Top 5 through data trending and analysis. Provide trending reports to AJI-15 for

monthly safety briefings with Service Units. Due September 30, 2015

### **Core Activity: Partnership for Safety Team (AJI-11)**

Improve safety by identifying and mitigating current or potential hazards throughout the NAS and the aviation work environment through the Partnership for Safety (PFS) Program. Collaborate with representatives from NATCA, PASS and various lines of business within the FAA to create and support local safety councils to improve overall safety. This program encourages FAA employees and union members to engage in discussions on improving safety and partnering together to identify hazards. The (PFS) group identifies and promotes best practices in existing local safety councils and provides IT support, process development and collateral materials.

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

In support of Top 5 safety initiatives, improve and maintain the ATC Infohub, the Facility Safety Data Portal, and PFS external website through quarterly updates and/or site modifications. Provide monthly content to Local Safety Councils (LSC) for Safety Awareness Discussions. Due September 30, 2015

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

Add Confidential Information Share Program (CISP) trending data to the PFS Safety Data Portal. Due September 30, 2015

### **Core Initiative: AJI-12 Quality Assurance Group**

The Quality Assurance Group collects and validates safety occurrences reported by air traffic facilities. We conduct analysis of reported safety occurrences to identify system-wide hazards and associated causal factors for mitigation throughout the NAS. We disseminate safety information on a regular basis to operational leadership, their support organizations, and ATO leadership as appropriate. We initiate Corrective Action Requests (CAR) when appropriate for identified trends and/or non-compliance issues identified through our analysis of safety data and monitor completed Corrective Active Plans (CAP) to ensure effectiveness. Our group provides the ATO with relevant and specific information that equips leadership to ensure compliance with requirements, mitigate risk, and effectively reducing risks in flight by limiting the rate of most serious losses of standard separation in the NAS.

### **Core Activity: Safety Integration Team (121)**

Provides support for development and maintenance of ATO safety metrics. Provides support to the Risk Analysis Program Manager for Top 5 final hazard identification and coordinates with other ATO organizations as needed. Responsible for developing and implementing methods to track and measure the effectiveness of implemented Top 5 Interventions and ensures measures and follow-up activities for corrective actions are developed and completed.

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

Validate the effectiveness of implemented Top 5 Interventions from previous years with a report to AJI leadership. Due March 31, 2015

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

Implement criteria and methodologies for initiating, tracking, and determining the effectiveness of Quality Assurance Corrective Action Requests (CAR). Due September 30, 2015

### **Core Activity: CSA Quality Assurance (QA) Manager: Risk Analysis Process Management (AJI-123)**

Analyze safety occurrences using the Risk Analysis Program to directly support identification of the Top 5; use Risk Analysis and other analytical methods to identify hazards and associated causal factors. Share safety data and analysis findings with service area executive leadership, operational management, and support staff on a regular basis.

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

Complete the Surface Risk Analysis Process (S-RAP) within the ATO. Evaluate results of SRAP in support of a metric change. Due September 30, 2015

### **Core Activity: WSA Quality Assurance (QA) Manager: Pilot Deviation Analysis (AJI-124)**

Develop recommended criteria and methodologies to improve the initiation and processing of pilot deviations and associated data within the ATO: coordinate activities as appropriate with AVS and within the ATO.

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

Provide a report to the AJI Vice President to share with Flight Standards and other stakeholders on findings and recommendations for changes to the pilot deviation process. Due September 30, 2015

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

Work with Litigation Services to develop a Pilot Deviation Generator to assist field facilities with

Pilot Deviation file assembly and contents.  
Develop a prototype/Beta version for testing. Due  
June 30, 2015

### **Core Activity: Strategic Management of Safety Data (120)**

Provide strategic management of collected safety data, analysis findings, and other available information to support hazard mitigation by the ATO in the NAS. Collect reported safety occurrences; validates and categorizes safety data. Review reported occurrences as necessary to ensure proper validation and categorization. Share safety data and analysis findings with service area executive leadership, operational management, and support staff on a regular basis. Coordinate activities with Directors of Operations; provide findings and recommendations to operational management, assist operational and service center management in mitigation development and corrective actions. Coordinate activities with both regional and service area senior management.

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

Provide quarterly safety briefings on specific Service Area/Facility Quality Assurance safety trends to include airborne, surface, and service integrity with associated data to the Directors of Operations. Due September 30, 2015

### **Core Activity: Service Integrity Risk Analysis Process**

Analyzes safety occurrences using the Risk Analysis Process for Service Integrity events to directly support identification of the Top 5; uses Risk Analysis and other analytical methods to identify hazards and associated causal factors.

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

Begin validating Western Service Area (WSA) SI-MORs and performing risk analysis on qualified WSA SI-RAEs. Due June 30, 2015

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

Begin validating Eastern Service Area (ESA) SI-MORs and performing risk analysis on qualified ESA SI-RAWs. Due September 30, 2015

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

Finalize and implement SI-RAP nationwide within the ATO. Due September 30, 2015

### **Core Initiative: Compliance Services Group (AJI-13)**

Serves as the single point of contact for the ATO on the coordination and integration of complex investigative

responses critical to the safety of the NAS and the welfare of the public. The group is the single point of contact for the National Transportation Safety Board (NTSB), the Office of the Inspector General (OIG), the U.S. Government Accountability Office (GAO) and the Administrator's Hotline for the investigation of safety related events that occur within the NAS. The group ensures the timely dissemination of accurate and unbiased information regarding significant events that occur within the NAS. It analyzes significant events, reports on risks, compliance and safety in air traffic management services and supports the collection, analysis, and reporting of aviation and management data to ensure safety and efficiency throughout the NAS. In addition the group identifies, develops, and coordinates improvements to NAS Search and Rescue standards and practices.

### **Core Activity: Safety Investigations Team**

Investigates Significant Events that occur within the Air Traffic Organization Operations.

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

Develop a vehicle for identifying potential high risk events that are not Losses of Separation. These events will then be forwarded to AJI-12 for inclusion in the Risk Analysis Process (RAP). Due December 31, 2014

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

Develop a process for tracking Services Rendered TELCON (SRT) results that will allow for retrieval of events based on causal factors. Radar replays will also be associated with the SRT results where applicable. Causal factor emphasis will be on FY15 Top 5 and the current Safety Initiatives. Due December 31, 2014

### **Core Activity: Technical Services Team**

Advanced replay simulation. Work with Technical Training (AJI-2) to support construction of continuing education programs with material derived from events and investigations to improve proficiency in ATC Practices through education.

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

Create educational material from significant events for advanced ATC, Air Carrier, and pilot published curriculum. Construct a minimum of 18 digital education case studies from significant events. Due September 30, 2015

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

Provide at least 8 digital media programs that provide clear educational content to the Top 5 or the Safety Initiatives that reacts to safety trends. Due September 30, 2015

### **Core Activity: Search and Rescue Team**

Supports the Search and Rescue mission by providing Quality Control oversight and feedback on facility performance. Periodic SAR training updates and aircraft search tool development will enhance overall FAA SAR capability.

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

Coordinate with Technical Training (AJI-2) to evaluate, update, and disseminate changes to search and rescue mission awareness training. Due September 30, 2015

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

Develop requirements and identify radar forensic data sources for the development of a standardized radar search tool in support of the search and rescue mission. Due September 30, 2015

### **Core Activity: Safety Support Tools Team**

Safety Support Tools Team

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

Combine the two versions of Falcon into one version that will have bookmarking capabilities. Develop the ability to playback data from existing automation platforms within Falcon (Common ARTS .cdr, STARS .ppb). Due September 30, 2015

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

Expand the functionality of CEDAR to include capabilities for Federal Contract towers, tools for investigative purposes, additional Mandatory Occurrence Report (MOR) categories (if requested), and improved data retrieval tools. Due September 30, 2015

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

Incorporate different Data sources into replay and Search and Rescue tool. Data sources to include Radar data, ASDE-X, ADS-B and MEARTS data. Due September 30, 2015

## **Core Initiative: Advance Safety Initiatives to Enable NextGEN Capabilities**

Advance safety initiatives to enable NextGEN capabilities by revising the JO 7110.65, Air Traffic Control, supplementing FAA Integrated Risk Assessment, and developing new training initiatives.

### **Core Activity: Safety Roundtable**

Continue the National Safety Roundtable to coordinate and agree on safety strategies to enhance

organizational performance, manage risk and achieve prioritization of safety resources.

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

Provide quarterly interim reports of Safety Roundtable meetings. Due September 30, 2015

## **Core Initiative: Safety Services Group (AJI-15)**

Provide comprehensive safety services to Air Traffic Operations

### **Core Activity: Fatigue Risk Management System**

Collaborate with all Air Traffic Organization stakeholders to operate the ATO Fatigue Risk Management System (FRMS) towards higher safety in the NAS.

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

Complete one Fatigue Safety Steering Committee (FSSC)-Directed Technical Operations Fatigue Risk Management workgroup meeting to update prioritized fatigue risk mitigation strategy. Due March 31, 2015

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

Establish formal processes to integrate fatigue safety data and modelling/analytical methods into AJI safety metrics, analysis, risk mitigation prioritization, and programmatic safety initiatives. Due June 30, 2015

## **Core Activity: Terminal/En Route Services Team (AJI-151)**

Support right-sizing the NAS by providing comprehensive safety services to Air Traffic Operations.

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

Conduct a monthly briefing with AJT on NAS safety issues identified through data analysis, event reporting, and corrective action requests and assist service unit in develop Corrective Action Plans to address identified hazards. Due September 30, 2015

## **Core Activity: System Operations/Mission Support/Air Traffic Services Team- AJI-152**

Provide comprehensive safety services to System Operations, Mission Support, and Air Traffic Services Service Units.

**Activity Target 1:**

Conduct monthly briefings with AJR and AJV on NAS safety issues identified through data analysis, event reporting, and corrective action to assist service unit/s to develop CAPs to address identified hazards. Due September 30, 2015

**Core Activity: Technical Operations Team (AJI-153)**

Provide comprehensive safety services to Technical Operations.

**Activity Target 1:**

Conduct monthly safety briefings with AJW on NAS safety issues identified through data analysis, event reporting, and corrective action requests to assist the service unit/s to develop Corrective Action Plans to address identified hazards. Due September 30, 2015

**Core Initiative: Safety Management Group (AJI-31)**

Manage and serves as the Office of Primary Responsibility for ATO Safety and Technical Training policies, guidance, and associated orders/notices related to the Safety Management System (SMS). Review all ATO Safety and Technical Training policy and guidance to ensure adherence to SMS policy in support of the execution of the safety mission of the ATO. Develop and conducts SMS training to provide ATO employees with an understanding of the ATO SMS and the Safety Risk Management (SRM) process. Provides performance monitoring by maintaining integrated safety data, and identifies existing hazards by analyzing the integrated safety data. Provide safety engineering expertise and support to facilitate an acceptable level of safety risk in air traffic operations in the NAS.

**Core Activity: Integrated Safety Policy (AJI-311)**

Manage and serves as the Office of Primary Responsibility for ATO Safety and Technical Training policies, guidance, and associated orders/notices related to the SMS. Review all ATO Safety and Technical Training policy and guidance to ensure adherence to SMS policy in support of the execution of the safety mission of the ATO.

**Activity Target 1:**

Develop an ATO communication outreach program to promote SMS awareness and encourage feedback. Plan due by December 31, 2014. Program initiated by January 31, 2015. Due January 31, 2015

**Activity Target 2:**

Develop the ATO SMS Continuous Improvement plan. Draft due by March 31, 2015. Final due by September 30, 2015. Due September 30, 2015

**Activity Target 3:**

Revise the Safety Risk Management Guidance for System Acquisitions (SRMGSA) Version 2. Final draft for review due by March 31, 2015. Final document due by September 30, 2015. Due September 30, 2015

**Core Activity: Safety Management Training (AJI-312)**

Manage the development and deployment of SMS training.

**Activity Target 1:**

Develop course content for additional SMS training to include Safety Performance Target Development and Safety Risk Management for System Acquisitions. Due March 31, 2015

**Activity Target 2:**

Develop online SMS training materials for ATO personnel to be used with tools-based delivery methods in collaboration with AJI-2. Due June 30, 2015

**Activity Target 3:**

Conduct Safety Risk Management Practitioner and Panel Facilitation training for appropriate ATO personnel at Headquarters, the William J. Hughes Technical Center, and the FAA Academy in support of implementation of SMS 4.0. Due June 30, 2015

**Activity Target 4:**

Develop a process to provide SMS training to the Federal Contract Towers. Due September 30, 2015

**Core Activity: Mitigation and Intervention Monitoring (AJI- 313)**

Provide safety performance monitoring for national changes and Top 5 Corrective Action Plans by analyzing integrated safety data. Develop and manage requirements for Safety Management Tracking System (SMTS).

**Activity Target 1:**

Develop a process for monitoring the safety performance of national changes and Top 5 Corrective Action Plans. Due December 31, 2014

**Activity Target 2:**

Develop draft requirements to support modifications to SMTS functionality. Due March 31, 2015. Develop final requirements modification by the end of the fiscal year. Due September 30, 2015

**Core Activity: Safety Engineering (AJI 314)**

Provide safety risk management expertise and support to facilitate an acceptable level of safety risk in air traffic operations and systems in the NAS.

**Activity Target 1:**

Provide interim status report of safety risk management support for national ATO changes and systems in the NAS. Due March 31, 2015. Final status report of safety risk management support for national ATO changes and systems in the NAS. Due September 30, 2015

**Core Initiative: Audits & Assessments Group (AJI- 32)**

Manage the ATO Safety and Technical Training Audits and Assessments program to confirm suspected risk-and/or safety-related trends; assesses the effectiveness of specific ATO mitigations and/or NAS changes as identified through the risk-based selection process; and assesses the effectiveness of training curriculum/courses. Conduct independent safety assessments of NAS systems, processes, and procedures, including Independent Operational Assessments (IOAs) of designated system acquisitions, to ensure that the ATO is within acceptable levels of safety risk.

**Core Activity: Independent Safety Assessments (AJI-321)**

Conduct independent safety assessments of NAS systems, processes, and procedures, including NextGen operational concept demonstrations and prototyping, to identify safety risk, if directed by the Vice President for ATO Safety and Technical Training or the Director of Policy and Performance.

**Activity Target 1:**

Conduct a draft comparative analysis of proactive safety management processes versus the previous provisions in FAA Order 7210.56. Due July 31, 2015

**Activity Target 2:**

Conduct a final comparative analysis of proactive safety management processes versus the previous provisions in FAA Order 7210.56. Due September 30, 2015

**Core Activity: Technical Operations Audits and Assessments (AJI-322)**

Conduct audits and assessments of Technical Operations safety processes and procedures to ensure compliance with safety requirements.

**Activity Target 1:**

Conduct at least six (6) assessments of Technical Operations safety processes and procedures to ensure compliance with safety requirements, and provide reports of findings. Report status of completed assessments by March 31, 2015. Completed assessment reports. Due September 30, 2015

**Core Activity: Air Traffic Control Audits and Assessments (AJI-323)**

Conduct assessments of Air Traffic Control (ATC) operations and procedures to ensure compliance with safety requirements in the En Route & Oceanic, Terminal, and System Operations Service Units.

**Activity Target 1:**

Conduct at least six (6) assessments of ATC operations and procedures to ensure compliance with safety requirements in the En Route & Oceanic, Terminal, and System Operations Service Units, and provide reports of findings. Report status of completed assessments by March 31, 2015. Completed assessment reports due by September 30, 2015. Due September 30, 2015

**Core Activity: Safety Management System Audits and Assessments (AJI-32)**

Conduct assessments of the effectiveness of SMS performance and operations in the Service Units to ensure that the mitigations for identified hazards are appropriately implemented, effective, and compliant with ATO SMS requirements.

**Activity Target 1:**

Conduct at least four (4) SMS assessments to ensure that the mitigations for identified hazards are appropriately implemented, effective, and compliant with ATO SMS requirements, and provide reports of findings. Report status of completed assessments by March 31, 2015. Completed assessment reports due by September 30, 2015. Due September 30, 2015

**Core Activity: Training Audits and Assessments (AJI-324)**

Conduct assessments to determine the effectiveness of ATO training curriculum/courses.

**Activity Target 1:**

Conduct at least one (1) assessment to ensure that ATO training curriculum/courses are effective, and provide report of findings. Report status of completed assessment(s) by March 31, 2015. Completed assessment report(s). Due August 31, 2015

## **Core Initiative: AJI-3 Independent Operational Assessment (CIP: M25.00-00)**

Conduct Independent Operational Assessments (IOAs) of designated system acquisition and modification programs to ensure operational readiness and compliance with Safety Risk Management processes in support of In-Service Decisions (ISDs) and other acquisition decisions. Ensure that the deployment planning process and ISD are conducted in accordance with FAA Acquisition Management System policy.

### **Core Activity: Independent Operational Assessment**

Conduct IOAs on designated system acquisitions to ensure an acceptable level of safety risk prior to operational deployment

**Activity Target 1:**

Working with the Independent Operational Assessment (IOA) Designation Working Group and IOA Designation Board, develop recommended candidates for IOA in FY16, obtain consensus, prepare and deliver the FY16 IOA Designation Memorandum to the Vice President for ATO Safety and Technical Training. Due June 30, 2015

**Activity Target 2:**

Using the IOA process, monitor System Test activities, conduct assessments, and provide results, including operational readiness determinations for national deployment, to the ISD authorities. Report status of completed assessment(s) by March 31, 2015. Completed assessment report(s). Due September 30, 2015

**Activity Target 3:**

Using the IOA Reassessment process, conduct post-ISD assessments and reassessments as required, and provide results to ISD authorities. Report status of completed assessment(s) by March 31, 2015. Completed assessment report(s). Due September 30, 2015

### **Core Activity: In-Service Decision Secretariat (CIP#:M25.00-00)**

Coordinates the planning, In-Service Review, ISD, and post-ISD processes for Program Offices deploying solutions in the NAS.

**Activity Target 1:**

Measure and report on the percentage of Program Offices reporting their monthly action plan status on time. Interim status report due March 31, 2015. Final report due September 30, 2015. Due September 30, 2015

**Activity Target 2:**

Ensure that 100% of Program Offices seeking an ISD meet the ISD Entrance Criteria. Interim status report due March 31, 2015. Final report due September 30, 2015. Due September 30, 2015

## **Core Initiative: Performance and Analysis Group (AJI-33)**

Manage the development of safety performance tools and metrics and provide data and trending analyses in support of risk identification, analysis, and mitigation in the ATO to advance safety initiatives.

### **Core Activity: Risk Assessment Support (AJI-331)**

The Risk Assessment Support team develops methods for and establishes NAS Enterprise quantitative risk analysis processes to supplement FAA risk assessment. It also leads collaborative research initiatives to address the risk associated with areas of concern identified through ATO Safety and Technical Training safety processes.

**Activity Target 1:**

Develop a risk assessment process to determine the risk associated with aircraft landing/departing on taxiways, wrong runways/closed runways. Interim status report due March 31, 2015. Final process. Due September 30, 2015

**Activity Target 2:**

Modify the Airborne and Surface Risk Analysis Processes (RAPs) to address the strength and reliability of barriers and to redesign the Repeatability section of the RAP tools. Interim status report due March 31, 2015. Final process. Due September 30, 2015

**Activity Target 3:**

Define the requirements for new RAP functionality to address the risk associated with Minimum Vectoring Altitude (MVA) Violations and Traffic Alert and Collision Avoidance (TCAS) system Resolution Advisories (RA). Interim status report

due March 31, 2015. Final requirements. Due September 30, 2015

### **Core Activity: Data Management and Reporting (AJI-332)**

Collects, analyzes, and reports safety data from multiple sources, and provides trend analysis reports to support risk identification and mitigation for the ATO. Develops user tools to support safety analysis.

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

Continue the development of analytical information from data collected to monitor safety performance metrics. Provide safety performance status and briefings for internal ATO Safety and Technical Training and high-level reviews, to include the Officers' Group, ATO COO, and Department of Transportation. Status report due monthly. Final report. Due September 30, 2015

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

Analyze, report, and prepare justifications to support changes (as necessary) to existing NAS safety performance metrics. Report status of changes by March 31, 2015. Final report. Due September 30, 2015

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

Analyze existing and new safety and technical training data; integrate data into reporting capabilities; identify metrics to support trending; and incorporate improvements into ATO Safety and Technical Training dashboards. Report status of dashboard updates by March 31, 2015. Final dashboard update. Due September 30, 2015

### **Core Activity: Safety Risk Assessment Support Tools (AJI-3300)**

Facilitates the development, design, integration, and implementation of tools to improve analytical capabilities by supporting risk analysis, assessment, tracking, and monitoring processes.

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

Implement enhancements to Safety Management Tracking System (SMTS), including support for Waivers and Audits and Assessments functionality. Begin implementation of SMTS Waiver functionality by December 31, 2014. Begin implementation of Audits and Assessments functionality. Due March 31, 2015

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

Achieve Operational Analysis Reporting System (OARS) Investment Analysis Readiness Decision. Due March 31, 2015

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

Complete draft documentation in support of the OARS Initial Investment Decision. Due March 31, 2015

### **Core Activity: Performance and Analytics (AJI-333)**

Develops and conducts safety data analysis processes to identify underlying risk and causal factors. Develops ATO safety taxonomies in cooperation with other FAA Lines of Business and international organizations.

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

Develop AJI common taxonomy implementation plan for AJI Safety Management Processes, obtain AJI-1 and AJI-3 approval. Implement common taxonomy into 2 additional SMS processes. Implementation Plan due Dec 31, 2014. Common Taxonomy implementation into first additional SMS Process development environment by June 30, 2015. Implement into second additional SMS Process development environment. Due September 30, 2015

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

Implement statistical modeling tool (e.g. hypercube) to identify NAS risk using data from one existing SMS process. Initial risk analysis report due March 1, 2015. Final risk analysis report. Due September 30, 2015

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

Develop and Implement the Manager's Safety Dashboard that provides required safety information to ATO headquarters and facility management. Initial dashboard completed by December 1, 2014. Version 2 of the Manager's Safety Dashboard. Due June 30, 2015

### **Core Initiative: Revision of JO 7110.65**

Collaborate with other FAA LOBs, NATCA, and industry in the revision of JO 7110.65, Air Traffic Control.

#### **Core Activity: Revision of JO 7110.65, Air Traffic Control**

Collaborate with other FAA LOBs, NATCA, and industry to identify those items that can help address air traffic handbook obstacles to implementation of PBN and the enabling of NextGen technologies. This effort will also reduce the need for waivers and interpretations by implementing national procedures where applicable.

**Activity Target 1:**

Reconcile holdover items from FY14, and develop FY15 Top 15 recommendations for Executive Sponsors' approval. Assign individual Work Groups (WGs) to develop recommendations to address the final top 15 list that facilities, controllers, and operators identify as needing critical changes/ improvements. Due November 30, 2014

**Activity Target 2:**

Assign individual Work Groups (WGs) to develop recommendations to address the final top 15 list that facilities, controllers, and operators identify as needing critical changes/ improvements. Due December 31, 2014

**Activity Target 3:**

Deliver recommendations from WGs and begin development of an FY15 implementation and strategy report to address: corrective actions from the top issues list, and describe how they align with Performance Based Navigation (PBN) and NextGen technologies. Due January 31, 2015

**Activity Target 4:**

Implement 50% of corrective actions from the top 15 list. Due September 30, 2015

**Core Activity: Revision of JO 7110.65**

Collaborate with other FAA LOBs, NATCA, and industry to identify those items that can help address air traffic handbook obstacles to implementation of PBN and the enabling of NextGen technologies. This effort will also reduce the need for waivers and interpretations by implementing national procedures where applicable.

**Activity Target 1:**

Assign at least one Terminal and one En Route Working Group member to support handbook revisions. Due October 31, 2014

**Activity Target 2:**

Track the processing and implementation of revisions identified by the Steering Committee and ensure 50% of all identified activities implemented Due September 30, 2015

**Core Activity: Revision JO 7110.65**

Collaborate with other FAA LOBs, NATCA, and industry to identify those items that can help address air traffic handbook obstacles to implementation of PBN and the enabling of NextGen technologies. This effort will also reduce the need for waivers and interpretations by implementing national procedures where applicable.

**Activity Target 1:**

Assign at least one Working Group member to support handbook revisions. Due October 31, 2014

**Activity Target 2:**

Submit candidate waivers and interpretations for review and possible change to the handbook. Due November 30, 2014

**Activity Target 3:**

Support AJI with SMS documentation and document revision processes. Due September 30, 2015

## Core Measure: Runway Incursions (Category A and B)

Reduce Category A & B (most serious) runway incursions to a rate of no more than .395 per million operations, and maintain or improve through FY2018.

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### Core Initiative: System Risk Reduction

Reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, pedestrians, vehicle operators, tug operators, and individuals conducting aircraft taxi operations by working in collaboration with aviation stakeholders to identify and mitigate risk.

### Core Activity: Human Error Risk Reduction

Reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, pedestrians, vehicle operators, tug operators, and individuals conducting aircraft taxi operations by working in collaboration with aviation stakeholders to identify and mitigate risk.

**Activity Target 1:**

Provide remote support and guidance to the enhanced Local Runway Safety Action Teams (LRSAT) at 100% of the total number of towered airports within the Service Area. Due September 30, 2015

**Activity Target 2:**

Communicate with 100% of the ATMs at FCTs and ATCT and ensure 99% of LRSATs accomplished within the fiscal year. Due September 30, 2015

**Activity Target 3:**

Provide operational support as needed. Due September 30, 2015

## **Core Initiative: Improved Runway Incursion Analysis Capability**

Ensure efforts are aligned with the Administrator's Risk-Based Decision-Making initiative. Work collaboratively with the Quality Assurance Group and aviation stakeholders to improve data collection, information sharing and analytical techniques so the FAA can corporately identify and mitigate risks associated with runway safety. Develop Top Focus Airports for each fiscal year.

### **Core Activity: Top Focus Airports**

Develop the criteria to identify Top Focus Airports in each region, using the Administrator's Risk-Based Decision-Making principles and the ATO's SMS 4.0 Manual.

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

Work collaboratively with the Performance and Analysis Group and aviation stakeholders to develop initial criteria for FY2015. Due December 31, 2014

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

Work collaboratively with the Performance and Analysis Group and MITRE to establish on-going criteria for the Top Focus Airports initiative annually. Due May 31, 2015

### **Core Activity: Runway Safety Council**

Senior-level safety officials from a select group of organizations participate and meet regularly. The Council, under the direction of a government (Runway Safety Group Manager) and industry co-chair, will set overall policy and high level strategic actions.

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

The Runway Safety Council will meet four times per year to review safety trends and analysis provided by AJI. Due September 30, 2015

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

The Runway Safety Group will conduct four National Runway Safety Governance Meetings with Regional Administrators. Due September 30, 2015

## **Core Initiative: Runway Status Lights**

Continue to evaluate and deploy runway status lights at 16 ASDE-X airports and 1 ASSC airport.

### **Core Activity: Deploy Runway Status Lights (RWSL)**

Runway Status Lights (RWSL) system deployment to production sites.

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

Achieve Initial Operational Capability (IOC) at one Runway Status Lights (RWSL) site. Due June 30, 2015

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

Achieve Initial Operational Capability (IOC) at one additional Runway Status Lights (RWSL) site. Due September 30, 2015

## **Core Initiative: Airport Surface Detection Equipment - Model X (ASDE-X) - Tech Refresh & Disposition, S09.01-01**

ASDE-X is a surface surveillance system that provides air traffic controllers with a visual representation of the traffic situation on the airport movement area and arrival corridors. It improves the controller's ability to maintain awareness of the operational environment and to anticipate conflicts. ASDE-X Safety Logic (AXSL) uses surveillance information from ASDE-X to determine if the current and projected positions and movement characteristics of tracked aircraft and vehicles present a potential collision situation. Visual and audible alerts are provided to air traffic controllers when safety logic predicts a potential collision. Deployment of the 35 planned ASDE-X systems was completed in FY 2011. Some of the equipment has reached the end of its service life and is no longer supportable. The ASDE-X Tech Refresh program provides for the replacement and upgrade of hardware and software to ensure the continued operation of the surface surveillance system through its designated lifecycle. The ASDE-X program baseline included costs for the periodic replacement of Commercial Off-The-Shelf (COTS) system components; e.g., processors, displays, computer operating systems and Commercially Available Software (CAS). Funding for ASDE-X Tech Refresh began in FY 2012. A study was completed which determined five potential sub projects to be addressed by the ASDE-X Tech Refresh effort. Of the five, three were approved: Obsolete Parts Replacement, Processor Replacement, and UATR Upgrade. The RU Communications Upgrade and GPS Receiver Upgrade sub-projects are not currently approved. In FY15, critical obsolete parts are being procured and the NRE activities for the Processor Replacement project are being performed.

### **Core Activity: ASDE-X Tech Refresh Processor Replacement Key Site Assessment**

Equipment installation and initial assessment of ASDE-X replacement processors at a key site. In FY15 critical obsolete parts are being procured and the NRE activities for the Processor Replacement project are being performed.

**Activity Target 1:**

Complete installation of the ASDE-X Tech Refresh processor solution at a key site. Due April 30, 2015

and Security and Hazardous Materials (ASH). Report findings to AIS-1 and the Cybersecurity Steering Committee with recommended updates to FAA's security processes. Due June 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 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.

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

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

**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: 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.

## 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 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

**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. 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 2:**

Assist in the completion and submission to AIS-1 a draft update to the 1280.1b Privacy Policy in coordination with internal AIT organizations as well as external LOBs/SOs 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

**Activity Target 1:**

Participate in the planning and conducting of 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)

## 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 receives in real-time, all cyber incident information

generated from the three operating domains 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 Measure: Runway Excursions**

Reduce the number of runway excursions through FY 2015.

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### **Core Initiative: Runway Excursions**

Runway excursions are one of the leading causes of aircraft damage and injuries worldwide. The Air Traffic Organization is charged with developing and implementing programs to reduce the risk of runway excursions. The key to the success of the Runway Safety Program in reducing runway excursions is bringing together Air Traffic Controllers, Airport Operators, pilots and aviation organizations and working together effectively to proactively assess and mitigate risks.

#### **Core Activity: Runway Excursions**

Continue to develop guidance to incorporate runway excursions into the FAA ATO Safety and Technical Training Program.

**Activity Target 1:**

Leverage multi-media technology to share Runway Safety (including Runway Excursions) lessons and best practices with internal and external stakeholders. Due January 31, 2015

**Activity Target 2:**

Ensure runway excursion data is available to stakeholders, including local tower managers for use during RSATs. Coordinate reliable and consistent data sharing of safety information between Runway Safety and aviation stakeholders. Due September 30, 2015

#### **Core Activity: Runway Safety Report**

Improve runway safety by working in collaboration with aviation stakeholders to identify and mitigate hazards associated with areas of the highest risk.

**Activity Target 1:**

Publish an FAA Runway Safety Report that covers activities done in FY2013 and FY2014. Due July 31, 2015

## **Core Initiative: Promotion of the Airport Construction Advisory Council (ACAC)**

The Airport Construction Advisory Council (ACAC) is dedicated to ensuring the safety of all stakeholders operating in the National Airspace System (NAS) during all runway and taxiway construction projects. The ACAC is tasked with developing strategies and risk mitigations for Air Traffic Managers (ATMs) to employ that will enhance surface safety and ensure that communication is complete and consistent. The ACAC strives to serve as a conduit for sharing good operating practices between managers throughout the NAS. The ACAC is responsible for transforming appropriate strategies and best practices into future Air Traffic Organization policy to perpetuate operational safety during all construction

### **Core Activity: Airport Construction Advisory Council (ACAC) Support to Aeronautical Information Management**

Develop process changes to improve availability to airport construction information for pilot, vehicle operator, and airport communities. Assemble and distribute airport construction information on a regular basis to support decision-making at all levels. Coordinate timely access to construction information and geographic information system (GIS) data for Aeronautical Information Management (AJV-2). Support process changes to improve construction graphics available to pilots and vehicle operators during runway/taxiway construction projects, and implementation of automated creation/distribution of Construction Notices.

**Activity Target 1:**

Work with MITRE to support the effective access to available construction information that affects air traffic operations. Develop an automated tool to streamline the process for creating construction notices and diagrams. Due September 30, 2015

## **Core Measure: RBDM Support - Internal Work**

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.

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### **Core Initiative: Standardization, Access and Integration**

Standardization, Access and Integration

#### **Core Activity: Modeling Assumptions (ATO Goal)**

Provide ATO input to agency modeling systems that simulate and predict NAS safety risks.

**Activity Target 1:**

Support the implementation of the ATO portion of the Integrated Safety Assessment Model (ISAM), including air traffic incidents and ATM-related fatal accidents. Report status of implementation support by March 31, 2015. Provide all input. Due September 30, 2015

**Activity Target 2:**

Support the completion of the Verification & Validation of the ATO portion of the ISAM. Report status of Verification & Validation support by March 31, 2015. Provide final V&V report. Due September 30, 2015

## Core Measure: Enhance Airport Safety

Identify and prioritize airport facility improvements and airport research, policies, and programs to enhance safety.

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### Core Initiative: Runway Safety Areas

Where practical, upgrade Runway Safety Areas to meet standards.

#### Core Activity: Runway Safety Area (RSA) NAVAID Improvements

Complete RSA NAVAID improvements at certificated airports.

**Activity Target 1:**

Provide an update of the ATO RSA completion plan to Airports' RSA Report to Congress showing annual RSA improvement targets through the end of the program. Due June 30, 2015

**Activity Target 2:**

ATO will improve 75 Runway Safety Areas (RSAs). Due September 30, 2015

## Deliver Benefits Through Technology/Infrastructure

America's airports are the access point for the Nation to the air transportation network. We must preserve and improve our airports -- both commercial and general aviation -- in order to prepare for the future and maintain our leading role.

Over the next four years, the National Airspace System (NAS) will undergo a fundamental transformation to a

smaller, more efficient system with increased safety and user benefits. The NAS strategy, articulated through the "guiding principles," sets the framework for prioritizing investment decisions and delivering measurable user benefits.

NAS Guiding Principles - Provide safe, secure, and efficient services to NAS users in the most cost effective and innovative manner.

- Impose least amount of control while maintaining safety.
- Incorporate new user entrants (e.g., UAS and Commercial Space).
- Reduce impact on the environment.

Air Traffic Services continues efforts to increase air traffic control efficiency on the ground and in the air. The work for fiscal year 2015 will focus on the National Efficiency Initiative and Business Acumen. These efforts are intended to have an effect on performance metrics including ATO operating costs and Average Daily Capacity, while driving continuous efficiency improvement and cost control. These efforts will also have an effect on the size of the NAS infrastructure, Performance Based Navigation, Wake Re-Categorization, Surface Operations and Time-Based Flow Management.

Technical Operations Services will support this Goal in many ways. Here are some examples: by establishing a new Lean Maintenance and Revalidation Program (LMRP), by upgrading the avionics in some of our Flight Inspection aircraft, by improving National Airspace System Cyber Security, and by identifying legacy communication systems that can be replaced by the more reliable FAA Telecommunications Infrastructure system.

## 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.

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### 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: NextGen Foundational Programs

Deliver key foundational programs

**Activity Target 1:**

En Route Automation Modernization (ERAM):  
Achieve last Operational Readiness Date (ORD)

on En Route Automation Modernization (ERAM.)  
Due March 31, 2015

**Activity Target 2:**  
Terminal Automation Modernization and Replacement: Achieve TAMR Initial Operational Capability (IOC) at 3rd site (Segment 1, Phase 3).  
Due September 30, 2015

### **Strategic Activity: NextGen Transformational Programs - NAS Voice**

Deliver key transformational programs

**Activity Target 1:**  
NAS Voice - Complete first ATO Tech Ops Early User Involvement Event (EUIE) Due June 30, 2015

### **Strategic Activity: Performance Based Navigation | Metroplex High Priority NextGen Programs**

Deliver high priority programs

**Activity Target 1:**  
Complete Metroplex Implementation activities at Northern California Due June 30, 2015

**Activity Target 2:**  
Complete Metroplex Implementation Phase I activities (i.e., training plan and implementation plan for project and facilities) at Atlanta. Due August 31, 2015

**Activity Target 3:**  
Begin Metroplex Implementation Phase I activities (i.e., training plan and implementation plan for project and facilities) at Charlotte. Due May 31, 2015

**Activity Target 4:**  
Conduct assessment of Las Vegas basin artifacts contributing to PBN procedure implementation.  
Due May 31, 2015

### **Strategic Activity: Surface- NextGen Programs**

Deliver high priority programs

**Activity Target 1:**  
Deliver Advanced Electronic Flight Strips (AEFS) at Cleveland Hopkins International Airport (CLE).  
Due June 30, 2015

### **Strategic Activity: Transformational - ADS-B**

Delivery transformational programs

**Activity Target 1:**  
Automatic Dependent Surveillance - Broadcast (ADS-B): Achieve ADS-B Initial Operational Capability at last (24th) En Route Site. Due September 30, 2015

### **Strategic Activity: Transformational - SWIM**

Delivery transformational programs

**Activity Target 1:**  
Deploy the SWIM Visualization Tool (SVT) to six (6) FAA facilities [Boston, Houston, NY, Chicago, Louisville, and Potomac], depending on operational needs, (to provide surface management capabilities from the (ASDE-X) and Airport Surface Surveillance Capability (ASSC) data published to NAS Enterprise Messaging Service (NEMS) via SWIM Terminal Data Distribution System (STDDS). Due September 30, 2015

### **Strategic Activity: Transformational - Data Comm**

Deliver transformational programs

**Activity Target 1:**  
Achieve Final Investment Decision, Segment One, Phase Two Due March 31, 2015

### **Strategic Activity: AJV Support for Virtual Remote Towers 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 Due January 31, 2015

**Activity Target 2:**  
Based upon MOU, complete FAA workplan for the engagement with Virginia Small Air Transportation System (VSATS) demonstration. Due March 31, 2015

## **Strategic Activity: Improved Multiple Runway Operations | High Priority NextGen Programs**

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 a data collection event using paired approach algorithms. Due March 31, 2015

## **Strategic Activity: AJI Support for Virtual Remote Towers 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 System (VSATS) demonstration. Due March 31, 2015

## **Strategic Initiative: Integrate New User Entrants/UAS**

Safely and efficiently integrate new types of operations, such as commercial space and unmanned aircraft, into the NAS and enable the benefits these operations will provide.

## **Strategic Activity: Integrate UAS into the NAS**

Continue UAS integration efforts with development of UAS-related policies, processes, documents and procedures.

### **Activity Target 1:**

Collaboratively identify sources of data needed to develop safety metrics to measure the safety of

UAS Operations in the NAS for development in FY16. Due September 30, 2015

## **Strategic Initiative: Accommodating Commercial Space Transportation into the NAS**

Safely and efficiently integrate new types of operations, such as commercial space and unmanned aircraft, into the NAS and enable the benefits these operations will provide.

## **Strategic Activity: Assist in producing Acquisition Management System (AMS) artifacts for Space Traffic Management**

Explore the feasibility of a space traffic management capability.

### **Activity Target 1:**

In support of AST, AJV-7 develop an investment decision schedule, including identification of regulatory and policy gaps. Due January 31, 2015

### **Activity Target 2:**

In support of AST, AJV-7 build on existing artifacts to mature internal Agency agreed draft concept of operations and shortfall description/analysis with significant assumptions and constraints. Due September 30, 2015

## **Strategic Activity: ATCSCC Space Traffic Management Support**

AST and ATO partner to demonstrate and document processes for the safe integration of commercial launch and reentry operations into the NAS.

### **Activity Target 1:**

Develop and implement an internal guidance document for the development of agreements and coordination of commercial launch and reentry operations in the National Airspace System (NAS). Due March 31, 2015

### **Activity Target 2:**

Provide support to the Air Traffic Control System Command Center and affected Air Traffic Control (ATC) facilities during commercial space launch and reentry operations for which tactical support is required. Due September 30, 2015

### **Activity Target 3:**

Develop an operational planning tool for space vehicle launch and reentry operators that provides increased opportunities during periods of low volume traffic which would increase NAS efficiency. Due September 30, 2015

## **Strategic Initiative: Right Size the NAS**

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

### **Strategic Activity: Achieve Efficiency and Improvement in Order to Reduce Operations Costs**

Work with sub-initiative leads to develop strategy, determine cost savings and establish targets and implementation plans to achieve and track cost savings.

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

Track FY2015 cost savings. Due September 30, 2015

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

Identify FY2016 cost reduction opportunities and document in cost savings templates. Due June 30, 2015

### **Strategic Activity: Future National Airspace System (NAS) Services Delivery Framework**

Develop a plan to identify services to reduce in the National Airspace System (NAS), model the effects, and estimate the cost savings.

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

Present draft plan to the ATO Officers Group. Due December 31, 2014

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

Perform analysis and present recommendations to the ATO Officers Group. Due July 31, 2015

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

Present results to the Strategic Initiatives Group (SIG). Due August 31, 2015

### **Strategic Activity: Optimize Weather Service Levels**

Optimize the resource provisions of the four integrated core weather functions (observation, forecast, dissemination & assessment) with current and anticipated future demands.

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

Use new Service Standard model to identify locations where a Human Weather Observer (HWO) is required to augment Automated Surface Observing System (ASOS). Due December 31, 2014

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

Develop and utilize a resource allocation tool to identify appropriate mix of FAA Tower personnel, non-FAA personnel, or contractor to conduct HWO at ASOS locations requiring augmentation. Due December 31, 2014

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

Identify cost effectiveness opportunities of Human Weather Observers program for FY16. Due September 30, 2015

### **Strategic Activity: Flight Service Stations**

Leverage technology and innovative business models.

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

Begin implementation of three (3) innovative business models or technologies identified in FY2014. Due September 30, 2015

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

Fully implement three (3) innovative business models or technologies. Due September 30, 2015

### **Strategic Activity: NAS Lean Maintenance and Revalidation Program (LMRP)**

Initiate activities to drive the transformation of the NAS through cost effective life cycle planning and integration with NextGen.

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

Develop and publish program plan and governance model for the Lean Maintenance and Revalidation Program. Due December 31, 2014

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

Identify at least eight total poor performing NAS systems on which to perform a supportability review or to initiate decommissioning. Due March 31, 2015

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

Develop and publish process to conduct NAS system validation of service and system interdependencies. Due June 30, 2015

### **Strategic Activity: Section 804. Consolidation and Realignment of FAA Services and Facilities**

Facilities Realignment and Consolidation

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

Present preliminary findings of Year 2 Analysis of Realignment Scenarios to ATO Officers Group. Due September 30, 2015

## Strategic Activity: Instrument Landing System (ILS) Drawdown Decision

Instrument Landing System (ILS) Drawdown Decision.

### Activity Target 1:

Consensus on criteria for Instrument Landing System (ILS) drawdown amongst stakeholders. Due September 30, 2015

### Activity Target 2:

Consensus on communications strategy. Due September 30, 2015

## Strategic Activity: Low Level Towers

Improve business acumen for Low-Activity Towers by updating processes and increasing governance. These activities involve coordination with stakeholders, labor, and congressional representatives. This effort includes the following activity target.

### Activity Target 1:

Support APL to update the Tower Establishment/Dis-Establishment process and Benefit/Cost (B/C) data. Due September 30, 2015

## Strategic Activity: Very High Frequency Omni-directional Range (VOR) Minimum Operational Network (MON) Final Investment Decision (FID)

Developing all artifacts (e.g., Operational Concepts, Functional Analysis, and Requirements gathering and documentation) essential for Final Investment Decision (FID).

### Activity Target 1:

Achieve Very High Frequency Omni-directional Range (VOR) Minimum Operational Network (MON) Final Investment Decision (FID). Due September 30, 2015

## Core Measure: Adjusted Operational Availability

Sustain Adjusted Operational Availability at 99.7% for the reportable facilities that support the Core Airports through 2015.

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## Core Initiative: Management of Technical Operations

Provide operational and financial management and oversight to the Technical Operations Service Unit.

## Core Activity: Management of Technical Operations

Provide operational and financial management and oversight to the Technical Operations Service Unit.

### Activity Target 1:

Provide operational and financial management and oversight to the Technical Operations Service Unit. Due September 30, 2015

## Core Initiative: Aircraft Related Equipment Program, M12.00-00

The FAA's worldwide flight inspection (FI) mission is to evaluate and certify instrument flight procedures and to evaluate and certify both ground-based and space based navigational equipment including facilities for Federal, State, Department of Defense (DoD), private and international customers. This mission requires aircraft equipped with specialized test equipment (Automatic Flight Inspection System (AFIS) and NextGen Automatic Flight Inspection system (NAFIS)). The Aircraft Related Equipment (ARE) program ensures the FAA's flight inspection aircraft fleet is equipped with systems required for inspecting, certifying, modernizing and sustaining the NAS and evolving NextGen requirements. The FI aircraft fleet is composed of 32 specially equipped aircraft. Currently, 66 percent of the FI fleet is limited in its support capabilities. This program provides the technical equipment upgrades and/or replacements to existing aircraft, avionics, and flight inspection mission equipment to meet current and future performance requirements. It also provides the Flight Operations Management System (FOMS) (used to schedule and manage the inspection process) and the navigation facility data upgrades needed for the inspection systems. The new equipment provides the capability for flight validation & inspection of: \* WAAS/LPV/LP. \* RNP/ Special Aircraft and Aircrew Authorization Required (SAAR). \* RNAV SIDs/STARs. \* DME/DME and GPS routes. \* ADS-B. \* Wide Area Multilateration (WAM).

## Core Activity: Flight Inspection Aircraft-Avionics & Mission Equip/Systems Modernization

Projects related to modernizing aircraft avionics or mission equipment/systems to support new or changing regulatory requirements necessary to provide flight inspection of Performance Based Navigation and implementation of evolving NextGen systems. NAFIS - Next Generation Automatic Flight Inspection System FIAPA - Flight Inspection Airborne Processor Application

**Activity Target 1:**

NAFIS - Complete FIAPA Block 1 Design Data Development. Due June 30, 2015

**Activity Target 2:**

NAFIS - Complete FIAPA Block 1 Code Development. Due September 30, 2015

**Activity Target 3:**

BE300 Modernization - Deploy NAFIS Phase I and modernized avionics on three aircraft. Due September 30, 2015

## **Core Initiative: Flight Inspection Services, Operations**

Perform airborne inspection of civil and military NAVAIDS; perform flight validation/certification of Instrument Flight Procedures (IFPs); and provide services to NextGen programs and other FAA and non-FAA project sponsors that require flight inspection support.

### **Core Activity: Flight Inspection (NAS maintenance/sustainment)**

Conduct periodic and special maintenance inspections of NAVAIDS as required by FAA Order 8200.1, and conduct flight validation/certification of original and amended Instrument Flight Procedures (IFPs).

**Activity Target 1:**

Conduct civil and military restoral flight inspection of navigational aids and instrument flight procedures. Complete 90% of restoral inspections within 48 hours when weather and Air Traffic Control permit. Due September 30, 2015

## **Core Initiative: AJO/AJW-11 BUSINESS MANAGEMENT GRP (WA88800000)**

Provide oversight for managerial operations and fiscal decisions for AJW-1

### **Core Activity: Manage Operations Support (OS) Financial**

Manage Operations Support financially.

**Activity Target 1:**

Based on guidance, coordinate and prepare the upcoming years budget for Operations Support. Due September 30, 2015

**Activity Target 2:**

Execute 99.5% of the current years OPS funding. Due September 30, 2015

## **Core Initiative: National Test Equipment Program, M17.01-01**

The National Test Equipment Program (NTEP) is responsible for the purchase, calibration, maintenance, and management of FAA test equipment at over 41,000 sites. NTEP ensures that the NAS equipment operates within technical and safety specifications. The test equipment is used by technicians to troubleshoot, repair, and certify new and legacy systems. Operational NAS systems must be certified by this test equipment before being returned to service. Analysis conducted during the Service Analysis and Concept and Requirements Development (CRD) phases indicates that between 19%-25% of the 77,000 pieces of Test Equipment (TE) require replacement, with an estimated cost of approximately \$320M. Some existing test equipment is more than 30 years old and spare parts for this old equipment are no longer manufactured, so it must be replaced. Replacement of the current analog test equipment must be forward compatible with the advanced digital technology being deployed through NextGen. Current requirements reflect critical need for Transmission (TS), Comm Service Monitors, Signal Generators, and Oscilloscopes. In addition, the NTEP will seek to improve the safety of certain procedures as technology enhancements reduce the need to perform certain functions, such as climbing high towers. Within the Acquisition Management System process, the program is currently executing the Concept and Requirements Development phase with the Investment Analysis Readiness Decision (IARD) due by March 2012. Following a successful IARD, the Final Investment Decision (FID) is expected in March 2013. These milestones have been incorporated on the FAA's Enterprise Architecture (EA) Roadmap for Facilities. If approved at the FID, the program's spend plan has prioritized satisfying the TE shortfall at the FAA's Core 30 airports.

### **Core Activity: Complete Prioritization of Test Equipment (TE)**

Complete prioritization of TE need on a per-facility and TE-type basis.

**Activity Target 1:**

Ensure current requirements reflect critical need for Transmission (Test Set), Comm Service Monitors, Signal Generators and Oscilloscopes. Will be measured by requirements validation quarterly and compared to AITS Test Equipment inventory. Due September 30, 2015

**Activity Target 2:**

Execute process improvement plan to gain higher efficiency from the limited TE available for NAS Support. Due September 30, 2015

## **Core Initiative: AJO/AJW-13 NAS INTEGRATION & SUPPORT GROUP (WA8E110000)**

Responsible for Technical Operations for Capital Investment Programs along with NEXTGEN integration and implementation of systems in the NAS. We provide the policies, management visibility, and processes for Technical Operations lifecycle management support for NAS systems through initial acquisition, solution implementation, and receipt of equipment, installation of equipment, maintenance and final disposition. We provide tracking and control, maintenance operational concepts, maintenance policies, sustainment requirements, Human Systems Integration, remote maintenance monitoring requirements and supply support requirements to the Program Management Office, NEXTGEN Office and Mission Support Organizations.

### **Core Activity: Facilitate Management of NAS Performance**

Manage and maintain operation of NAS systems and equipment.

**Activity Target 1:**

Resolve 80% of operational issues identified from operations forum teleconference, technical exchange meetings and contract maintenance activities. Due September 30, 2015

**Activity Target 2:**

Manage maintenance contracts to within 95% of their requirements for Automated Surface Observing System (ASOS), Integrate Communications Switching System (ICSS), Remote Maintenance Monitoring System (RMMS), Recovery Communications (RCOM), and Automated Lighting Detection and Reporting System (ALDARS). Due September 30, 2015

**Activity Target 3:**

Review of all In-Service Management documentation (Maintenance Handbooks, Technical Instructions, Notices, Safety Alerts, Maintenance Alerts.). Due September 30, 2015

**Activity Target 4:**

Manage the Contractor Depot Logistics Support Program Support Contract. Due September 30, 2015

### **Core Activity: Publish Policies, Handbooks and Directives**

Publish and distribute various documents to improve the NAS.

**Activity Target 1:**

Review Implementation Strategy and Planning Document (ISPD) and the Integrated Logistics Support Plan (ILSP) within 30 days of receipt. Due September 30, 2015

**Activity Target 2:**

Continue to edit and revise NAS maintenance policy for NEXTGEN. Due September 30, 2015

### **Core Activity: Manage Acquisition Activities**

Manage NAS pre-deployment activities.

**Activity Target 1:**

Facilitate resolution to 90% of the Automation implementation issues related to Technical Operations for all new NAS systems/upgrades. Due September 30, 2015

### **Core Activity: Reliability Centered Maintenance (RCM)**

Develop RCM standard and familiarization.

**Activity Target 1:**

Continue to develop RCM standard and familiarization which will include training. Due September 30, 2015

### **Core Activity: Store Credits**

Management of Spare/Replacement Parts.

**Activity Target 1:**

Execute the Store Credit Program in accordance with industry best standard for supply chain management utilizing the Supply Chain Optimization Reference model. Success will be measured using key performance measure of reliability, responsiveness, agility, cost and asset management. Due September 30, 2015

### **Core Activity: Test Equipment**

Test Equipment

**Activity Target 1:**

44 pieces of test equipment (comprised of a combination of: Comm Service Monitor, Telephone Test Sets, Cable and Antenna Analyzer) will be delivered across the Technical

Operations Service Areas. Due September 30, 2015

**Core Activity: Remote Monitoring and Logging System (RMLS)**

Remote Monitoring and Logging System (RMLS)

**Activity Target 1:**

Complete testing of three security alternatives to separate Non NAS and NAS operations per order JO 1370.114. Due September 30, 2015

**Core Initiative: AJO/AJW-14 NATL AIRWAYS SYS ENG GRP (AC88500000)**

Develops, tests and issues hardware, software & technical documentation enhancements to address national operational maintenance and reliability problems. Supports surveillance, navigation, and infrastructure facilities to ensure safe, reliable, and efficient operations. Also provides field support in response to NAS related problems and supports new system Acquisition & Modernization programs.

**Core Activity: Systems Engineering Analysis**

Through systems engineering analysis, fix and enhance the NAS and non-NAS hardware, software and documentation

**Activity Target 1:**

Complete 170 system improvements within fiscal year. Due September 30, 2015

**Core Activity: Publish Policies, Handbooks and Directives**

Publish and distribute various documents to improve the NAS.

**Activity Target 1:**

Complete 45 document improvements within the fiscal year. Due September 3, 2015

**Core Activity: Provide Restoration Support**

Provide technical assistance for restoration/on-site requests when required. Noting that restorations may not require on-site assistance. A restoration may be facilitated via telephone assistance.

**Activity Target 1:**

Complete 350 restoration/on-site support within the fiscal year. Due September 30, 2015

**Core Activity: Provide Technical Assistance through Field Support**

Administer technical support to manage and maintain NAS systems.

**Activity Target 1:**

Complete 7500 requests for assistance within the fiscal year. Due September 30, 2015

**Core Initiative: AJO/AJW-17 COMM, FLT SERV & WX ENG GROUP (CT88800000)**

Replace with: Provides engineering services, 24x7 second level support and maintains Baseline Configurations for NAS Systems within Communications, Flight Service, and Weather domains.

**Core Activity: Provide Technical Assistance through Field Support**

Administer technical support to manage and maintain NAS systems.

**Activity Target 1:**

Complete 3000 requests for assistance within the fiscal year. Due September 30, 2015

**Core Activity: Provide Restoration Support**

Provide technical assistance for restoration support requests when required. Note that restorations may not require on-site assistance. A restoration may be facilitated via telephone assistance.

**Activity Target 1:**

Complete 225 restoration/on-site support within the fiscal year. Due September 30, 2015

**Core Activity: Publish Policies, Handbooks Directives**

Publish and distribute various documents to improve the NAS.

**Activity Target 1:**

Complete 35 document improvements. Due September 30, 2015

**Core Activity: System Engineering Analysis**

Through system engineering analysis, fix and enhance the NAS and non-NAS hardware, software and documentation.

**Activity Target 1:**

Complete 125 system improvements within the fiscal year. Due September 30, 2015

**Core Initiative: AJO/AJW-1C2  
Spectrum Assignments and  
Engineering Team (WA8D200000)**

Manages and coordinates the daily use of the aeronautical radio frequencies in the United States for all FAA, non-Federal, Military, and other Federal agencies. Manages and develops policies for the electromagnetic compatibility portion of the Obstruction Evaluation / Airport Airspace Analysis Program (OE/AAA). Performs electromagnetic analyses to protect NAS systems from DoD operations. Develops frequency engineering models and maintains the Automated Frequency Management System. Provides radio frequency assignment support of NextGen initiatives.

**Core Activity: Manage Radio Frequency  
Assignments**

Manage radio frequency spectrum to satisfy NAS requirements.

**Activity Target 1:**

Provide 100% of the new radio frequency assignment requests by the system's commissioning date. Due September 30, 2015

**Activity Target 2:**

Maintain currency of the Automated Frequency Management (AFM) database and engineering tools. Due September 30, 2015

**Activity Target 3:**

Complete Extended Service Volumes (ESV) requests in support of area navigation / required navigation performance (RNAV / RNP) requirements within 90 days. Due September 30, 2015

**Activity Target 4:**

To ensure the safety of the NAS, Conduct Electronic Compatibility (EMC) analysis for Military Electronic Attack, Counter Improvised Explosives, etc. Due September 30, 2015

**Activity Target 5:**

Prepare U.S. civil aviation positions for the United Nation's International Telecommunication Union - Radiocommunication Study Group (ITU-R) Due September 30, 2015

**Activity Target 6:**

Develop International Civil Aviation Organization (ICAO) standards for navigation, communication,

and surveillance systems. Due September 30, 2015

**Activity Target 7:**

Establish Radio Frequency System to support UAS including support for Radio Technical Commission for Aeronautics Special Committee 228 (RTCA SC-228) Due September 30, 2015

**Activity Target 8:**

Establish U.S. positions for 2015 World Radiocommunication Conference (WRC) Due September 30, 2015

**Core Initiative: AJO/AJW-1C4  
SPECTRUM TESTING & ENG  
ANALYSIS TEAM (WA8D400000)**

Provides testing resources to support spectrum engineering analyses, DoD coordination, civil aviation standards development, and electronic compatibility. Provide frequency management services at the William J Hughes Technical Center.

**Core Activity: Conduct Spectrum Testing**

Conduct Electromagnetic Compatibility (EMC) testing to support NAS systems.

**Activity Target 1:**

Conduct Electromagnetic Compatibility (EMC) testing to support NAS systems. Due September 30, 2015

**Activity Target 2:**

Provide 3-5 Radio Frequency Interference (RFI) training sessions for FAA technicians Due September 30, 2015

**Core Initiative: AJO/AJW-1C8 RADIO  
FREQUENCY INTERFERENCE TEAM**

Conducts Radio Frequency Interference (RFI) investigations to restore NAS systems.

**Core Activity: Resolve RFI Cases**

Resolve Radio Frequency Interference cases within a certain amount of time.

**Activity Target 1:**

Resolve 82% of new RFI cases within 9 days. Due September 30, 2015

**Core Initiative: NAS QUAL  
ASSURANCE & PERF GROUP  
(WA8E00000)**

TBD.

### **Core Activity: National Oversight to the NASTEP Program**

Provide national oversight to the NAS Technical Evaluation Program.

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

Ensure the national NASTEP PM participates on at least two (2) Technical Field Evaluations during FY15. Due September 30, 2015

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

Ensure 25% of all Tech Ops facilities are evaluated, and of these, a minimum of 50% must be visited annually. Due September 30, 2015

### **Core Activity: NAS Database and NAS Metrics Accuracy**

Support, populate and/or report on NAS database and NAS metrics.

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

Enhance and develop at least one (1) tool that improves reporting accuracy of NAS performance. Due September 30, 2015

### **Core Activity: Improve NAS Performance Reporting Policies**

Develop and/or improve NAS performance policy compliance.

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

Develop Data Management/Technical Operations Tool tool to verify compliance with the PASS 14 hour Shift duration memorandum of understanding. Due September 30, 2015

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

Develop VP status Report. Due September 30, 2015

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

Define requirements for and prototype a report for the Data Management Team for use as a "Director's Daily Digest", this is an evolutionary effort because requirements are not fully refined. Due September 30, 2015

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

Review and validate accuracy of 25% of the National Airspace Performance Reporting System desk guides and Line Frequency (LF) example sheets. Due September 30, 2015

### **Core Activity: Monitor NAS System Performance**

Monitor, control, maintain and restore Core Airports Facilities.

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

Monitor sustainment of adjusted availability at 99.7%. Due September 30, 2015

### **Core Activity: Automate Technical Performance Records (TPR)**

Provide e-Technical Performance Record functionality in Remote Monitoring and Logging System tool.

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

Complete phased integration of production capability of Technical Performance Records in RMLS. Due September 30, 2015

### **Core Activity: National Oversight to the RMLS Program**

Provide national oversight to the RMLS Program

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

Develop and improve Technical Operations process to the RMLS Program within Technical Operations. . Due September 30, 2015

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

Develop and increase the GEMPOP equipment populated profiles for the RMLS Program. Due September 30, 2015

### **Core Activity: Monitor NAS System Performance**

Monitor NAS System Performance

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

Enhance and develop at least one tool that improves reporting accuracy of NAS performance, National Airspace System Performance Analysis System 4.0 release (Daily Data Refresh). Due September 30, 2015

## **Core Initiative: NAS DEFENSE PROGRAM GROUP (WA80500000)**

TBD.

### **Core Activity: Alaska Long Range Radar (LRR) National Defense Program**

Execute the Alaska LRR National Defense Program as per the guidance set forth for the Department of Transportation (DOT), Department of Defense (DoD) and Department of Homeland Security (DHS)

**Activity Target 1:**

Effectively and efficiently manage and execute the Alaska LRR NDP cost-share program in accordance with the regulations and guidance provided by DOT and by annually achieving the objectives of the FAA-USAF Joint Alaska Services Agreement (JASA). Due September 30, 2015

## **Core Initiative: Voice Switching and Control System (VSCS) Tech Refresh Phase 3 (CIP#:C01.02-04)**

VSCS Tech Refresh Phase 3 will be dependent upon Investment Analysis which will include Ground-to-Ground (G/G) node reduction efforts, fiber optic tie trunk (FOTT) power supply retrofits, LAN Transceiver upgrades, enhanced diagnostics, PLM to C software conversion for the Air-to-Ground (A/G) switch, VSCS Control Subsystem refresh, VSCS Electronics Module (VEM) Test Set retrofit and a VSCS Training and Backup System (VTABS) subsystem refresh.

**Relationship to Measure:** The VSCS Technology Refresh Phase 3 program will replace and upgrade hardware and software components for the voice switching systems in all 21 en route Air Route Traffic Control Centers (ARTCCs). The technology refresh will be required to ensure that the VSCS continues to provide reliable voice communications, which can support future en route operations. These upgrades will ensure that the air-to-ground and ground-to-ground communications capabilities are reliable and available for separating aircraft, coordinating flight plans, and transferring information between air traffic control facilities in the en route environment.

### **Core Activity: Voice Switching and Control System (VSCS) Tech Refresh Phase 3 - (C01.02-04)**

Design, develop, and test VSCS technical refresh hardware and software.

**Activity Target 1:**

Remove excess Ground to Ground nodes from four (4) ARTCCs (out of 7 total). Due June 30, 2015

**Activity Target 2:**

Complete Fiber Optic Tie Trunk (FOTT) power supplies system test. Due March 31, 2015

## **Core Initiative: Voice Switches-Terminal Voice Switch Replacement (TVSR) II (CIP#:C05.02-00)**

The ongoing TVSR program replaces the aging, obsolete voice switches in the Air Traffic Control Towers

(ATCT) and Terminal Radar Approach Control facilities (TRACON).

**Relationship to Measure:** The TVSR program supports the Performance Metric of maintain operational availability of the NAS by replacing aging electronic switches with modern digital equipment to improve system reliability of terminal voice communications. This reduces outages and prevents delays.

### **Core Activity: Terminal Voice Switch Replacement (TVSR) II program (C05.02-00)**

Deploy TVSR.

**Activity Target 1:**

Deliver a Voice Switch By-Pass (VSBP) to Potomac Consolidated TRACON (PCT). Due September 30, 2015

## **Core Initiative: Communications Facilities Enhancement (CIP#:C06.01-00)**

The Communications Facilities Enhancements (CFE) program provides new or relocated radio control facilities to enhance the A/G communications between air traffic control and aircraft when there are gaps in coverage or new routes are adopted by aircraft flying through the facility's airspace.

**Relationship to Measure:** CFE projects reduce the number of outages by replacing aging and increasingly unreliable communications equipment with modern equipment. In addition, the CFE and RCE projects improve and provide upgrades needed at A/G Communication sites and facilities to sustain reliable operation.

### **Core Activity: Expand Communications Facilities Enhancement (CFE)**

Provide new or relocate radio control facilities to enhance the A/G communications services.

**Activity Target 1:**

Establish/Replace/Upgrade four (4) CFE sites. Due September 30, 2015

## **Core Initiative: Next-Generation VHF A/G Communications System (NEXCOM) - Segment 2 (CIP#:C21.02-01)**

The NEXCOM program replaces and modernizes the aging and obsolete NAS air-to-ground (A/G) analog radios that allow direct voice communication with pilots.

Segment 2 will implement new radios that will service the high-density terminal areas and the flight service operations from FY 2010 to FY 2022.

**Relationship to Measure:** NEXCOM will reduce the number of unplanned outages by replacing existing communications equipment with modern A/G equipment. An added performance benefit will be the ability to increase capacity by expanding the number of communications channels within the spectrum assigned to the FAA. The Mean Time Between Failure performance metric, which is closely related to availability, will be increased from 11,000 hours to 50,000 hours at the completion of NEXCOM Segment 2, Phase 1.

### **Core Activity: Next-Generation VHF A/G Communication System (NEXCOM2) - Segment 2**

Deploy Terminal and Flight Services Air Traffic Control Radios.

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

Deploy 1000 Terminal and Flight Services Air Traffic Control Radios. Due September 30, 2015

### **Core Initiative: Airport Cable Loop Systems Sustained Support (CIP#:F10.00-00)**

This program replaces existing on-airport, copper-based, signal/control cable lines that have deteriorated. The primary focus will be on projects at airports with high traffic counts and enplanements.

**Relationship to Measure:** The Airport Cable Loop Systems will reduce the number of unplanned outages due to degrading copper cables by replacing existing unsupported communications equipment, and deteriorated underground cable. The program improves signaling and communications which allows for greater capacity and increased operational availability of infrastructure systems. There have been 981 delays associated with outages since 1998 for the 35 largest airports in the NAS. The number of associated delays has decreased an average of 3% annually since that time.

### **Core Activity: Airport Cable Loop Systems Sustained Support**

Install fiber optic cable loop.

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

Initiate ADM (Add Drop Multiplexer) installation at two (2) airports. Due March 31, 2015

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

Initiate replacement of deteriorated copper cable at three (3) airports. Due September 30, 2015

### **Core Initiative: FAA Telecommunications Infrastructure (CIP#:A04.05-00)**

CINP provides communications infrastructure and services for air traffic control within NAS and the Department of Defense (DOD).

**Relationship to Measure:** CINP provides communications infrastructure and services for air traffic control within NAS and the Department of Defense (DOD).

### **Core Activity: FAA Telecommunications Infrastructure (FTI) - Network Enterprise Management Centers (NEMC)**

Provide operational and mission support to National Airspace System (NAS) networks.

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

Migrate an additional 750 Private Line transport services being discontinued by commercial carriers to avoid the potential disruption of NAS services at FAA remote facilities. Due September 30, 2015

### **Core Activity: PMO Enterprise Services - Enterprise Engineering Services**

1.) Provide high quality, cost effective solutions to customer requirements including international and security initiatives. 2.) Conduct 2nd level engineering and testing.

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

Transition ASDE-X, ITWS, ERAM, and NDP-Air Force IP Services to the OPIP Dual Core Network to provide enhanced survivability by July 31, 2015. Due July 31, 2015

### **Core Initiative: Voice Switching and Control System (VSCS) Tech Refresh Phase 2 (CIP#:C01.02-03)**

VSCS Tech Refresh Phase 3 will be dependent upon Investment Analysis which will include Ground-to-Ground (G/G) node reduction efforts, fiber optic tie trunk (FOTT) power supply retrofits, LAN Transceiver upgrades, enhanced diagnostics, PLM to C software conversion for the Air-to-Ground (A/G) switch, VSCS Control Subsystem refresh, VSCS Electronics Module (VEM) Test Set retrofit and a VSCS Training and Backup System (VTABS) subsystem refresh.

**Relationship to Measure:** The VSCS Technology Refresh Phase 2 program will replace and upgrade hardware and software components for the voice switching systems in all 21 en route Air Route Traffic Control Centers (ARTCCs). The technology refresh will be required to ensure that the VSCS continues to provide reliable voice communications, which can support future en route operations. These upgrades will ensure that the air-to-ground and ground-to-ground communications capabilities are reliable and available for separating aircraft, coordinating flight plans, and transferring information between air traffic control facilities in the en route environment.

### **Core Activity: Voice Switching and Control System (VSCS) Tech Refresh Phase 2**

Design, develop, and test VSCS technical refresh hardware and software.

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

Complete 100% of VSCS power supply refurbishment (remaining 4 sites out of 24). Due December 31, 2014

## **Core Measure: NAS On-Time**

Achieve a NAS on-time arrival rate of 88 percent at Core airports and maintain through FY 2018.

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### **Core Initiative: Data Release**

Provide oversight and guidance to ATO initiatives regarding policy and release of NAS data.

#### **Core Activity: Data Release**

Provide oversight and guidance regarding FAA data and information policy; agreements with outside entities; NAS data repository and Overflights; NAS Data Release Board; and Block Aircraft Registration Request program for the ATO.

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

Review and disposition all NAS data applications to the NAS Data Release Board in a timely manner. Due September 30, 2015

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

Collect greater than \$50 million from the NAS data repository for the Overflight Fee Program. Due September 30, 2015

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

Review and accomplish FAA Agreements for distribution of data to outside entities. Due September 30, 2015

## **Core Initiative: AJO/AJR-11, ATCSCC OPERATIONS GROUP (WA2630000)**

Executes the mission of the System Operations Group by directing the real-time management of the National Airspace System (NAS) to ensure safe and efficient use of available airspace, equipment and workforce resources. Responsible for planning, directing, implementing, overseeing, and continuously monitoring all programs related to air traffic control systems used by the FAA at the Air Traffic Control System Command Center (ATCSCC) and throughout the United States. Oversees and manages the establishment of program directives, policies, standards, strategies, plans, quality assessments and management methods to support the operational requirements (current and future) of national and international flight operation. Partners with aviation stakeholders for the conduct of business through customer meetings. Identifies, develops, and implements delay mitigation strategies to ease congestion in the NAS. Oversees and manages the establishment of policies, standards and procedures covering air traffic flow management, airspace management, and aeronautical information management to support the safe, secure, and efficient use of navigable airspace. Reviews and evaluates facility automation and infrastructure to improve the NAS and ATCSCC facility performance.

### **Core Activity: Quality Control Operational Review and Analysis**

Review the operation on a daily basis to identify quality control issues that may impact system efficiency. Analyze data from sources including but not limited to: daily logs; voice recordings; Performance Data Analysis and Reporting System (PDARS) replays; Traffic Flow Management System (TFMS) tools; Air Traffic Operations Network (OPSNET); Aviation System Performance Metrics (ASPM); and interviews with operational personnel.

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

Prepare briefing and participate in the daily high-level post-day review of the NAS operation and submit the briefing to the System Operations Air Traffic Manager (ATM), Managers of Tactical Operations (MTOs), National Operations Managers (NOMs) and staff. Due September 30, 2015

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

Conduct thorough post-day reviews of the NAS operation for each day of the month and report findings at the daily meetings with the System Operations Air Traffic Manager (ATM), National Operations Managers (NOMs), and staff. Due September 30, 2015

**Activity Target 3:**

Conduct at least three Traffic Management Reviews (TMRs) per quarter to identify issues that may impact system efficiency. Analysis will include lessons learned and recommendations, and will be shared via the Comprehensive Electronic Data and Analysis and Reporting (CEDAR) tool or via face-to-face briefings with operational personnel. Due September 30, 2015

**Activity Target 4:**

Participate in external facility Traffic Management Reviews (TMRs) when requested and provide analysis to the Managers of Tactical Operations (MTOs) within five business days of the request. Due September 30, 2015

**Activity Target 5:**

Quality Control (QC) prepares analysis of system events for system users/customers and QC will respond to customer comments, when requested. Due September 30, 2015

**Activity Target 6:**

Analyze the use of Special Activity Airspace (SAA) in the Holiday Airspace Release Plan (HARP), which takes place over the Thanksgiving holiday and again over the Christmas and New Year holidays and forwarded analysis to the Procedures Office. Due September 30, 2015

**Core Activity: Trend and Post Event Analysis**

In collaboration with the Air Traffic Manager (ATM), National Operations Managers (NOM), and Training, conduct, prepare, and present Post Event, Trending Analysis and Quality Assessments of Air Traffic Management Services and to identify areas to continually improve the safety and efficiency of services. Provide pertinent analysis findings to the Air Traffic Control System Command Center (ATCSCC) System Operations, Air Traffic Manager and operational personnel via face-to-face briefings and the Comprehensive Electronic Data Analysis and Reporting (CEDAR) tool.

**Activity Target 1:**

Quality Control will attend the daily briefings with the managers and staff. Other information will be shared via face-to-face briefings, Comprehensive Electronic Data Analysis and Reporting (CEDAR) tool or at the operational stand-up briefings. Due September 30, 2015

**Core Activity: Quality Control (QC) will perform the Quality Control Checks****(QCC), Quality Control Validations (QCV) and Internal Compliance Verification (ICV)**

Quality Control (QC) will perform the Quality Control Checks (QCC), Quality Control Validations (QCV) and Internal Compliance Verification (ICV) - Quality Control (QC) will perform the Quality Control Checks (QCC), Quality Control Validations (QCV) and Internal Compliance Verification (ICV), as required by FAA Order JO7210.634 to review potential system efficiency issues and to ensure Service Delivery Point (SDP) compliance and accuracy.

**Activity Target 1:**

Quality Control (QC) will utilize a local QC order that defines a sampling plan for the Air Traffic Control System Command Center (ATCSCC) to follow when conducting Quality Control Checks (QCC) and Quality Control Validations (QCV). Due September 30, 2015

**Activity Target 2:**

In collaboration with the National Operations Managers (NOMs), Quality Control (QC) will ensure compliance with completion of the Quality Control Operational Skills Assessments (QC OSAs). Due September 30, 2015

**Activity Target 3:**

The Internal Compliance Verification (ICV) checklist items will be rated and entered in the Compliance Verification tool by the end of July. The Quality Control (QC) manager will ensure that all ratings are approved by the end of August. With support from Training, Procedures, and the National Operations Managers (NOMs), mitigation plans will be developed for any items rated as "non-compliant" by the end of September. QC will track and report the improvement recommendations of "non-compliant" items by the dates noted in each mitigation plan. Due September 30, 2015

**Core Activity: Strategic Event Coordination (SEC)**

Strategic Event Coordination (SEC): Ensure that the processing of System Impact Reports meet our customer needs. Attend Strategic Event Coordination (SEC) conferences.

**Activity Target 1:**

Review annually the processing of Electronic System Impact Reports (E-SIRs) to ensure they are meeting the needs of our customers. Due September 30, 2015

**Core Activity: Provide updates for 56-Day Chart Cycle of various route databases**

Provide updates for 56-Day Chart Cycle of various route databases: Collect, coordinate and update the various route databases to meet the publication deadlines for the 56-Day Chart Cycle. Ensure that the routes contained in these databases consistently meet the needs of National Airspace System (NAS) stakeholders.

**Activity Target 1:**

National Playbook: A collection of Severe Weather Avoidance Plans (SWAP) that aid in expediting route coordination during periods of constraint in the National Airspace System (NAS). Ensure all coordination and data entry is complete and submitted for publication in time to meet 56-Day chart cycle deadlines. Due September 30, 2015

**Activity Target 2:**

Coded Departure Routes (CDR): CDR program is made up of coded routings and refined coordination procedures used to mitigate the potential adverse impact National Airspace System (NAS) Stakeholders during periods of constraint in the NAS. Ensure all coordination and data entry is complete and submitted for publication in time to meet 56-Day chart cycle deadlines. Due September 30, 2015

**Activity Target 3:**

Preferred Instrument Flight Rules (IFR) Routes: Used to expedite the movement of traffic during heavy demand periods, reduce coordination and reduce the need for Traffic Management Initiatives (TMIs). Ensure all coordination and data entry is complete and submitted for publication in time to meet 56-Day chart cycle deadlines. Due September 30, 2015

**Activity Target 4:**

Contingency Plan Support System: A collection of non-radar routes that provide for reduced capacity route options through Air Route Traffic Control Center (ARTCC) airspace in the event it experiences an Air Traffic Control (ATC) Zero event. Ensure all coordination and data entry is complete and submitted for publication in time to meet 56-Day chart cycle deadlines. Due September 30, 2015

**Core Activity: Airspace Project support for route related changes**

Support various ongoing airspace projects, both in the United States and Canada. This support will include attending related meetings, performing required coordination of new routings, updating affected route databases and submitting data for publication.

**Activity Target 1:**

Ensure all airspace route related changes are made in the appropriate route database and submitted for publication to meet the projects targeted 56-Day chart update deadline. Due September 30, 2015

**Activity Target 2:**

Collaborate with cross-organizational elements such as Mission Support Services, ATO Operational Concepts, Validation and Requirement Directorate, AJV-7 for the following; Optimization of Airspace and Procedures in the Metroplex (OAPM), Required Navigation Performance (RNP), and NextGen. Due September 30, 2015

**Core Activity: National Airspace System (NAS) Directives Management**

Ensure that agency directives, Letters of Agreement (LOA) and Standard Operating Procedures (SOP) are reviewed and updated for accuracy and compliant with FAA Orders 7110.65 and 7210.3. Determine if a Safety Risk Management (SRM) analysis is required in compliance with the Safety Management System (SMS) order 1000.27 and the Air Traffic Operations (ATO) Safety Management System (SMS) Order JO 1030.1A and document decision as appropriate. Attend directive development and SRM meetings and conferences in support of these efforts. Work with the Commercial Space Liaison position to expand the capabilities, requirements and infrastructure to meet future demand as space missions increase to allow safe integration of space vehicles into the National Airspace System (NAS).

**Activity Target 1:**

Review and update Facility Directives, Letters of Agreements (LOA's), Standard Operating Procedures (SOP's), Notices, Security Risk Management (SRM) updates etc., to ensure policies and procedures are documented and that changes are generated to reduce workload, comply with orders/policies, and to maintain and improve the safety and efficiency of the National Airspace System (NAS). Due September 30, 2015

**Activity Target 2:**

Update appropriate Notices/Orders to ensure Systems Operations is procedurally included in the coordination of Commercial Space events so that accurate systems impacts can be assessed and system safety ensured. Due September 30, 2015

**Core Activity: Special Traffic Management Programs (STMP)**

Ensure that the processing of Special Traffic Management Programs (STMPs) meet our customer needs. Initiate post-event customer inquiries in regard to event performance. Attend STMP meetings and conferences to discuss, coordinate and support the processing efforts.

**Activity Target 1:**

The Procedures Office will process requests for the Electronic Reservation Program associated with Special Traffic Management Programs (STMP). Coordinate with automation to ensure STMP is properly administered according to FAA Order 7210.3. Due September 30, 2015

**Core Activity: Holiday Airspace Release Program (HARP)**

During the holiday travel season, the FAA coordinates with the military to have temporary access to certain restricted military airspace zones to ease airspace congestion and flight delays. We will continue to coordinate the release of military airspace during the FY15 holiday travel season.

**Activity Target 1:**

Coordinate and brief operations and support personnel on the release of the Holiday Airspace Release Program (HARP) for the Thanksgiving and Christmas travel periods. Due January 31, 2015

**Activity Target 2:**

Provide Quality Control Analysis of Holiday Airspace Release Program (HARP) usage for review and submission to the Department of Defense (DoD). Due March 31, 2015

**Core Activity: Flight Schedule Monitor (FSM) analysis**

Conduct Flight Schedule Monitor (FSM) analysis in support of traffic flow management systems (TFMS) to determine the effectiveness of airspace flow programs (AFP), Ground Delay Programs (GDP), and ground stops (GS). Analysis includes but is not limited to: Traffic Management Initiative (TMI) scope; TMI implementation time; TMI duration time; pop-up factor in Delay Assignment (DAS) mode and reserve rate factor in Unified Delay Program (UDP) mode; slot utilization; pop-ups; duplicate flights; diversion recovery flights; maximum, average, and DAS table delay calculations and the number of revisions.

**Activity Target 1:**

At least quarterly, analyze Flight Schedule Monitor (FSM) data against traffic flow management systems (TFMS) core data to determine if data

issues exist within FSM or TFMS core. Due September 30, 2015

**Activity Target 2:**

On a request basis, analyze specific flight data in order to respond to customer and/or user comments. Due September 30, 2015

**Activity Target 3:**

At least quarterly, analyze Flight Schedule Monitor (FSM) modeling results for airspace flow programs (AFP), ground delay programs (GDP), and ground stops (GS) in order to compare impact of varying Traffic Management Initiative (TMI) scope parameters, TMI implementation time, TMI cancellation time. Due September 30, 2015

**Activity Target 4:**

With the support of the Training Office and National Operations Managers (NOMs), quarterly prepare, update, and present initial and mandatory refresher Flight Schedule Monitor (FSM) training to Air Traffic Control System Command Center (ATCSCC) operational personnel. Due September 30, 2015

**Core Activity: Facility Automation and Infrastructure support**

Review and evaluate facility automation and infrastructure support operations to improve National Airspace System (NAS) and Air Traffic Control System Command Center (ATCSCC) facility performance.

**Activity Target 1:**

Conduct Emergency Operating Facility (EOF) functionality validation testing once a month in accordance with the Air Traffic Control System Command Center (ATCSCC) Standard Operating Procedure (SOP) DCC 7200.100K, section 4-1-10. Due September 30, 2015

**Activity Target 2:**

Process Personal Identity Verification (PIV) card requests within two (2) business days. Due September 30, 2015

**Activity Target 3:**

Track at least 80% of key and equipment inventory, and assets in the Automated Inventory Tracking System (AITS). Due September 30, 2015

**Core Activity: Provide safe, efficient and secure air traffic control and traffic management services to system stakeholders**

Provide safe, efficient and secure air traffic control and traffic management services to system stakeholders: In collaboration with Air Traffic Services (ATS), provide safe, efficient and secure air traffic control and traffic management services to system stakeholders. Provides safe, efficient and secure air traffic management services; balancing safety and security with capacity and demand throughout the NAS. Collaborates with domestic and foreign system stakeholders to plan and regulate the flow of air traffic to minimize delays and congestion while maximizing overall efficiency.

**Activity Target 1:**

In collaboration with Air Traffic Services allow Collaborative Decision Making (CDM) members to make specific requests on individual flight issues through the Tactical Customer Advocate (TCA) web page. Due September 30, 2015

**Activity Target 2:**

In collaboration with Air Traffic Services (ATS), improve the accuracy of the probability of extension for ground stops (GSs) that are not the result of equipment or security delays for airports controlled by the Unified Delay Program (UDP). Probability of extension (POE) for Ground Stops is measured as low, medium or high. Low POE Ground Stops should be extended less than 20% of the time. Due September 30, 2015

**Activity Target 3:**

In collaboration with Air Traffic Services (ATS), require the Air Traffic facility to share a Flow Evaluation Area (FEA) for 25+ Mile-in-Trail (MIT) restrictions at least 50% of the time as required in 7210.3, 17-6-14. Due September 30, 2015

**Activity Target 4:**

Reduce the additional miles flown for Flow Constrained Area (FCA) reroutes from May 2015 to September 2015 with Severe Weather Avoidance Plan (SWAP) days by 10% over the same period in the prior year. Due September 30, 2015

**Activity Target 5:**

Collaborate with the Office of Commercial Space Transportation, NASA and system stakeholders to provide for safe efficient and secure operation of space vehicles in the NAS and in close proximity to air traffic to minimize impacts to the National Airspace System (NAS). Due September 30, 2015

**Core Activity: Analyze trending of Ground Delay Programs (GDP), Airspace Flow**

**Programs (AFP), and Ground Stop (GS) data**

Analyze trending of Ground Delay Programs (GDP), Airspace Flow Programs (AFP), and ground stop (GS) data - Analyze trending of Ground Delay Programs (GDP), Airspace Flow Programs (AFP), and ground stop (GS) data with previous years to determine the year over year change to identify potential National Airspace System (NAS) efficiency improvements. Data sources include Flight Schedule Monitor (FSM) and Flight Schedule Analysis (FSA).

**Activity Target 1:**

Provide reports quarterly to the National Operations Managers (NOMs) that include the number of Ground Delay Programs (GDPs), Airspace Flow Programs (AFPs), and ground stops (GSs), average/total duration of GDP/AFP/GS, and the number of GS associated with GDP. Due September 30, 2015

**Core Activity: Administrator of the Comprehensive Electronic Data Analysis and Reporting (CEDAR) tool**

Air Traffic Control System Command Center (ATCSCC) Training Department staff serves as the administrator of the Comprehensive Electronic Data Analysis and Reporting (CEDAR) tool, which contains pertinent information including employee snapshots, training, and operational briefings.

**Activity Target 1:**

The Training Department will ensure that applicable employees have appropriate access and rights to the Comprehensive Electronic Data Analysis and Reporting (CEDAR). Due September 30, 2015

**Core Activity: Provide upgrades to sustain the Traffic Flow Management System (TFMS)**

Provide upgrades to sustain the Traffic Flow Management System (TFMS), including legacy applications, Collaborative Air Traffic Management Technologies (CATMT) capabilities and Route Availability Planning Tool (RAPT) prototype. Provide upgrades that cover all activities to maintain systems, including but not limited to: technical refresh of existing hardware and software, 56 day Chart updates, development of requisite information security documentation, system documentation, Problem Trouble Report (PTR) fixes and updates to the information contained in the system and applications for sustainment.

**Activity Target 1:**

Provide information for the triennial update to the National Traffic Management Log (NTML)/Operational Information System (OIS) runway configuration, Airport Arrival Rate (AAR) and Airport Departure Rate (ADR) data. Due September 30, 2015

**Activity Target 2:**

Provide information for the monthly website content updates to the Operational Information System (OIS), Air Traffic Control System Command Center (ATCSCC) Intranet and Collaborative Decision Making (CDM) sites. Due September 30, 2015

### **Core Activity: Air Traffic Control System Command Center (ATCSCC) Facility Automation Office**

Establish an Air Traffic Control System Command Center (ATCSCC) Facility Automation Office with the responsibility of collecting and analyzing Traffic Flow Management System (TFMS) interruptions and the impacts creating a reduction in air traffic services.

**Activity Target 1:**

Utilize a database to capture Traffic Flow Management System (TFMS) outages and issues that cause service interruptions. Due September 30, 2015

**Activity Target 2:**

Utilize an automation resolution plan to capture and address the Traffic Flow Management System (TFMS) impacts to air traffic services and steps for resolution with new technologies. Due September 30, 2015

### **Core Activity: Implementation of the NAS Vision Action Plan**

Provide participation, coordination and collaboration of efforts for the integration and implementation of the NAS Vision Action Plan.

**Activity Target 1:**

Serve as the focal point for the implementation of the National Airspace System (NAS) Vision 2015. Continue to assess, refine and modify the plan through the collaboration of the involved facilities. Determine the training necessary for the participating parties. Due September 30, 2015

**Activity Target 2:**

Complete an interim report regarding the National Airspace System (NAS) Vision 2015. Due March 31, 2015

## **Core Initiative: AJO/AJR-14 TACTICAL NORTHEAST (WA2640NE00)**

Provides leadership to ensure National Airspace System (NAS) efficiency and safety issues are identified and prioritized on behalf of the ATO for appropriate action. Evaluates system performance and provides findings and recommendations to all pertinent ATO managers and ATO senior leadership in the Northeast. Evaluates air traffic and traffic management performance against Agency metrics and goals and provides quantifiable and qualitative feedback and data regarding systemic and geographical performance results. Coordinates with key representatives of the ATO, the military, other Federal agencies, state and local governments, the aviation industry, the regulatory organizations of the FAA and the general public on traffic management and operational issues. Collaborates with aviation stakeholders and appropriate ATO Managers, in support of a seamless, safe, and efficient air traffic operation, emphasizing a system focus, regardless of geographic location. Conducts stakeholder forums and meetings to address concerns and for follow-up on operational and procedural issues across organizational boundaries. Provides subject matter expertise on traffic management on NextGen development, airspace management and development, policy, solutions and operational programs, systemic trends and interventions, efficiency enhancements including increased NAS capacity, improvements in operational performance and accountability.

### **Core Activity: Special Event Planning and Coordination**

Participate in Special Event Planning and coordination efforts.

**Activity Target 1:**

Serve as the focal point for the coordination and collaboration of events affecting National Airspace System (NAS) capacity and efficiency. Provides guidance and support for the planning and implementation of traffic management initiatives (TMIs) to reduce operational impact to the stakeholders and Air Traffic; i.e., VIP Movement, airport construction, NAS outages and sporting events. Due September 30, 2015

### **Core Activity: Operations planning and post event reviews**

Conduct operations planning and post event reviews.

**Activity Target 1:**

Oversees and conducts daily strategic communication telcons to review Air Traffic (AT) operations planning and a post event review to

provide a single point of contact for stakeholders that serves as a conduit for prompt response to National Airspace System (NAS) constraints, systemic concerns and AT service provided. Due September 30, 2015

### **Core Activity: NAS Operational Performance Review (OPR)**

Conduct Air Traffic System Command Center (ATCSCC) Operational Performance Reviews (OPR) to Directors of Operations on the Operational Performance Review (OPR) process of mission-critical objectives while enhancing cross-organizational communication, collaborative problem solving and accountability to maximize throughput and efficiencies in the National Airspace System (NAS).

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

As needed, provide analysis and recommendations for improvements; and monitor various aspects of system performance and trend analysis relating to ATO Key Performance Indicators (KPIs) to achieve operational goals. Due September 30, 2015

### **Core Activity: Conduct and produce standardized trending analysis of air traffic management services**

Conduct and produce standardized trending analysis of air traffic management services for facilities and identify and suggest improvements to drive change and continually improve efficiency.

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

Continue to reinforce ATO Efficiency Report Online (AERO) use throughout Core Airports in assigned geographical area. Due September 30, 2015

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

Conduct one Terminal Arrival Efficiency Rate (TAER) review of geographical Core Airports monthly using Key Performance Indicators (KPI) from ATO Efficiency Report Online (AERO). Discuss outcomes with facility personnel to address efficiency issues to support more efficient methods of operation. Due September 30, 2015

### **Core Initiative: AJO/AJR-15 TACTICAL OPS MIDWEST GRP (WA2650MW00)**

Provides leadership to ensure National Airspace System (NAS) efficiency and safety issues are identified and prioritized on behalf of the ATO for appropriate action. Evaluates system performance and provides findings

and recommendations to all pertinent ATO managers and ATO senior leadership in the Midwest. Evaluates air traffic and traffic management performance against Agency metrics and goals and provides quantifiable and qualitative feedback and data regarding systemic and geographical performance results. Coordinates with key representatives of the ATO, the military, other Federal agencies, state and local governments, the aviation industry, the regulatory organizations of the FAA and the general public on traffic management and operational issues. Collaborates with aviation stakeholders and appropriate ATO Managers, in support of a seamless, safe, and efficient air traffic operation, emphasizing a system focus, regardless of geographic location. Conducts stakeholder forums and meetings to address concerns and for follow-up on operational and procedural issues across organizational boundaries. Provides subject matter expertise on traffic management on NextGen development, airspace management and development, policy, solutions and operational programs, systemic trends and interventions, efficiency enhancements including increased NAS capacity, improvements in operational performance and accountability.

### **Core Activity: Special Event Planning and Coordination**

Participate in Special Event Planning and coordination efforts.

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

Serve as the focal point for the coordination and collaboration of events affecting National Airspace System (NAS) capacity and efficiency. Provides guidance and support for the planning and implementation of traffic management initiatives (TMI) to reduce operational impact to the stakeholders and Air Traffic; i.e., VIP Movement, airport construction, NAS outages and sporting events. Due September 30, 2015

### **Core Activity: Operations planning and post event reviews**

Conduct operations planning and post event reviews.

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

Oversees and conducts daily strategic communication telcons to review Air Traffic (AT) operations planning and a post event review to provide a single point of contact for stakeholders that serves as a conduit for prompt response to National Airspace System (NAS) constraints, systemic concerns and AT service provided. Due September 30, 2015

### **Core Activity: NAS Operational Performance Review (OPR)**

Conduct Air Traffic System Command Center (ATSCCC) Operational Performance Reviews (OPR) to Directors of Operations on the Operational Performance Review (OPR) process of mission-critical objectives while enhancing cross-organizational communication, collaborative problem solving and accountability to maximize throughput and efficiencies in the National Airspace System (NAS).

**Activity Target 1:**

As needed, provide analysis and recommendations for improvements; and monitor various aspects of system performance and trend analysis relating to ATO Key Performance Indicators (KPIs) to achieve operational goals. Due September 30, 2015

**Core Activity: Conduct and produce standardized trending analysis of air traffic management services**

Conduct and produce standardized trending analysis of air traffic management services for facilities and identify and suggest improvements to drive change and continually improve efficiency.

**Activity Target 1:**

Continue to reinforce ATO Efficiency Report Online (AERO) use throughout Core Airports in assigned geographical area. Due September 30, 2015

**Activity Target 2:**

Conduct one Terminal Arrival Efficiency Rate (TAER) review of geographical Core Airports monthly using Key Performance Indicators (KPI) from ATO Efficiency Report Online (AERO). Discuss outcomes with facility personnel to address efficiency issues to support more efficient methods of operation. Due September 30, 2015

**Core Initiative: AJO/AJR-16  
TACTICAL OPS SOUTHEAST GRP  
(WA2660SE00)**

Provides leadership to ensure National Airspace System (NAS) efficiency and safety issues are identified and prioritized on behalf of the ATO for appropriate action. Evaluates system performance and provides findings and recommendations to all pertinent ATO managers and ATO senior leadership in the Southeast. Evaluates air traffic and traffic management performance against Agency metrics and goals and provides quantifiable and qualitative feedback and data regarding systemic and geographical performance results. Coordinates with key representatives of the ATO, the military, other Federal agencies, state and local governments, the aviation

industry, the regulatory organizations of the FAA and the general public on traffic management and operational issues. Collaborates with aviation stakeholders and appropriate ATO Managers, in support of a seamless, safe, and efficient air traffic operation, emphasizing a system focus, regardless of geographic location. Conducts stakeholder forums and meetings to address concerns and for follow-up on operational and procedural issues across organizational boundaries. Provides subject matter expertise on traffic management on NextGen development, airspace management and development, policy, solutions and operational programs, systemic trends and interventions, efficiency enhancements including increased NAS capacity, improvements in operational performance and accountability.

**Core Activity: Special Event Planning and Coordination**

Participate in Special Event Planning and coordination efforts.

**Activity Target 1:**

Serve as the focal point for the coordination and collaboration of events affecting National Airspace System (NAS) capacity and efficiency. Provides guidance and support for the planning and implementation of traffic management initiatives (TMI) to reduce operational impact to the stakeholders and Air Traffic; i.e., VIP Movement, airport construction, NAS outages and sporting events. Due September 30, 2015

**Core Activity: Operations planning and post event reviews**

Conduct operations planning and post event reviews.

**Activity Target 1:**

Oversees and conducts daily strategic communication telcons to review Air Traffic (AT) operations planning and a post event review to provide a single point of contact for stakeholders that serves as a conduit for prompt response to National Airspace System (NAS) constraints, systemic concerns and AT service provided. Due September 30, 2015

**Core Activity: NAS Operational Performance Review (OPR)**

Conduct Air Traffic Organization (ATO) Operational Performance Reviews (OPR) and coordinate with Directors of Operations and field facilities to support mission critical objectives while enhancing cross-organizational communication, collaborative problem solving and accountability to maximize throughput and efficiencies in the National Airspace System (NAS).

**Activity Target 1:**

As needed, provide analysis and recommendations for improvements; and monitor various aspects of system performance and trend analysis relating to ATO Key Performance Indicators (KPIs) to achieve operational goals. Due September 30, 2015

**Core Activity: Conduct and produce standardized trending analysis of air traffic management services**

Conduct and produce standardized trending analysis of air traffic management services for facilities and identify and suggest improvements to drive change and continually improve efficiency.

**Activity Target 1:**

Continue to reinforce ATO Efficiency Report Online (AERO) use throughout Core Airports in assigned geographical area. Due September 30, 2015

**Activity Target 2:**

Conduct one Terminal Arrival Efficiency Rate (TAER) review of geographical Core Airports monthly using Key Performance Indicators (KPI) from ATO Efficiency Report Online (AERO). Discuss outcomes with facility personnel to address efficiency issues to support more efficient methods of operation. Due September 30, 2015

**Core Initiative: AJO/AJR-17  
TACTICAL OPS SOUTHWEST  
(WA2670SW00)**

Provides leadership to ensure National Airspace System (NAS) efficiency and safety issues are identified and prioritized on behalf of the ATO for appropriate action. Evaluates system performance and provides findings and recommendations to all pertinent ATO managers and ATO senior leadership. Evaluates air traffic and traffic management performance against Agency metrics and goals and provides quantifiable and qualitative feedback and data regarding systemic and geographical performance results. Coordinates with key representatives of the ATO, the military, other Federal agencies, state and local governments, the aviation industry, the regulatory organizations of the FAA and the general public on traffic management and operational issues. Collaborates with aviation stakeholders and appropriate ATO Managers, in support of a seamless, safe, and efficient air traffic operation, emphasizing a system focus, regardless of geographic location. Conducts stakeholder forums and meetings to address concerns and for follow-up on operational and procedural issues across organizational boundaries. Provides subject matter expertise on traffic management

on NextGen development, airspace management and development, policy, solutions and operational programs, systemic trends and interventions, efficiency enhancements including increased NAS capacity, improvements in operational performance and accountability.

**Core Activity: Special Event Planning and Coordination**

Participate in Special Event Planning and coordination efforts.

**Activity Target 1:**

Serve as the focal point for the coordination and collaboration of events affecting National Airspace System (NAS) capacity and efficiency. Provides guidance and support for the planning and implementation of traffic management initiatives (TMI) to reduce operational impact to the stakeholders and Air Traffic; i.e., VIP Movement, airport construction, NAS outages and sporting events. Due September 30, 2015

**Core Activity: Operations planning and post event reviews**

Conduct operations planning and post event reviews.

**Activity Target 1:**

Oversees and conducts daily strategic communication telcons to review Air Traffic (AT) operations planning and a post event review to provide a single point of contact for stakeholders that serves as a conduit for prompt response to National Airspace System (NAS) constraints, systemic concerns and AT service provided. Due September 30, 2015

**Core Activity: NAS Operational Performance Review (OPR)**

Conduct Air Traffic Organization (ATO) Operational Performance Reviews (OPR) and coordinate with Directors of Operations and field facilities to support mission critical objectives while enhancing cross-organizational communication, collaborative problem solving and accountability to maximize throughput and efficiencies in the National Airspace System (NAS).

**Activity Target 1:**

As needed, provide analysis and recommendations for improvements and monitor various aspects of system performance and trend analysis relating to ATO Key Performance Indicators (KPIs) to achieve operational goals. Conduct and facilitate post-event reviews to provide a single point of contact for stakeholders that serves as a conduit for prompt response to

National Airspace System (NAS) constraints, systemic concerns and Air Traffic service provided. Due September 30, 2015

### **Core Activity: Sustain, enhance and expand Spacing Efficiency Tool (SET) Utilization**

The Spacing Efficiency Tool (SET) has been designed to provide the Air Traffic Organization (ATO) leadership and service delivery points with near real-time operational efficiency information for the Core Airports. SET can improve individual and shared situational awareness of the spacing and sequencing during the arrival phase of flight within 40 miles of the landing airport. Use of SET can ensure optimized use of existing and future runway capacity, support RTCA, Inc. Task Force and NextGen concepts.

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

Maintain continued operation of the Spacing Efficiency Tool (SET) system and prioritize enhancements for development and implementation. Due September 30, 2015

### **Core Activity: Conduct and produce standardized trending analysis of air traffic management services**

Conduct and produce standardized trending analysis of air traffic management services for facilities and identify and suggest improvements to drive change and continually improve efficiency.

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

Continue to reinforce ATO Efficiency Report Online (AERO) use throughout Core Airports in assigned geographical area. Due September 30, 2015

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

Conduct one Terminal Arrival Efficiency Rate (TAER) review of geographical Core Airports monthly using Key Performance Indicators (KPI) from ATO Efficiency Report Online (AERO). Discuss outcomes with facility personnel to address efficiency issues to support more efficient methods of operation. Due September 30, 2015

### **Core Initiative: AJO/AJR-18 TACTICAL OPS WEST-PAC GRP (WA2680WP00)**

Provides leadership to ensure National Airspace System (NAS) efficiency and safety issues are identified and prioritized on behalf of the ATO for appropriate action. Evaluates system performance and provides findings and recommendations to all pertinent ATO managers

and ATO senior leadership in the West. Evaluates air traffic and traffic management performance against Agency metrics and goals and provides quantifiable and qualitative feedback and data regarding systemic and geographical performance results. Coordinates with key representatives of the ATO, the military, other Federal agencies, state and local governments, the aviation industry, the regulatory organizations of the FAA and the general public on traffic management and operational issues. Collaborates with aviation stakeholders and appropriate ATO Managers, in support of a seamless, safe, and efficient air traffic operation, emphasizing a system focus, regardless of geographic location. Conducts stakeholder forums and meetings to address concerns and for follow-up on operational and procedural issues across organizational boundaries. Provides subject matter expertise on traffic management on NextGen development, airspace management and development, policy, solutions and operational programs, systemic trends and interventions, efficiency enhancements including increased NAS capacity, improvements in operational performance and accountability.

### **Core Activity: Special Event Planning and Coordination**

Participate in Special Event Planning and coordination efforts.

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

Serve as the focal point for the coordination and collaboration of events affecting National Airspace System (NAS) capacity and efficiency. Provides guidance and support for the planning and implementation of traffic management initiatives (TMI) to reduce operational impact to the stakeholders and Air Traffic; i.e., VIP Movement, airport construction, NAS outages and sporting events. Due September 30, 2015

### **Core Activity: Operations planning and post event reviews**

Conduct operations planning and post event reviews.

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

Oversees and conducts daily strategic communication telcons to review Air Traffic (AT) operations planning and a post event review to provide a single point of contact for stakeholders that serves as a conduit for prompt response to National Airspace System (NAS) constraints, systemic concerns and AT service provided. Due September 30, 2015

### **Core Activity: NAS Operational Performance Review (OPR)**

Conduct Air Traffic Organization (ATO) Operational Performance Reviews (OPR) and coordinate with Directors of Operations and field facilities to support mission critical objectives while enhancing cross-organizational communication, collaborative problem solving and accountability to maximize throughput and efficiencies in the National Airspace System (NAS).

**Activity Target 1:**

As needed, provide analysis and recommendations for improvements; and monitor various aspects of system performance and trend analysis relating to ATO Key Performance Indicators (KPIs) to achieve operational goals. Due September 30, 2015

**Core Activity: Organizational integration of system analysis to enable consistent systemic analysis and reduce redundancies**

Conduct and produce standardized trending analysis of air traffic management services for facilities and identify and suggest improvements to drive change and continually improve efficiency.

**Activity Target 1:**

Continue to reinforce ATO Efficiency Report Online (AERO) use throughout Core Airports in assigned geographical area. Due September 30, 2015

**Activity Target 2:**

Conduct one Terminal Arrival Efficiency Rate (TAER) review of geographical Core Airports monthly using key performance indicators (KPI) from ATO Efficiency Report Online (AERO). Discuss outcomes with facility personnel to address efficiency issues to support more efficient methods of operation. Due September 30, 2015

**Core Initiative: AJO/AJR-13 SYSTEM EFFICIENCY GROUP (WA26200000)**

Supports a customer-focused, safe, efficient, and affordable air transportation system that is environmentally responsible and efficient. Assists in the development of operational metrics to the service delivery points, for implementing the conduct of efficiency management within the National Airspace System (NAS). Participates and supports customer groups in the development of joint use efficiency and performance metrics to enhance NAS performance while ensuring safety is maintained.

**Core Activity: Aviation System Performance Metrics (ASPM)**

Support the continued operation, improvements and enhancements of the Aviation System Performance Metrics (ASPM) System. Provide operation input into Air Traffic Operations (ATO) required analysis and reports, policies, standards and procedures concerning ASPM.

**Activity Target 1:**

Provide statistical analysis needed for the FAA to monitor various aspects of system performance, trend analysis and conduct targeted studies. Maintain continued operation of the Aviation System Performance Metrics (ASPM) system and prioritize enhancements for development and implementation. Due September 30, 2015

**Core Activity: Air Traffic Control System Command Center (ATCSCC) Operational Review Process (OPR)**

Develop and implement a performance review process at the Air Traffic Control System Command Center (ATCSCC). This process will be used to report the achievement of mission-critical objectives while enhancing cross-organizational communication, collaborative problem solving and accountability.

**Activity Target 1:**

Provide statistical analysis and guidance on internal Air Traffic Control System Command Center (ATCSCC) ATO Efficiency Report Online (AERO) Key Performance Indicators (KPIs) to achieve the ATCSCC operational goals. Due September 30, 2015

**Core Activity: Air Traffic Operations Network (OPSNET)**

Support the continued operation, improvements and enhancements of the Air Traffic Operations Network (OPSNET) system. Provide operational input into Air Traffic Organization (ATO) Operational Concepts, Validation & Requirements (AJV-7) efforts to update and replace the OPSNET system.

**Activity Target 1:**

Review traffic counts for accuracy on a daily basis and ensure at least 85% of monthly air traffic activity counts are entered into Operations Network (OPSNET) as required. Provide support to Service Areas and/or facilities when no data have been received in order to clarify and amend any discrepancies and meet traffic count reporting requirements. Analyze traffic count data for trends in system performance, produce monthly reports and ad-hoc reports as appropriate. Due September 30, 2015

**Activity Target 2:**

Review all reported delays for accuracy and forward discrepancies to the Service Areas and/or facilities for clarification/amendment, and monitor until resolved. Provide subject matter expertise to the Operational Concepts, Validation & Requirements (AJV-7) efforts to improve traffic count and delay data collection, recording and reporting and resolve identified shortfalls. Due September 30, 2015

of Traffic Flow Management System (TFMS) Software Development Release List and work package capabilities. Due September 30, 2015

**Activity Target 3:**

Provide Operational expertise for Air Traffic Flow Management (ATFM) software development, testing (i.e., Human in the Loop, End to End...), Operational Testing & Evaluation (OT&E) simulation and Key Site Acceptance Test (KSAT). Due September 30, 2015

**Core Initiative: AJO/AJR-1, Director System Operations (WA26100000)**

Provides leadership to the management of all staff and administrative functions for the Air Traffic Control System Command Center (ATCSCC). Executes the mission of the System Operations Directorate by commanding the real-time management of the National Airspace System (NAS) to ensure safe and efficient use of available airspace, equipment and workforce resources. Leads and provides support to the Office of Commercial Space and Transportation by providing resources to assist with implementation, notification process and procedures for commercial space launches in the NAS while ensuring maximum capacity and efficiency. Provide support to the ATO Program Management Organization for the implementation and operational development to transition to Time Based Flow Management.

**Core Activity: Provide Leadership to Collaborative Decision Making (CDM) process**

Ensure airport and airspace capacity are more efficient, predictable, cost-effective and matched to customer needs by providing leadership to Collaborative Decision Making (CDM) processes. Develop tools, guidance and procedures that match system capacity, efficiency and predictability to user demands while improving access to, and increasing the capacity of the nation's aviation system.

**Activity Target 1:**

Provide operational expertise for the development of operational requirements for Traffic Flow Management System (TFMS) Weather Integration, Collaborative Airspace Constraint Resolution (CACR) and Airborne Reroute Execution (ABRR) enhancements. Due September 30, 2015

**Core Activity: Traffic Flow Management (TFM) System Sustainment**

Provide upgrades to sustain the Traffic Flow Management System (TFMS), including legacy applications, Collaborative Air Traffic Management Technologies (CATMT) capabilities and Route Availability Planning (RAPT) prototype. Upgrades to sustain that cover all activities to maintain systems, including but not limited to: technical refresh of existing hardware and software, 56 day Chart updates, development of requisite information security documentation, system documentation, Program Technical/Trouble Report (PTR) fixes and updates to the information contained in the system and applications.

**Activity Target 2:**

Provide operational expertise for Air Traffic Flow Management (ATFM) software development, testing (i.e., Human in the Loop, End to End), Operational Testing & Evaluation (OT&E) simulation and Key Site Acceptance Test (KSAT). Due September 30, 2015

**Activity Target 1:**

Provide operational input and set severity levels and priorities to Program Management Organization, AJM Sustainment reviews: Deployment Readiness Reviews (DRR), Review Change Requests (CRs) and Program Technical/Trouble Reports (PTRs). Due September 30, 2015

**Activity Target 2:**

Provide operational expertise for the prioritization

**Core Initiative: Advanced Technologies and Oceanic Procedures (ATOP), A10.03-00**

The ATOP program replaced oceanic air traffic control systems and updated procedures, and it modernized the Oakland, New York, and Anchorage ARTCCs, which house these oceanic automation systems. A support system was installed at the William J. Hughes Technical Center. ATOP fully integrates flight and radar data processing, detects conflicts between aircraft, provides data link and surveillance capabilities, and automates the previous manual processes. Now that ATOP is in operational use, the program office is gathering and documenting performance data and metrics to measure productivity, efficiency, user satisfaction, and project future system benefits. A technology refresh for the

automation system was completed for all three operational sites and the system installed at the William J. Hughes Technical Center (WJHTC). This technology refresh activity increased system performance, capacity, and usability, and will make improvements to software functionality. The ATOP program will continue to deliver safety and efficiency enhancements through FY 2015 for evolutionary improvements to the ATOP Ocean21 system. The planned software and hardware modifications will provide system safety and efficiency improvements for the controller workforce, address needed functionality changes to support airspace expansion initiatives, address Agency-required system infrastructure changes (e.g., X.25 to IP interface upgrades), and support FAA and International Civil Aviation Organization (ICAO) mandated system changes. ATOP allows the FAA to reduce the use of the difficult communications systems and the intensively manual processes that limited controller flexibility in handling airline requests for more efficient tracks over long oceanic routes. The program provides automated displays, Automatic Dependent Surveillance-Contract (ADS-C), and conflict resolution capability required to reduce oceanic aircraft separation from 100 nautical miles to 30 nautical miles. ATOP has been implemented at New York, Oakland and Anchorage. The system performance data has been analyzed, a baseline has been established, and a fuel savings performance model has been developed. Further development of the fuel burn model through the use of a comprehensive oceanic analysis, simulation and modeling capability, will be used to further measure how ATOP contributes to fuel efficiency.

### **Core Activity: Advanced Technologies & Oceanic Procedures (ATOP)**

Advanced Technologies & Oceanic Procedures (ATOP)

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

Deliver ATOP safety and efficiency NCPs to support Air Traffic and Tech Ops operations. Due August 31, 2015

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

Complete ATOP DRPS Data Storage Re-configuration to support integration of additional radar feeds at ZNY and ZOA. Due July 31, 2015

### **Core Initiative: Collaborative Air Traffic Management Technologies (CATMT) - Work Package 2**

CATMT Work Package 2 (WP2) provides new enhancements to the TFM decision support tool suite from FY 2010 through FY 2015. WP2 includes: The first three capabilities (Arrival Uncertainty Management (AUM), and Collaborative Airspace Constraint

Resolution (CACR), Weather Integration- CIWS and RAPT, are now deployed and in use. Only Airborne Reroute Execution (ABRR) -Providing the ability to electronically send TFM generated airborne reroutes to En Route control facility automation awaits deployment.

### **Core Activity: Collaborative Air Traffic Management Technologies (CATMT) - Work Package 2**

The CATMT program will support the Delivering Aviation Access through Innovation goal through the use of automated systems that provide more accurate and timely information for all TFM system users, improve operator and passenger access to flight information, and reduce system delays. CATMT will support the Performance Metric for On Time Arrival by providing more accurate forecasting of system capacity and user demand; improving modeling, evaluation and optimization of traffic management initiatives; improving information dissemination, coordination and execution of traffic flow strategies with NAS users; minimizing and equitably distributing delays across airports and users; collecting and processing additional performance data to define metrics and identify trends; and providing greater ease of use to the traffic management users

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

Complete CATMT WP2 functionality deployment. Due March 31, 2015

### **Core Initiative: Core Business Initiative: Collaborative Air Traffic Management Technologies (CATMT) - Work Package 3**

The FAA baseline for WP 3 includes the following CATMT WP 3 is composed of two capabilities: TFM Remote Site Re-engineering (TRS-R) - Modernizes the software (SW) infrastructure, backbone of the TFM decision support tool suite (TFM Remote Site) used by Traffic Managers in the field: - Phase 1 - Consolidates three software base codes into one. Allows the airlines to see the same information as the FAA for better situational awareness, collaboration and decision support. - Phase 2 - Consolidates software communications, control and data management to one modernized suite. This is the first and fundamental step for future mid-term CATMT capabilities as well as the TFM integrated tool suite and integrated displays planned for future CATMT work packages. Collaborative Information Exchange (CIX) - Manages information exchange between the TFM system and external systems through software interfaces: - Integrates Special Use Airspace (SUA) status information made available through SWIM Segment 1 for use in decision support tools and on the Traffic Situation Display.

### **Core Activity: Collaborative Air Traffic Management Technologies (CATMT) - Work Package 3**

Collaborative Air Traffic Management Technologies (CATMT) - Work Package 3

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

Begin TFMS Remote Site Reengineering (TRS-R) Phase 2 WJHTC System Acceptance Test. Due July 31, 2015

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

Collaborative Information Exchange (CIX) deployment (TFMS Fall 2014 release). Due December 31, 2014

### **Core Initiative: CENTER WEATHER SERVICE UNIT (WA26150000)**

Inter-Agency agreement with the National Weather Service (NWS) to provide meteorological consultation, nowcasting, and advice regarding weather events that may have potential impacts on air traffic operations to FAA operations personnel at 21 Air Route Traffic Control Centers (ARTCCs) 16 hours per day and 7 days per week.

#### **Core Activity: Provide National Weather Service (NWS) Center Weather Service Unit (CWSU) Meteorologists at each Air Route Traffic Control Centers (ARTCCs) and the Air Traffic Control System Command Center (ATCSCC).**

Provide funding for an Interagency Agreement (IAA) with the National Weather Service (NWS) to provide Center Weather Service Unit (CWSU) meteorological consultation, and advice regarding weather events that may have potential impacts on air traffic operations.

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

90% Evaluation completion of meteorological services at selected Air Route Traffic Control Centers (ARTCCs). Due September 30, 2015

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

90% Participation in Collaborative Convective Forecast Product (CCFP) and/or the Aviation Weather Statement (AWS). Due September 30, 2015

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

Define requirements for the National Weather Service services beyond fiscal year 2015 and establish a new Interagency Agreement (IAA) prior

to the end of the existing IAA performance period of September 30, 2015. Due September 30, 2015

### **Core Activity: Identify and validate strategic processes and requirements of weather forecast information and decision support services**

Identify and validate strategic processes and requirements of weather forecast information and decision support services for Air Traffic Control Facilities and customers of the National Airspace System (NAS) to increase the air traffic flow capacity/efficiency of the NAS while also improving the safety of General Aviation during weather events.

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

Validate the Operational Bridging (OB) forecast process and begin the production of the Aviation Weather Statement to support collaborative Traffic Flow Management decisions. Due September 30, 2015

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

Retire the Area Forecast (AF) Text Product and identify/provide alternative graphical and digital products with finer resolution of weather information. Due September 30, 2015

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

Investigate right-sizing of weather information and decision support services for FAA Air Traffic facilities and determine personnel resources to provide. Due September 30, 2015

### **Core Initiative: AJO/AJR-1, Director System Operations (WA26100000)**

Provides leadership to the management of all staff and administrative functions for the Air Traffic Control System Command Center (ATCSCC). Executes the mission of the System Operations Directorate by commanding the real-time management of the National Airspace System (NAS) to ensure safe and efficient use of available airspace, equipment and workforce resources. Leads and provides support to the Office of Commercial Space and Transportation by providing resources to assist with implementation, notification process and procedures for commercial space launches in the NAS while ensuring maximum capacity and efficiency. Provide support to the ATO Program Management Organization for the implementation and operational development to transition to Time Based Flow Management.

#### **Core Activity: Support Commercial Space by providing oversight of resource**

## **allocations. Support to The Office of Commercial Space and Transportation**

Support Commercial Space by providing oversight of resource allocations. Support to The Office of Commercial Space and Transportation by providing oversight of resource allocations to assist in the coordination with multiple LOBs/SOs to develop and implement briefings, notification processes, decision authority processes, procedures and directive changes for the safe integration of commercial space launches in the National Airspace System (NAS) to ensure maximum capacity and efficiency.

### **Activity Target 1:**

Demonstrate the ability to track launch and reentry operations real-time. Due September 30, 2015

## **Core Activity: Coordinate and collaborate with the Office of Commercial Space Transportation, NASA, Department of Defense, and system stakeholders.**

Coordinate and collaborate with the Office of Commercial Space Transportation, NASA, Department of Defense, and system stakeholders. Coordinate and collaborate with the Office of Commercial Space Transportation, NASA, Department of Defense, and system stakeholders to provide for safe, efficient, and secure operation of space vehicles in the National Airspace System (NAS).

### **Activity Target 1:**

Identify, evaluate and document space activities/operations impact on the National Airspace System (NAS). Due September 30, 2015

## **Core Activity: Establish the requirements for a System Operations (AJR) Joint Space Operations Group (JSpOG).**

Establish the requirements for a System Operations Joint Space Operations Group (JSpOG) to structure FAA LOBs/SOs in a manner that enhances a collaborative and collective approach to the safe and efficient integration of new entrants activities and operations within the National Airspace System (NAS). The JSpOG would assume responsibility for coordinating the development of integrated safety and impact criteria for commercial space operations and Unmanned Aircraft Systems (UAS) in the National Airspace System (NAS).

### **Activity Target 1:**

Continue developing the airspace management plans for proposed space operations and initiate the LOBs/SOs coordination necessary to obtain support for the implementation and execution of

the plans. Memorialize in a Service Level Agreement (SLA). Due March 31, 2015

### **Activity Target 2:**

Establish and staff an Unmanned Aircraft (UAS) unit at the Air Traffic Control System Command Center. Due September 30, 2015

## **Core Activity: Integrate New National Airspace System (NAS) Entrants**

Safely and efficiently integrate new types of operations, such as commercial space and unmanned aircraft, into the NAS and enable the benefits these operations will provide. Establish process and procedures for integration of Space Traffic Management (STM).

### **Activity Target 1:**

ATO/AST team to assess and implement a planning & management process that supports improved integration of current commercial space operations. This includes the publishing of roles and responsibilities, quarterly internal FAA meetings with stakeholders affected by commercial space, and quarterly external stakeholder Technical Interchange Meetings (TIMs). Due September 30, 2015

### **Activity Target 2:**

Participate in the development of an Agency-level Commercial Space Concept of Operations (CONOPS) for airspace integration at or below FL600. Brief internal FAA commercial space stakeholders on the CONOPS to ensure a mutual understanding of the document. Due September 30, 2015

## **Core Initiative: TFM Infrastructure and Remote Site Tech Refresh**

The Traffic Flow Management (TFM) system is the automation backbone for the Air Traffic Control System Command Center (ATCSCC) and the nationwide Traffic Management Units that assist the ATCSCC in strategic planning and management of air traffic. TFM hosts the software decision support systems that assist in managing and metering air traffic to reduce delays and make maximum use of system capacity to dynamically balance growing flight demands with NAS capacity. The system compares the projected traffic with the capacity of destination airports to determine if steps need to be taken to manage the flow and prevent delays. The FAA uses the information from this system to collaborate with aviation customers to develop and implement airspace management programs that reduce delays and ensure smooth and efficient traffic flow through FAA-controlled airspace, thereby saving the flying public and airlines millions of dollars. TFM benefits all segments of aviation

including airlines, general aviation, U.S. Department of Defense (DoD), U.S. Department of Homeland Security, and partner countries. There are currently 4 operating segments to the TFMS effort : CATMT Work Package 2, CATMT Work Package 3, TFM Infrastructure ( CORE)-- Technical Refresh (FY 2011-2015), and TFMS Remote Site Technology Refresh (FY2014 - 2018),

### **Core Activity: Traffic Flow Management System Tech Refresh**

Implement TFM Infrastructure (Core) -- Technical Refresh (FY 2011-2015) and TFMS Remote Site Technology Refresh (FY2014 - 2018).

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

Complete site acceptance test for TFM Core Tech Refresh at key site. Due March 31, 2015

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

TFMS Core Operational - In-Service Decision. Due September 30, 2015

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

Complete procurement of TFM Remote Site Tech Refresh spares hardware. Due March 31, 2015

## **Core Measure: Increase NAS Access by Reducing Security Impact**

Reduce the impact of security related aviation activities on the efficiency and performance of the National Airspace System (NAS) through planning and mitigation.

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### **Core Initiative: Core Business Initiative: AJO/AJR-2 SECURITY**

Protects the U.S. and its interests from threats related to national defense, homeland security, and natural disasters involving the Air Domain. Mitigate the impact of these threats and associated response measures on the safety and efficiency of the NAS. Act as a single focal point for our security aviation partners (e.g., DOD, DHS, LE, etc) and ATO facilities to enable safe and efficient integration of security operations and initiatives into the NAS. Translate the complex requirements of outside agencies for implementation by the ATO as part of the ATO's Air Navigation Service Provider (ANSP).

### **Core Activity: Operational Lead for ATO's Crisis Response, Planning, and Execution**

Support the FAA/ATO response to crisis through the development of plans, designing and conducting of exercises, and staffing of crisis/emergency operations response positions.

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

Coordinate staffing of the ATO Incident Response Management Center (AIRMAC), National Response Coordination Center (NRCC) Emergency Support Function (ESF-01) element, and other ATO crisis response nodes as required during crisis response events and situations. Develop incident action plans for each incident for Manager, AJR-22, AJR-24 and AJR-25. Provide compliance report, to Director, AJR-2. Due September 30, 2015

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

Represent ATO in meetings of the FAA headquarters Crisis Response Working Group (CRWG) for international crisis situations. Provide follow-up plans regarding CRWG activities and recommendations to Manager, AJR-22 within 30 days of each meeting. Provide annual compliance report to Manager, AJR-22 Due September 30, 2015

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

Serve as the lead ATO representative and contact point for all exercise and contingency planning. Also participate in FAA and National Level Exercise (NLE) planning meetings, to include all phases and other exercise planning forums when required. Provide exercise profile summary report to Manager, AJR-22, twenty days prior to exercise events. Also, publish an integrated Exercise calendar monthly. Due September 30, 2015

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

Conduct monthly ATO emergency planning meetings and share summary of discussions within 20 business days. Due September 30, 2015

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

Conduct annual review and update of ATO Crisis Response/Emergency Operations (CR/EO) guidance. Provide monthly report to AJR-2 CR/EO Manager on status of review and possible updates. Due September 20, 2015

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

Review and update Continuity of Operations Plan (COOP) and Continuity of Government (COG) information for AJR-2. Provide refresher training in COOP, COG and alternate locations to applicable personnel. Provide monthly report to AJR-2 CR/EO Manager on status of review and possible updates. Due September 30, 2015

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

Conduct recurring and refresher CR/EO training to AJR-2 Staff to include training on AIRMAC equipment and procedures, and WEB Emergency

Operations Center (EOC). Provide monthly report to AJR-2 CR/EO Manager on status of review and possible updates. Due September 30, 2015

### **Core Activity: Embedded Operational Security Representatives at Critical Interagency Facilities**

Support the coordination between the FAA and Homeland Security/Defense operations centers with embedded FAA Liaisons and Air Traffic Security Coordinators.

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

Conduct a quarterly review using the Department of Defense's (DOD's) intercept operations reports and identify actions to be taken by FAA to mitigate the impact of intercept operations in the National Airspace System (NAS) while still meeting national security objectives. The review will include post review actions such as meeting with DOD, DHS, and internal FAA representatives. The result and actions taken will be briefed to appropriate FAA executives. Due September 30, 2015

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

Conduct a quarterly review of actions taken by FAA to mitigate the impact of classified operations in the NAS while still meeting national security objectives. The review will include post review actions such as meeting with DOD, DHS, and internal FAA representatives. The results and actions taken for these reviews will be summarized in a report for the Director, AJR-2. Due September 30, 2015

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

Conduct a quarterly review using law enforcement flight activity reports and identify actions to be taken by FAA to mitigate the impact of law enforcement flight activities on the NAS while still meeting national security objectives. The review will include post review actions such as meeting with DOD, DHS, and internal FAA representatives. The results and actions taken for these reviews will be summarized in a report for the Director, AJR-2. Due September 30, 2015

### **Core Activity: Development and Execution of Special Operations Procedures**

Support special operations such as Open Skies Flights, Special Interest Flights (SIF), Diplomatic Flights, and Foreign Aircraft Overflight Security through the development of procedures.

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

Track Electronic Attack (EA), Global Positioning

System (GPS), Identification Friend or Foe (IFF) test activity within the NAS for security impacts. Take immediate action if needed to mitigate impact of GPS test activity on the NAS. Brief Manager, AJR-22 monthly on GPS test activities and issues. Provide annual activity summary report to Manager, AJR-22. Due September 30, 2015

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

Serve as FAA point of contact for planning and developing policy for Open Skies Treaty flights in the United States. Participate in and serve as FAA point of contact for DOD Interagency Open Skies Implementation Working Group. Report quarterly to Manager, AJR-22 on Open Skies activities and issues. Due September 30, 2015

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

Serve as the FAA point of contact for planning, developing, and implementing foreign aircraft overflight security policy for the DOT Special Interest Flight (SIF) Program and for other foreign aircraft operations in the National Airspace System (NAS). Conduct interagency working groups and meetings regarding foreign aircraft overflight security. Brief Manager, AJR-22 quarterly on SIF Program activities and issues. Due September 30, 2015

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

Serve as the FAA point of contact for developing and implementing call sign security policy and procedures for US government aircraft, law enforcement aircraft, aircraft using three letter International Civil Aviation Organization (ICAO) company designators and aircraft operating with foreign registration numbers in the National Airspace System. Brief Manager, AJR-22 quarterly on call sign programs and issues. Due September 30, 2015

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

Execute air traffic security services for Electronic Attack (EA)/Global Positioning System (GPS)/Identification, Friend or Foe (IFF) test activity within the National Airspace System (NAS) for security impacts. Take immediate action if needed such as publishing Notices to Airmen (NOTAMs), briefing FAA executives, and maintaining an archive of actions taken to mitigate impact on the NAS. Manager, AJR-24 and staff review daily SkyWatch log for GPS activities and results. Due September 30, 2015

### **Core Activity: Collection and Analysis of Air Domain Security Data**

Support FAA/ATO management objectives through the collection and analysis of Air Domain security data relating to events such as: Temporary Flight Restriction (TFR) Violations, Tracks of Interest (TOI) incidents, LASER incidents, Security Delays, and Special Interest Flights.

**Activity Target 1:**

Track laser, Unmanned Aircraft System (UAS), and No Radio (NORDO) activity and all other aviation security data (military spill-out activity, Mandatory Occurrence Reports (MORs), and others as assigned within the National Airspace System (NAS) using the SkyWatch Database and other data sources as required. Provide weekly (and other reports as required) reports to internal and external customers. Conduct quarterly review and analysis, and report to Manager, AJR-22. Due September 30, 2015

**Activity Target 2:**

Provide security assistance and support through Automatic Detection and Processing Terminal (ADAPT) database support, call sign and other data research, and trend analysis, and production of performance- related reports on aviation security data collected for and by AJR-2. Conduct quarterly reviews of these aviation security data streams and reports for trends and impact on the National Airspace System (NAS). Publish report and brief Manager, AJR-22 within 30 days of the quarter's conclusion. Due September 30, 2015

**Core Activity: Air Domain Outreach and Education: Domestic and International**

Represent the ATO at domestic and international venues to strengthen Air Navigation Services (ANS) focused cooperation with other Federal, State, and local government authorities, as well as foreign Civil Aviation Authorities and Air Navigation Services Providers on shared national security, law enforcement, aviation security, and emergency operations related goals involving the Air Domain.

**Activity Target 1:**

Conduct educational briefings and seminars to federal, state, and local law enforcement agencies; and other first responders on aviation security operational procedures and requirements. Provide Manager, AJR-25 a quarterly report on all educational briefings and seminars, and include in report any issues that developed and recommended actions. Due September 30, 2015

**Activity Target 2:**

Participate in the International Civil Aviation Organization (ICAO) meetings, seminars and workshops related to Air Traffic Management

(ATM) Security, Aviation Security, and Civil/Military Cooperation in ATM. Brief Manager, AJR-22 on accomplishments and issues within 30 days of meetings. Compliance report to Manager, AJR-22. Due September 30, 2015

**Activity Target 3:**

Share FAA Air Traffic Management (ATM) Security and Civil/Military Cooperation methodologies and practices with EUROCONTROL, North Atlantic Treaty Organization (NATO), Civil Aviation Authorities (CAAs), Air Navigation Service Providers (ANSPs) and other entities through related world wide ATM security related meetings, seminars, workshops, and conferences. Brief Manager, AJR-22 on accomplishments and issues within 30 days of meetings. Compliance report to Manager, AJR-22. Due September 30, 2015

**Activity Target 4:**

Interface with International Air Traffic System Operations Security counterparts in organizations and facilities with similar Air Traffic Management (ATM) security responsibilities for tours of facilities, discussions regarding air security issues (especially cross-border operations), or development of trusted relationships and procedures that foster better ATM security interface with the United States. Brief Manager, AJR-22 on accomplishments and issues within 30 days of meetings Due September 30, 2015

**Activity Target 5:**

Participate in development of the ATO International Strategy Working Group to develop the ATO International Strategy. Report to Manager, AJR-22 monthly, on meetings and issues. Compliance report to Manager, AJR-22. Due September 30, 2015

**Activity Target 6:**

Support outreach efforts of the FAA International Crisis Response Working Group through posting approved crisis response Prohibitions, Restrictions, and Notices (PRN) on the FAA PRN website and complete a weekly review of all web links to ensure operable links and currency of information on the PRN Website. Answer questions sent to 9-ATOR-HQ-IFOS group email address. Provide a monthly briefing to internal FAA representatives on actions taken. Provide an annual compliance report to Manager, AJR-22. Due September 30, 2015

**Activity Target 7:**

Conduct educational briefings and seminars to domestic stakeholders, user groups, the public,

and federal, state, and local agencies on aviation security operational procedures and requirements. Provide Manager, AJR-25 monthly report with results of all educational briefings and seminars Due September 30, 2015

### **Core Activity: National Air Domain Security Policy**

Act as DOT/FAA lead on Air Navigation Services (ANS) related matters pertaining to interagency aviation security policy and strategic planning.

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

Participate in operational Air Traffic Management (ATM) Security related meetings and discussions regarding NEXTGEN security issues including harmonization of NEXTGEN operational ATM Security practices with Single European Sky ATM Research (SESAR). Brief Manager, AJR-22 quarterly on working group meetings and issues. Provide compliance report to Manager, AJR-22. Due September 30, 2015

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

Work with FAA Lines of Business (LOBs) and interagency partners to assess special operations Air Traffic Management (ATM) Security procedures in 7610.4 (Special Operations) and other FAA directives and publications for accuracy and initiate changes as needed. Brief Manager, AJR-22 monthly on the status of any changes required. Compliance report due to Manager, AJR-22. Due September 30, 2015

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

Create and maintain and/or access and analyze data in security-related enterprise databases, filter files, and aeronautical charts used by or available in Automatic Detection and Processing Terminal (ADAPT), Traffic Flow Management System (TFMS), Aircraft Situation Display to Industry (ASDI), Aircraft Dispatcher (ADX), Jeppesen FliteStar, Official Airline Guide (OAG), AVS Web Operations Safety System (WebOPSS), Online flight trackers, SkyWatch, NEXTGEN, and other data systems required by AJR-2 for security assistance and support. Brief Manager, AJR-22 monthly on the status of updates and analyses. Compliance report due to Manager, AJR-22. Due September 30, 2015

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

Complete assigned Freedom of Information Act (FOIA) requests through analyzing and researching the request to provide response that is in compliance with the U.S. Government (USG) Freedom of Information Act guidelines. Brief Manager, AJR-22 on FOIA issues and response

within 30 days of request. Due September 30, 2015

### **Core Activity: Operationalize Air Domain Related Intelligence**

Convert intelligence concerning the NAS, provided by various government agencies, into specific real time actions that ensure the safety and security of the NAS while responding to the needs of our government partners.

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

AJR-25 Staff and ATC Liaison Officers (LNOs) plan and coordinate aviation security measures for national defense and homeland security exercises and missions. Provide monthly review results to Manager, AJR-25 within 10 days of beginning of next month. Due September 30, 2015

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

AJR-25 will plan and coordinate Department of Homeland Security (DHS) and other law enforcement (local, state, federal) aviation mission information and impact through AJR-24. The Intra-Group coordination should take place within established time limits to ensure appropriate air traffic support. AJR-25 will meet with AJR-24 on a minimum quarterly basis and review a sampling of events coordinated for adherence to procedure and timeliness. Due September 30, 2015

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

Air Traffic Security Coordinators (ATSCs) will conduct air traffic security operations for national defense and homeland security missions. Conduct monthly review of operations and provide results to Manager, AJR-24 within 10 days of the beginning of next month. Due September 30, 2015

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

The System Operation Support Center (SOSC) will coordinate pertinent aviation security information internally and externally on an interagency level. This security information is disseminated to the correct offices and locations to develop airspace restrictions accurately and timely. SOSC will also collaborate and coordinate special interest flight waivers and routings in accordance with established guidance. AJR-24 will review SOSC actions monthly to verify accuracy and timeliness. Due September 30, 2015

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

ATSCs execute all intelligence provided by FAA and other channels to monitor and track airspace and flights (domestic and international) in the National Airspace System (NAS). AJR-24

Manager and Staff review SkyWatch logs daily for results and analysis. Due September 30, 2015

**Activity Target 6:**

Conduct facility evaluations monthly via direct observation, SkyWatch and/or Domestic Event Network (DEN) Log reviews, or other means available to AJR-24 Management. Brief Director, AJR-2 and staff of results and recommendations on results and actions taken from monthly evaluations Due September 30, 2015

## **Core Initiative: System Operations Security**

Provide policy, planning, and management for all aspects of aviation operational security in the National Airspace System (NAS), including Presidential movement, classified programs, crisis and emergency response, Special Use Airspace, and military activities.

### **Core Activity: Real-time Operational Security Management of the NAS**

Develop and coordinate strategic air traffic management (ATM) security policy and planning. Conduct ATM security research.

**Activity Target 1:**

Conduct oversight of the AJR-2 Quality Assurance program. Verify program operations and evaluations to assure program compliance. Provide monthly report on Quality Assurance activities to Manager, AJR-22 by the 10th day of the following month. Due September 30, 2015

**Activity Target 2:**

Ensure AJR-2 personnel are trained on security assistance and support tools that enable research of Air Traffic Management (ATM) security data. This training ensures that AJR-2 personnel are trained on the use of Automatic Detection and Processing Terminal (ADAPT), Traffic Flow Management System (TFMS) and data mining procedures for Official Airline Guide (OAG) data, Flight Aware, AVS Web Operations Safety System (WebOPSS), Skywatch, Transportation Security Administration (TSA) and other ATM security databases. Provide quarterly report on training activities to Manager, AJR-22. Due September 30, 2015

**Activity Target 3:**

Participate in the ATO Safety Board meetings to identify safety and Safety Management Systems (SMS) issues that may potentially impact a change agent or safety analysis. Brief Manager, AJR-22 on a monthly basis on any changes or safety

analyses participated in. Make artifacts available by September 30, 2015. Due September 30, 2015

**Activity Target 4:**

Conduct Program Office activities including cost, schedule, and performance, as well as serve as Contract Officer Representative (COR). Due September 30, 2015

**Activity Target 5:**

Conduct regular project management training to maintain FAA regulatory Contracting Officer's Representative (COR) certification. Provide monthly acquisition/project management report to Manager, AJR-22 Due September 30, 2015

**Activity Target 6:**

Oversee new automation acquisitions, improvement/upgrade projects, and sustainment of current capabilities. Update AJR-2 Automation Plan Quarterly and provide to Manager, AJR-22. Due September 30, 2015

**Activity Target 7:**

Develop annual business plan for AJR-2 in compliance with FAA and internal guidelines. Due September 30, 2015

**Activity Target 8:**

Complete assigned AJR-2 performance measurement and analysis projects within the established timelines. Provide project completion report to Manager, AJR-22. Due September 30, 2015

**Activity Target 9:**

Complete monthly AJR-2 Business Plan update tracking and reporting in Simplified Program Information Reporting and Evaluation (SPIRE) system. Update open activity targets prior to the end of the month. Provide report to Manager, AJR-22 by 10th day of the following month with analysis of the monthly SPIRE reporting. Immediately report target identified Yellow or Red status to Manager, AJR-2. Due September 30, 2015

**Activity Target 10:**

Develop and submit FY-15 Short Term Incentives (STI) for Director, AJR-2 in the time limits established by AJR Business Planning. Coordinate draft STIs and input approved STIs into Business Plan Builder program. Due September 30, 2015

**Activity Target 11:**

Conduct AJR-2 National Data Release Board

(NDRB) reviews and coordinate on all taskings reviewed. Serve as AJR-2 representative at NDRB meetings. Maintain record of all signed NDRB concurrence memos. Due September 30, 2015

**Activity Target 12:**

Complete quarterly budget management reports. Provide quarterly budget reports to Manager, AJR-22 within 20 days of the end of the quarter. Due September 30, 2015

**Activity Target 13:**

Complete contract purchase requests in correct quarter. Provide Manager, AJR-22, status and impact report within 20 days of quarterly purchase request completion. Due September 30, 2015

**Activity Target 14:**

Track and identify AJR-2 authorization and staffing status and issues. Provide Manager, AJR-22, quarterly AJR-2 authorization and staffing status report that includes recommendations for improvement. Due September 30, 2015

**Activity Target 15:**

Track and identify AJR-2 Directorate office telecommunications and automation requirements and shortfalls. Provide biweekly report to Manager, AJR-22 on new and ongoing requirements. Due September 30, 2015

**Activity Target 16:**

Represent ATO in matters and issues concerning communicable disease, pandemic influenza, and public health risk interests and emergencies. Report to Manager, AJR-22 monthly on results of meetings, deliverables, and changes to national policy in this area. Due September 30, 2015

**Activity Target 17:**

Represent ATO in matters and issues concerning Man Portable Air Defense Systems (MANPADS) and the Interagency MANPADS Working Group (IMWG). Report to Manager, AJR-22 monthly on results of meetings, deliverables, and changes to national policy in this area. Review and update as necessary, with the Transportation Security Administration partners, the Interagency MANPADS Concept Plan (CONPLAN). Due September 30, 2015

**Activity Target 18:**

Conduct an annual review of the Domestic Events Network (DEN) Standard Operating Procedures (SOPs), DEN User Customer Guide, and DEN Training guidance and update as necessary. Due September 30, 2015

**Core Activity: Development and Execution of Airspace Restriction in Support of National Security Objectives**

Support the requests of national, state, local, and tribal agencies to develop and implement Temporary Flight Restrictions (TFR) in response to security, law enforcement, and natural disaster events.

**Activity Target 1:**

Identify and plan protective security measures (including the publication of the preliminary advisory notice) for National Special Security Events (NSSE). Normally preliminary advisory notices will be accomplished two weeks prior to the event. Conduct a quarterly review of events to ensure 90% of the notices are published at least 10 working days prior to the event. Due September 30, 2015

**Activity Target 2:**

Develop, and coordinate airspace restriction plans for Very Important Person (VIP) movements in the National Airspace System (NAS). Provide Manager, AJR-25 monthly report on all VIP movement planning efforts, to include issues identified and resolution. Due September 30, 2015

**Activity Target 3:**

Track and review AJR-24 System Operations Support Center (SOSC) activities on a monthly basis to ensure they are completed timely and accurately. Provide a brief on trend analysis of statistical data and any issues, to Director, AJR-2 on a quarterly basis, no later than the last day of the month following the end of the quarter (January, April, July, October). Due September 30, 2015

**Activity Target 4:**

Identify and implement protective security measures (including the publication of the preliminary advisory notice) for National Special Security Events (NSSEs). Conduct a quarterly review of events to ensure 90% of the notices are published at least two weeks prior to the event. Due September 30, 2015

**Activity Target 5:**

Coordinate, and implement airspace restriction plans for Very Important Person (VIP) movements in the National Airspace System (NAS). Provide Manager, AJR-24 monthly report on all VIP movement planning efforts, to include issues identified and resolution. Due September 30, 2015

**Activity Target 6:**

Conduct periodic reviews (minimum quarterly) of

major airspace security measures and all serious air security incidents to identify trends and lessons learned. Reviews will ensure compliance with procedures, and improve staff and system performance. Brief Director, AJR-2 of major airspace review and incident findings within 30 days of start of review. Due September 30, 2015

### **Core Activity: Classified Operations**

Support the requests of various government agencies to conduct classified operations within the NAS. Coordinate these requests across the ATO/Air Navigation Service Provider as needed to preserve confidentiality as a trusted agent.

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

Plan, coordinate, monitor, and review national defense and homeland security classified aviation operations through established interagency network to provide air traffic support, and to mitigate the impact of classified operations on the National Airspace System (NAS). Brief Manager, AJR-25 monthly on planning and results of classified aviation missions. Due September 30, 2015

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

Execute the Communications Security (COMSEC) project plan to assure ATO's COMSEC needs for the protection of National Security Information (NSI) are met and in compliance with FAO 1600.8. Completion will be evidenced by successful COMSEC audit. Due September 30, 2015

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

Complete all reviews and reports as required for the Communications Security (COMSEC) Program IAW FAO 1600.8, including semi-annual inventories of all COMSEC material. Completion evidenced by successful COMSEC audit. Due September 30, 2015

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

Manage personnel security requirements (validate clearances and complete visit access requests) in compliance with FAO 1600.1E. Validate personnel access level requirements and justify authorizations. Provide Manager, AJR-22 monthly report on personnel security activities by 20th day of following month. Due September 30, 2015

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

Manage ATO's Information Security (INFOSEC) Program requirements and provide guidance for protecting National Security Information (NSI) as required. Classified Information Security Manager (CISM) should brief Manager, AJR-22 of annual

summary of INFOSEC program. Due September 30, 2015

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

Manage the AJR-2 Secure Message Room (SMR) to include National Security Information (NSI) Management and the facility's physical security controls. Classified Information Security Manager (CISM) should brief Manager, AJR-22 monthly on SMR management and issues. Provide Manager, AJR-22, annual written report on management and usage of AJR-2 SMR. Due September 30, 2015

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

Coordinate and execute national defense, and homeland security, classified aviation operations through established interagency network to provide air traffic support, and to mitigate impact of classified operations on national airspace system. Brief Manager, AJR-24 monthly on classified mission execution and results. Due September 30, 2015

## **Core Measure: AJV-11 Airspace and Regulations**

Responsible for formulating regulatory policy related to the National Airspace System. Lead the efforts for determining the compliance to various Federal Regulations of an OE/AAA petition received by the FAA Administrator for obstacles that may impact navigable airspace. The group develops rules, policy, and standards for the safe and efficient use of the navigable airspace; reviews and analyzes the potential effect of proposed changes in airspace allocation; and recommends national policy for establishing Special Use Airspace.

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## **Core Initiative: AJO/AJV-11 Airspace and Regulations**

Responsible for formulating regulatory plans to the National Airspace System. Lead the efforts for determining airspace uses and the impact of Emerging Technology has on Airspace Policy. The group develops rules, policy, and standards for the safe and efficient use of the navigable airspace; reviews and analyzes the potential effect of proposed changes in airspace allocation which includes environmental policy for Airspace actions; and recommends national policy for establishing Airspace.

## **Core Activity: Airspace Regulations and Rulemaking**

Responsible for formulating regulatory policy for the Air Traffic Organization through collaborative efforts with other LOBs and the coordination of policies with ARM for publication into the Federal Register.

**Activity Target 1:**

Review regulations that govern 14 CFR section 91.137, Temporary flight Restrictions (published 4/19/2004). Due December 30, 2014

**Activity Target 2:**

Submit revisions to FAAO 7400.2, Procedures for Handling Airspace Matters, part 1, General Procedures for Airspace Management, Chapter's 1 and 2 Due February 28, 2015

**Core Activity: Environmental Regulations**

Responsible for formulating regulatory policy for environmental needs. Program Manages the assessment of environmental reviews and analyses to develop new or modify existing regulations.

**Activity Target 1:**

Revise FAA Order 7400.2, Procedures for Handling Airspace Matters, (chapter 32), to incorporate all ATO environmental guidance and policy memos. Due June 30, 2015

**Activity Target 2:**

Initiate revisions to FAA Order 7400.2, Procedures for Handling Airspace Matters, (chapter 32), to incorporate the new FAA Order 1050.1F, Environmental Impacts: Policies and Procedures. Due September 30, 2015

**Core Activity: Emerging Technology Regulations**

Responsible for formulating regulatory policy for new hi-tech systems competing for airspace. Responsible for working with Legal Teams for existing rule interpretations. Program manages the potential integration of new technologies with various internal and external FAA organizations.

**Activity Target 1:**

Provide safe, secure, and efficient services to NAS users in the most cost effective and innovative manner regarding emerging technologies for the purpose of incorporating new user entrants (e.g., UAS and Commercial Space). Due September 30, 2015

**Activity Target 2:**

Develop plans for integrating emerging technologies used by the Department of Defense (DoD), into civilian airspace and DoD special use airspace Due September 30, 2015

**Core Activity: Integrate UAS into the NAS**

Support continued UAS integration efforts with development of UAS-related policies, processes, documents and procedures.

**Activity Target 1:**

Conduct Safety Risk Management assessment for Class E, C, G, and B for UAS integration, to identify mitigations and risk for integrating UAS into Airspace Structure for UAS integration into the national airspace system. Provide SRMD for these airspace classes. Due September 30, 2015

**Activity Target 2:**

Support operations at the six UAS test sites, selected by the administrator, by issuing new and amended COA to enable research and development of UAS integration. Due September 30, 2015

**Activity Target 3:**

Provide Air Traffic and Airspace SME to support UAS operations for commercial purposes in all classes of airspaces. Due September 30, 2015

**Activity Target 4:**

Provide Air Traffic and Airspace SME to International Civil Aviation Organization (ICAO) and Civil Air Navigation Services Organization (CANSO) to Support international harmonization of RPAS operations into non-segregated airspace. Due September 30, 2015

**Core Measure: Aviation System Efficiency and Capacity Improvements**

Complete Planning and Development Milestones to Enhance Efficiency and Capacity at the nations' Core airports.

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**Core Initiative: Major Airspace**

Redesign of airspace and change procedures to increase efficiency of the NAS.

**Core Activity: Airspace Redesign**

This program supports increased efficiency and enhanced safety by funding changes in facilities necessary to accommodate airspace redesign. Implementation of airspace redesign efforts frequently results in changes to the number and span of control of operational positions or sectors, including changes to sector, area or facility boundaries. Transition to a new configuration resulting from airspace design requires changes in the supporting infrastructure. These infrastructure changes can include: frequencies, connectivity of radio site to control facility, position to position connectivity, surveillance infrastructure modifications to ensure proper RADAR coverage; automation modifications to facility data and flight data processing; interfacility communication

modifications; additional consoles and communication backup needs; and modifications to facility power and cabling. The program also supports the use of risk management and collaborative evaluation capabilities to identify requirements, opportunities and threats in the early stages of the design process. Support engineering and technical services for Major Airspace Redesign Projects.

**Activity Target 1:**

Provide program management oversight and technical guidance to airspace redesign activities. Provide analytical/technical support services for Major Airspace Redesign projects. Due September 30, 2015

**Core Activity: Lending Capacity and Safety Expertise**

Participation in national and international aviation meetings, panels, committees, boards, and technical interchanges integral to capacity and safety initiatives. Current and future examples are; involvement in efforts for de-conflicting and optimizing airspace around major metropolitan areas (Metroplex); analyses and subsequent initiatives to ensure existing airspace design meets air traffic and aviation user needs; analysis and resolution of airspace issues with UAS integration into the NAS, and PBN-based procedural development.

**Activity Target 1:**

Provide support for Nation Airspace System (NAS) needs and requirements, via strategic leadership with scientific and experimental data and expertise. Due September 30, 2015

**Core Initiative: AJO/AJW-B NATIONAL ENTERPRISE OPERATIONS**

Maintain the National Enterprise Operations (NEO) mission, vision and core values. Ensure that the management team meets the NEO mission, vision, and core values.

**Core Activity: AJO/AJW-B NATIONAL ENTERPRISE OPERATIONS, AJW-B0, COST CENTER CODE WA8Z12**

Maintain the National Enterprise Operations (NEO) mission, vision, and core values. Ensure that the management team meets the NEO mission, vision, and core values.

**Activity Target 1:**

Maintain the NEO Mission, Vision, and Core Values. Ensure that the management team meets

the NEO mission, vision, and core values. Due September 30, 2015

**Core Initiative: AJO/AJW-B1 NETWORK MANAGEMENT GROUP**

Ensure that FAA owned and leased telecommunications services meet or exceed customer expectations. Provide a single point of contact for telecommunications and operational oversight of assigned global enterprise systems and networks while continuing to support legacy services to the aviation community. Continue the development of NAS Enterprise Management Center system capabilities. Continue to provide integration, cut-over support and implementation for the increased demand of new emerging services that are required by NAS operations.

**Core Activity: AJO-AJW-B1 NETWORK MANAGEMENT GROUP, COST CENTER CODE WA8F0**

Provide operational oversight of assigned global enterprise systems and networks while continuing to support legacy services to the aviation community.

**Activity Target 1:**

Provide a single point of contact and provide operational oversight of assigned global enterprise systems and networks while continuing to support legacy services to the aviation community. Due September 30, 2015

**Core Activity: AJO/AJW-B12 NETWORK ENTERPRISE MANAGEMENT CENTER, WA877P**

Provide operational oversight of assigned global enterprise systems and networks while continuing to support legacy services to the aviation community.

**Activity Target 1:**

Maintain FAA Weather and Flight Movement products and minimize outages impacting NAS operations and maintain operational availability of the NAS Message Replacement (NMR) and Weather Message Switching center Replacement (WMSCR) services is at above 99.7% (combined average) Additionally, ensure that NMR and WMSCR services (NMRS/WMSCS) is at 100% operational availability. Due September 30, 2015

**Activity Target 2:**

Maintain Packet Switching Node (PSN) NAS operational availability at or above 99.7% (combined average). Due September 30, 2015

**Activity Target 3:**

Maintain Automated Weather Observation System

Data Acquisition System (ADAS)/ Regional ADAS Service Processor (RASP) NAS operational availability at or above 99.7% (combined average). Due September 30, 2015

**Activity Target 4:**

Complete 100% of all assigned preventative maintenance. Due September 30, 2015

**Activity Target 5:**

Complete Network Enterprise Management Center (NEMC) roof replacement projects at both Atlanta and Salt Lake City with no NAS impact. Due September 30, 2015

**Core Initiative: AJO/AJW-B11 FAA TELECOMMUNICATIONS TEAM**

Ensure that FAA owned and leased telecommunications services meet or exceed customer expectations. Provide a single point of contact for telecommunications and operational oversight of assigned global enterprise systems and networks while continuing to support legacy services to the aviation community.

**Core Activity: FAA TELECOMMUNICATIONS TEAM, AJW-B11, COST CENTER CODES: WA88J0, WA88J1, WA88J2, WA88J3, WA88J4, WA88J5, AND WA88J6**

Improve the availability and reliability of customer telecommunications services while mitigating the impact of telecommunications outages on the NAS. Serve as the single focal point for all telecommunications issues. Liaison between the Program Management Office (PMO) and the field to ensure the field is able to manage all new and existing services.

**Activity Target 1:**

Identify key FAA sites that will benefit from the implementation of improved network optimization technology and other operational improvements across the FAA telecommunications networks. Due September 30, 2015

**Activity Target 2:**

Identify legacy Radio Communication Link (RCL) sites to the Program Management Office (PMO) that can be eliminated and replaced with FAA Telecommunications Infrastructure (FTI) assets to improve reliability of the telecommunications network for NAS services, thus reducing operation and maintenance and lease costs to the agency overall. Due September 30, 2015

**Activity Target 3:**

Ensure that the FAA Telecommunications Infrastructure (FTI) network meets or exceeds an aggregate availability of .9999 for dual-threaded NAS operational services. Due September 30, 2015

**Core Initiative: AJO/AJW-B2 SATELLITE OPERATIONS GROUP**

An Enterprise Control Center (ECC) providing oversight and coordination across geographic boundaries for national satellite operations including the Wide Area Augmentation System (WAAS) and Surveillance and Broadcast Services (SBS) supporting collaborative decision making for the prevention and mitigation of events impacting NAS operations. Performs 24/7 monitoring and control of WAAS operations and maintenance activities, coordinating maintenance repairs, deploying modifications, daily certifying the WAAS Service and performing event based certification of the Signal Generation Subsystem (SGS) and international Wide-Area Reference Stations (WRS) in Canada and Mexico. The Satellite Operations specialist (SOS) initiates Notice To Airmen (NOTAMS) pertinent to WAAS and performs operational oversight of FAA owned WAAS equipment and leased services located at contractor and international sites in accordance with FAA Order 6000.15. Performs 24/7 national oversight of SBS including delivery of Automated Dependent Surveillance -Broadcast (ADS-B), Automated Dependent Surveillance -Re-broadcast (ADS-R), Traffic Information Services -Broadcast (TIS-B), and Flight Information Service-Broadcast (FIS-B) collaborating with the SBS service provider to manage enterprise level events. Maintains situational awareness of satellite based services and events by monitoring the WAAS and SBS to identify anomalous conditions that could degrade service. The team provides first level operational field support, investigates anomalies, coordinates response to reports of Radio Frequency Interference (RFI) and Global Positional System (GPS) anomalies, coordinates scheduled GPS testing, and provides status of satellite based Systems and events that impact the NAS through the National Operations Control Center (NOCC). The Satellite Operations group (SOG) collaborates with maintenance, engineering, logistics, and program office elements as well as organizations external to the FAA to manage WAAS and SBS operations on a national level making real time decisions on operational adjustments to prevent or mitigate events that impact NAS operations.

**Core Activity: SATELLITE OPERATIONS GROUP, AJW-B2, COST CENTER CODE WA8Z14, WA8Z15, WA8Z16**

Conduct site inspections and surveys. Perform periodic and event based certifications as required.

Resolve Technical issues at the first level of operational support. Perform periodic maintenance on time.

**Activity Target 1:**

Complete seven (7) site inspections (SI) within the fiscal year. In accordance with 6000.15 the Satellite Operations Group will perform site inspections of 7 facilities with FAA owned equipment and leased services located at contractor and international sites. Sites to be inspected biennially include 6 Signal Generator Subsystem (SGS) facilities under contractor maintenance in the United States, 9 Wide-Area Reference Stations (WRSS) located in Canada & Mexico, and 1 WAAS Communications Node (WCN) located in Mexico. Due September 30, 2015

**Activity Target 2:**

Complete a minimum of 98% of certifications within identified schedules and conditions. Due September 30, 2015

**Activity Target 3:**

Resolve 80% of field anomalies within 30 days during the fiscal year. The Satellite Operations group will provide first level operational technical support to resolve technical, maintenance, and logistics issues with WAAS and other satellite based services. The group will maintain situational awareness of satellite based services and events and investigate anomalous conditions that could degrade service such as reports of radio frequency interference (RFI) and ionospheric activity. Due September 30, 2015

**Activity Target 4:**

Have on time completion rate of 95% or higher. The Satellite Operations group will perform WAAS O&M Subsystem (WOMS) periodic maintenance tasks and logging requirements as specified in Order JO 6882.2A Maintenance of Wide Area Augmentation System. Due September 30, 2015

**Core Initiative: AJ0/AJW-B3  
NATIONAL OPERATIONS GROUP**

Maintain operational availability of the National Airspace System (NAS) at 99.7 percent. Provide programmatic Technical Operations, leadership in the following areas: facility incident response; ATSAP; TSAP; program emergency operations; COOP: National Aircraft Accident Response; TechNet; modification tracking; strategic event coordination; Maintenance moratoria, maintenance alerts; international outreach; system administration; GPS Coordination and oversight to category C or D runway incursions.

**Core Activity: Document Tech OPS C&D Runway Incursions, AJW-B31, Cost Center Code WA8E20**

Document C&D runway incursions.

**Activity Target 1:**

Document and upward report Tech Ops related surface incidents of C&D classification runway incursions by the 5th of every month. Due September 30, 2015

**Core Activity: Provide Technical Assistance through Field Support and Secure the NAS, AJW-B31, Cost center Code WA8E20**

Promote a safe and secure NAS by enhancing information broadcasting of critical events and notifications to the appropriate audiences.

**Activity Target 1:**

Manage and maintain the Maintenance Alert program. Ensuring each Maintenance Alert is published within 5 days of final signature/approval and in accordance with the General Maintenance handbook for National Airspace System (NAS) Facilities. Due September 30, 2015

**Activity Target 2:**

Review, update and conduct Quality Control (QA) reviews of the Aircraft Accident Program with each of the Operations Control Center (OCC) Technical Operations Aircraft Accident Representatives annually. Due September 30, 2015

**Activity Target 3:**

Conduct Quarterly reviews of Field Incident Response (FIR) Program with NOG Manager. Due September 30, 2015

**Activity Target 4:**

Administer at least one Tech Ops Wide Emergency Operations Program exercise pertaining to policy, training, incident response, continuity of operations, contingency planning, readiness of emergency relocation facilities each quarter. Due September 30, 2015

**Activity Target 5:**

Assign, track, facilitate Technical Operations Safety Action Plan (T-SAP) and Air Traffic Safety Action Program (ATSAP) responses for Technical Operations. Provides weekly updates to AJW-0 Sr. Advisor and 28-Day status reports to Technical Operations Deputy Vice-President, Technical Operations Directors, and their Deputies. Due September 30, 2015

**Core Activity: Facilitate Management of NAS Performance, AJW-B32, Cost Center Code WA8Z17**

Manage and maintain operation of NAS systems and equipment.

**Activity Target 1:**

Oversee, verify accuracy and update NAS performance reporting by working with Second Level Engineers and the Service Areas to provide accurate briefings for ATO executives within 24 hours of a significant issue. Due September 30, 2015

**Core Activity: Facilitate Management of NAS Performance, AJW-B31, Cost center Code WA8E20**

Manage and maintain operation of NAS systems and equipment.

**Activity Target 1:**

Complete 100% System Authorizations (SA) for TechNet. Due September 30, 2015

**Activity Target 2:**

Maintain TechNet web portal availability of 95% with daily updates on NAS systems and equipment using numerous applications and automated tools. Due September 30, 2015

**Activity Target 3:**

Facilitate, manage, and enhance the agency-wide Strategic Event Coordination process to minimize the impact of scheduled interruptions to system users. Due September 30, 2015

**Activity Target 4:**

Conduct annually a meeting with the NAS Strategic Event Coordination Committee to enhance the agency-wide Strategic Event Coordination process. Due September 30, 2015

**Core Initiative: AJ0/AJW-B4 INFORMATION SYSTEM SECURITY GROUP**

Secure the NAS from evolving cyber threats and Information Systems Security (ISS) vulnerabilities that have the potential to impact Air Traffic Operations. This is done by providing Risk Management System Authorization, Governance, Architectural Development, Monitoring, Detection, and Response through NAS Cyber Operations. These services provide the agility necessary for the ISS environment, while complying with public law and supporting aviation safety and efficiency goals.

**Core Activity: NAS CYBER OPERATIONS, AJW-B41, COST CENTER CODE WA8053**

Provide NAS cyber situational awareness and positively impact the Air Traffic Operations decision making process through centralized NAS cyber event monitoring, detection, analysis, coordination, and response.

**Activity Target 1:**

Maintain internal cyber detection capability. Due September 30, 2015

**Core Activity: NAS CYBER ENGINEERING, AJW-B42, COST CENTER CODE WA8054 AND AUTHORIZATION TEAM GROUP, AJW-B43, COST CENTER CODE WA8051**

Assure that NAS information systems are operating at a defined acceptable level of cyber security risk.

**Activity Target 1:**

Ensure 100% of required NAS Authorization are completed by anniversary date. Due September 30, 2015

**Activity Target 2:**

Maintain and develop Risk Assessment standards. Perform Independent Risk Assessments or required NAS Authorizations/.New NAS systems. Due September 30, 2015

**Activity Target 3:**

Perform required inter/intra Agency reporting. Due September 30, 2015

**Activity Target 4:**

Develop transition plan to migrate from periodic, three-year Authorization-to-operate to an Information System Continuous Monitoring (ISCM) model to meet FISMA executive mandates. Due September 30, 2015

**Activity Target 5:**

Coordinate and respond to all external/internal agency NAS security audits. Due September 30, 2015

**Core Initiative: AJO/AJW-B5 OPERATIONS INTEGRATION GROUP**

Maintain operational availability of the National Airspace System (NAS) at 99.7 percent while integrating new NAS systems and services seamlessly into the operational environment.

**Core Activity: OPERATIONS INTEGRATION, AJW-B5, COST CENTER CODE WA8Z19**

Efficiently integrate new NAS systems and services seamlessly into the operational environment by ensuring that the framework is in place to support operations and maintenance (O&M).

**Activity Target 1:**

Ensure 90% of the checklist items are completed prior to a new service's operational date. Due September 30, 2015

**Core Initiative: AJO/AJW-B6 BUSINESS AND FINANCIAL MANAGEMENT**

Achieve a 90% success rate in the areas of Financial and human resources management. Provide standardized business services to the Enterprise Operations while ensuring proper stewardship of allocated resources through internal control programs. Manage budget formulation and execution. Provide staffing and personnel, contract, and procurement and administrative support.

**Core Activity: BUSINESS MANAGEMENT GROUP, AJW-B6/B61, COST CENTER CODE WA8Z20/ WA88G1**

Achieve a 90% success rate in the areas of Financial and human resources management. Provide standardized business services to the Enterprise Operations while ensuring proper stewardship of allocated resources through internal control programs. Manage budget formulation and execution. Provide staffing and personnel, contract, and procurement and administrative support.

**Activity Target 1:**

Execute the FY 15 budgets (OPS, Activity 5, and F&E). Due September 30, 2015

**Activity Target 2:**

Conduct planning and budget formulation for the FY16 and FY17 requests. Due September 30, 2015

**Core Measure: Sustain adjusted operational availability for NAS reportable facilities at 99.0%**

Manage NAS reportable facilities and accomplish necessary activities to sustain adjusted operational availability at 99.0%.

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**Core Initiative: Western Service Area (AJW-W)**

Executes the mission of Technical Operations Services: ensures effective NAS operation; establishes Service Unit goals, strategies budgets and priorities; allocates and manages resources; meets performance targets, and supplies services, as requested, to meet the requirements of the Service Units. Develops technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operations of the NAS. Completes scheduled activities to ensure optimal system availability.

**Core Activity: Maintain facilities in the Western Service Area to sustain adjusted operational availability at NAS reportable facilities.**

Complete scheduled activities of preventative maintenance, equipment modifications, service certifications, and restoration activities.

**Activity Target 1:**

Complete a minimum of 95% of all scheduled preventative maintenance on time. Due September 30, 2015

**Activity Target 2:**

Install a minimum of 95% of nationally issued modifications on time. Due September 30, 2015

**Activity Target 3:**

Complete a minimum of 98% of service certifications within identified schedules. Due September 30, 2015

**Activity Target 4:**

Sustain adjusted operational availability of 99.0% at NAS reportable facilities. Due September 30, 2015

**Core Activity: Technical Services**

Provides emergency planning and response; event and outage tracking. Conducts National Airspace System Technical Evaluation Program (NASTEP) evaluations, non-Fed inspections, and joint surveillance system inspections. Provides engineering/technical support, service/system performance trend analysis, test equipment management, supports safety & environmental compliance, NAS defense program coordination, and remote maintenance monitoring. Performs acquisition, property, capitalization and physical security services. Maintains training & certification

records. Provides data entry, tracking & reporting for management information systems. Provides 24/7 NAS Operational oversight through Operational Control Centers (OCCs).

**Activity Target 1:**

Close 99% of the National Airspace System Technical Evaluation Program (NASTEP) critical issues by the due date. Due September 30, 2015

**Activity Target 2:**

Close 95% of all other non-critical issues by the due date. Due September 30, 2015

**Core Initiative: Eastern Service Area (AJW-E)**

Executes the mission of Technical Operations Services: ensures effective NAS operation; establishes service unit goals, strategies budgets and priorities; allocates and manages resources; meets performance targets, and supplies services, as requested, to meet the requirements of the service units. Develops technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operations of the NAS. Completes scheduled activities to ensure optimal system availability.

**Core Activity: Maintain facilities in the Eastern Service Area to sustain adjusted operational availability at National Airspace System (NAS) reportable facilities.**

Complete scheduled activities to ensure optimal system availability

**Activity Target 1:**

Complete a minimum of 95% of all scheduled preventive maintenance on time. Due September 30, 2015

**Activity Target 2:**

Install a minimum of 95% of nationally issued modifications on time. Due September 30, 2015

**Activity Target 3:**

Complete a minimum of 98% of service certifications within identified schedules. Due September 30, 2015

**Activity Target 4:**

Sustain adjusted operational availability of 99.00% at National Airspace System (NAS) reportable facilities. Due September 30, 2015

**Core Activity: Technical Services**

Provides emergency planning and response; event and outage tracking. Conducts NAS Technical Evaluations (NASTEP), Non-Federal (Non-Fed) facility inspections, and joint surveillance system inspections. Provides engineering/technical support, service/system performance trend analysis, test equipment management, supports safety and environmental compliance, NAS defense program coordination, remote maintenance monitoring. Performs acquisition, property, capitalization and physical security services. Maintains training and certification records. Provides data entry, tracking and reporting for management information systems. Provide 24/7 NAS Operational oversight through Operations Control Centers (OCC).

**Activity Target 1:**

Comply with target based on FY13 performance. Due September 30, 2015

**Activity Target 2:**

Close 99% of critical issues by the due date. Due September 30, 2015

**Activity Target 3:**

Close 95% of all other (non-critical) issues by the due date. Due September 30, 2015

**Core Activity: Support FAA Wide Employee Developmental Programs**

Identify and develop qualified candidates that reflect the desired diversity and culture of the organization. Provide certifications to required personnel.

**Activity Target 1:**

Support a minimum of one and no more than three Front Line Manager participants in the Technical Operations Succession Planning Program (TOSPP). Due September 30, 2015

**Activity Target 2:**

85% of current Fiscal Year (FY) required personnel certification will be issued within 180 days of the completion of technical training. Due September 30, 2015

**Core Activity: Continuity of Services (CoS)**

Sustain Category (Cat) 2 and Category (Cat) 3 Service In Accordance With (IAW) International Civil Aviation Organization (ICAO) Standards.

**Activity Target 1:**

Sustain downgrades at or below Fiscal Year (FY) 2014 performance. Due September 30, 2015

## **Core Initiative: Central Service Area (AJO/AJW-C)**

Executes the mission of Technical Operations Services: ensures effective NAS operation, establishes service unit goals, strategies budgets and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet the requirements of the service units. Develops technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operations of the NAS. Complete scheduled activities to ensure optimal system availability.

### **Core Activity: Maintain facilities in the Central Service Area to sustain Adjusted Operational Availability at NAS reportable facilities**

Complete scheduled activities of preventive maintenance, equipment modifications and restoration activities.

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

Complete a minimum of 95% of all scheduled preventive maintenance on time. Due September 30, 2015

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

Install a minimum of 95% of nationally issued modifications on time. Due September 30, 2015

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

Complete a minimum of 98% of service certifications within identified schedules. Due September 30, 2015

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

Sustain adjusted operational availability (All NAS) of 99.0% at NAS Reportable facilities. Due September 30, 2015

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

Maintain system reliability at 99.80% at NAS reportable facilities. Due September 30, 2015

## **Core Initiative: Technical Services CS Area Ft Worth (SW81HD0000)**

Provides emergency planning and response; event and outage tracking. Conducts NAS technical evaluations (NASTEP), non-Fed inspections, joint surveillance system inspections. Provides engineering/technical support, service/system performance trend analysis, test equipment management, supports safety and

environmental compliance, NAS defense program coordination, and remote maintenance monitoring. Performs acquisition, property, capitalization and physical security services. Maintains training and certification records. Provides data entry, tracking and reporting for management information systems. Provides 24/7 NAS Operational oversight through OCCs.

### **Core Activity: Continuity of Services**

Sustain Cat 2 and Cat 3 service in accordance with ICAO standards.

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

Sustain downgrades at or below FY2014 performance. Due September 30, 2015

### **Core Activity: Close NASTEP Findings in the Central Service Area**

Close NASTEP issues by the due date.

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

Close 99% of critical issues by the due date. Due September 30, 2015

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

Close 95% of all other (non-critical) issues by the due date. Due September 30, 2015

## **Core Initiative: ARTCC Modernization - F06.01-00**

This is a multi-year facility modernization and sustainment program that addresses physical plant requirements for the FAA's 21 ARTCCs as well as the Combined Center Radar Approach Control (CERAP) facilities at San Juan and Guam. These facilities were originally constructed approximately 50 years ago and have expanded in phases since then. Much of the plant equipment within these buildings has exceeded its life expectancy and must be replaced. This program replaces obsolete equipment and provides an efficient, reliable, and safe work environment for En Route air traffic control operations.

### **Core Activity: Award Renovation and Sustainment Construction Projects**

Support En Route air traffic operations and service-level availability by providing life-cycle management of the physical plant infrastructure at the 21 Air Route Traffic Control Centers and 2 Center Radar Approach Control (CERAP) facilities.

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

Award three major construction projects, of which one will mitigate the facility infrastructure systemic

issues associated with chillers. Due September 30, 2015

at four sites and disposition completion at 1 site. Due September 30, 2015

**Activity Target 2:**

Conduct facility condition assessments to update the national facility condition assessment database for four sites and national roll-up for all other ARTCCs and CERAPs. Due September 30, 2015

**Core Initiative: ATCT/TRACON Replacement - F01.02-00**

The FAA provides air traffic control services from more than 500 airport traffic control tower (ATCT) and terminal radar approach control (TRACON) facilities and must continually replace these buildings to meet current and future operational requirements and to ensure an acceptable level of air traffic control services. The average age of airport traffic control towers is approximately 30 years and some are 60 years old. As the volume and complexity of terminal air traffic control increase, so does the need for additional positions in the ATCT/TRACON facilities (e.g., helicopter positions, visual flight rule traffic advisories, and runway monitors). Airport traffic control towers built more than 20 years ago often do not meet today's operational requirements. In addition, some terminal facilities must be upgraded to conform to current building codes and design standards. ATCT/TRACON facilities that cannot meet present-day operational requirements are being replaced. New facilities will accommodate future growth, current building codes, and design standards. The FAA will fund terminal facility replacement programs in six phases to provide sound financial management of these projects. Phase 0 includes investment analyses and requirements development; phase I includes site selection and advanced engineering; phase II incorporates facility equipment design and procurement, environmental studies, and site adaptation; phase III is facility construction; phase IV continues funding for equipment installation and utilities installation; and phase V funds demolition of the old tower or TRACON being replaced and restoration of the old site. The ATO has an established process for selecting the towers and TRACONs to be replaced. It includes an economic analysis and operational considerations to ensure that the facilities we propose replacing each year are the higher priority locations.

**Core Activity: Award Renovation and Sustainment Construction Projects**

Award renovation and sustainment construction projects.

**Activity Target 1:**

Initiate commissioning and equipment installation

**Core Initiative: ATCT/TRACON Modernization - F01.01-00**

The FAA must continually upgrade and improve terminal facilities and equipment to provide an acceptable level of service and to meet current and future operational requirements. Improvements include replacing facility components that are deteriorating, such as roofs, air conditioners, and tower cab consoles. In addition to the renovation projects, modernization includes facility upgrades, such as adding operating positions for controllers and training space, rehabilitating administrative and equipment space to accommodate facility expansion, and expanding base-buildings to support current and future demand. ATCT/TRACON facilities have to be modernized to address operational and safety issues, including upgrading visibility of the entire airport surface, improving accessibility, removing hazardous materials, and upgrading structures to meet seismic standards that did not exist when they were constructed. Facility improvements must be completed with minimal impact to existing operations. An initial evaluation by the U.S. Army Corps of Engineers found that a number of FAA ATCT/TRACON facilities do not meet current seismic code criteria. This program has initiated building improvements to bring the facilities up to a level that will allow them to withstand a seismic event by complying with the Interagency Committee on Seismic Safety in construction standards and the DOT Policy for Seismic Safety of New and Existing DOT Owned or Leased Buildings.

**Core Activity: Conduct Planning Activities (Life-Cycle Assessments, Condition Assessments) to Determine Requirements**

Conduct planning activities (life-cycle assessments, condition assessments, and QuickLooks) to determine requirements.

**Activity Target 1:**

Conduct 15 planning activities ( life-cycle assessments, condition assessments, and QuickLooks) to determine requirements. Due September 30, 2015

**Core Activity: Initiate Improvement-related Projects**

Initiate improvement-related projects.

**Activity Target 1:**

Initiate 132 improvement-related projects. Due September 30, 2015

## **Core Initiative: Fuel Storage Tanks - F13.01-00**

The FAA Fuel Storage Tank (FST) Program designs, fields, and sustains bulk liquid and pressure vessel storage systems that support FAA operations across the NAS. The FST systems are classified under Facility Equipment and Systems Profile designation, TANK, and include the storage tanks (both above ground and underground tanks containing a variety of liquids: gasoline, diesel, propane, oils, glycol, etc.), the flow control devices (pipes, hoses, pumps, valves, etc.), electronic leak detection and inventory control devices (fuel monitoring systems), and electronic/electrical system operation devices (control boards, technician operations stations, switched relays, etc.). The FST program's active inventory includes over 3,000 TANK systems, and historical data is retained on over 1,500 previously closed/removed systems. The majority of FAA storage tanks support electrical generator operations. Standby generators (SX) provide NAS facilities with an alternative power supply during periods of commercial power company outages. Prime generators (PX) provide the sole source for operations electrical power. A loss of integrity on any FST component will affect the operation of the generator systems and may ultimately result in a total facility failure. Storage tanks have historically contained materials that, if accidentally released, could cause an adverse environmental impact or result in personal injury. In response to the risk of accidental release, the Federal government, the various legislatures, county governments, and city jurisdictions have passed statutes specifying the minimum requirements for the construction, installation, removal, and operations of storage tank systems. Additional regulations have been established under the jurisdiction of state, local, and international building codes, fire protection codes, airport operating authority requirements, and Occupational Safety and Health Administration (OSHA) mandates. Failure to comply with all elements of these regulatory requirements exposes the FAA to the risk of fines and other penalties including the loss of the right to use or refill the systems. Implementation costs are amortized against a 20-year system service life cycle. An average of 150 FST system replacements is required annually to sustain NAS operational integrity. TANK system components have differing life cycles so component sustainment requirements continue to accrue within full system replacement life cycles. Additionally, changes in the regulatory environment require immediate response to ensure that fielded units meet current standards. Current major initiatives for the FST program include TANK system upgrades at the ARTCCs and PX facilities. These TANK systems have been redesigned to provide enhanced technician control, increase redundant capacity, and comply with current regulations.

## **Core Activity: Conduct Replacement, Modernization, and Upgrades of the NAS Fuel Storage Tank Portfolio.**

Enhance operational readiness, attain regulatory compliance, and conform to life-cycle management goals for fuel storage tank (FST) systems at national airspace system (NAS) facilities. Conduct replacement, modernization, and upgrades of the NAS FST portfolio.

### **Activity Target 1:**

Replace, modernize, or upgrade 93 NAS storage tank systems selected in accordance with FST program and ATC Facilities' prioritization processes. Due September 30, 2015

## **Core Initiative: FAA Buildings and Equipment Sustainment Support - Unstaffed Infrastructure Sustainment - F12.00-00**

The Unstaffed Infrastructure Sustainment (UIS) program supports NAS structures and equipment to ensure reliable delivery of air traffic control services and capabilities from the 36,293 unstaffed facilities within the NAS. The UIS program is pursuing acquisition program baselines for two program segments. Segment 1 is unstaffed communication infrastructure and segment 2 is unstaffed navigation, surveillance, and weather infrastructure. Segment 1 was approved for the Concept Requirements and Definitions (CRD) phase of the Acquisition Management System (AMS) process and segment 2 is currently scheduled to present for approval to enter the CRD phase. Efforts include major replacement and/or upgrading of real property and structures that are normally not staffed. Projects to renovate unstaffed infrastructure include major upgrade and/or replacement of FAA property including access roads, grounds, security fencing, storm water controls, parking lots, helicopter landing pads, marine structures, security gates, lighting, and walkways. These efforts also include replacement or modernization of FAA facilities and infrastructure including buildings, shelters, roofs, sheds, fuel tanks (heating only), plumbing, heating, ventilating and air conditioning (HVAC) equipment, alarms, and lighting. NAS communication, surveillance, navigation and weather services equipment is currently housed in approximately 36,000 unstaffed facilities around the country. The anticipated service life for most of this infrastructure is 25 years and according to the Facility Service and Equipment Profile (FSEP) database, over 50% of the FAA's current unstaffed infrastructure will exceed its service life within the next 5 years. In addition, the FAA infrastructure portfolio is complex with several facilities located at remote sites, which require unique logistical solutions. The program is also responsible for replacement or

renovation of NAS supporting structures for antennas and other communications, surveillance, navigation and weather equipment. The FAA is required by Public Law 42 USC 7701, Executive Orders 12699 and 12941, and DOT Policy SS-98-01 to fund and execute a cost-effective, long-term earthquake risk-mitigation program. The Seismic Safety Risk Mitigation program develops projects to comply with these mandates, protect the safety of FAA employees, protect the buildings and equipment in earthquake-prone regions, control the cost of mitigation, and reduce the cost of avoidable repairs following an earthquake. Significant and unacceptable occupational safety and health risks (i.e., electrical hazards, fall protection, and physical hazards associated with deteriorated infrastructure) have been identified at over 50 FAA facilities. These risks place the safety of FAA employees conducting maintenance at these facilities at risk and the flying public in jeopardy. The potential for injury, loss of life, loss of buildings and equipment, and the cost of NAS disruptions are entirely avoidable. Initial portfolio analyses have revealed that many unstaffed facilities are not compliant with applicable regulations and standards and that they cannot protect vital air traffic control systems or equipment against premature failure due to environmental impacts (e.g., temperature, excessive corrosion, etc.). While operable, they have a fair to poor overall facility condition index (FCI) (Good Condition is 1.0 - 0.95, Fair Condition is 0.95 - 0.90, Poor Condition is below 0.90) and have impaired or resulted in poor facility accessibility. The structures supporting air-ground communications and navigation and landing aids have been weakened due to environmental factors (e.g., broadcast towers).

### **Core Activity: Complete 120 Unstaffed Infrastructure Projects Located in All Three Service Areas for Communication, Navigation, Surveillance, and Support Services**

Complete 120 unstaffed infrastructure projects (including 1 Top 25 project (AVP MALSR) and 9 projects classified as systemic within the Sustainment Strategic Plan). These projects are located in all 3 service areas, which support communication, navigation, surveillance, and support services.

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

Complete 120 unstaffed infrastructure projects (including nine projects classified as systemic within the Sustainment Strategic Plan). Due September 30, 2015

### **Core Initiative: Power Systems Sustainment Support - F11.01-01**

The Electrical Power Systems Sustainment Support (PS3) (Power) program funds the purchase and

installation of components for backup electric power systems and power regulation and protection equipment. Backup electrical power systems are necessary to allow continued operation of air traffic control facilities when disruptions occur in commercial power sources. These disruptions can result in flights that remain grounded, are placed in airborne holding patterns, or are re-routed to other airports. Reliable backup power systems are installed so air traffic control electronics can maintain required availability and capability and prevent disruptions. These power systems also protect sensitive electronic equipment from commercial power surges and fluctuations. The Power program replaces, refurbishes, and renews components of existing power systems and cable infrastructure when necessary to maintain and improve the overall electrical power quality, reliability, and availability. The Power program is critical to both maintaining and increasing NAS capacity by sustaining the reliability and availability of NAS electrical power equipment.

### **Core Activity: NAS Batteries**

Batteries serve as a backup power source for key NAS facilities, including navigation aids and communications. Batteries provide power for a limited time during major power system disruptions and maintain the function of key systems while the NAS transitions to a safe level of reduced operation. The Power program sustains more than 4,000 battery installations with periodic replacement to ensure reliability.

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

Sustain existing NAS power systems by completing 50 battery replacement projects. Due September 30, 2015

### **Core Activity: Uninterruptible Power Supply (UPS)**

A UPS is a device that conditions commercial power and prevents power disruptions and surges from adversely affecting electronic system performance. A UPS is necessary to ensure the continuity of air traffic control by preventing power disruptions to NAS critical infrastructure. The Power program currently sustains 1,783 UPS units with an expected service life cycle of 20 years. A significant portion of the UPS inventory requires replacement due to reliability and supportability issues attributable to age. UPS batteries require refurbishment on a 4-year cycle.

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

Sustain existing NAS power systems by completing 15 UPS replacement projects. Due September 30, 2015

## **Core Activity: Direct Current (DC) Power Systems**

DC power systems are used to provide a low-cost, short-term alternative to an engine generator. They increase critical safety electronic system availability, which prevents commercial power disturbances of up to several hours from disrupting air traffic operations. The PS3 Program sustains 541 DC power systems with a service life cycle of up to 15 years.

### **Activity Target 1:**

Sustain existing NAS power systems by completing 20 Direct Current Backup System (DCBUS) replacements projects. Due September 30, 2015

## **Core Activity: En Route Power Systems**

The FAA operates power systems at 21 air route traffic control centers (ARTCCs). Because of the critical role of en route centers in the NAS, 100% of their power systems require sustained funding in order to maintain reliability. The Los Angeles ARTCC outage highlighted a system flaw or single point of failure that can lead to the loss of all critical and essential power. On July 18, 2006, the ARTCC Critical and Essential Power System (ACEPS) Critical Power Distribution System (CPDS) supporting Los Angeles En Route Center failed for two hours due to a loss of two uninterruptible power modules (UPM). The failure caused a complete loss of critical power at the center, including surveillance and communication services, and resulted in the delay of 424 flights. Each ARTCC requires \$8 million to correct this situation and the delivery of the correction takes several years to complete. ACEPS have a payback period of less than 6 months.

### **Activity Target 1:**

Sustain existing NAS power systems by completing one total ARTCC critical and essential power system project. Due September 30, 2015

## **Core Activity: Lightning Protection Grounding, Bonding, and Shielding (LPGBS)**

The LPGBS Program provides a systematic approach to minimizing electrical hazards to personnel, electromagnetic interference, and damage to FAA facilities and electronic equipment from lightning, transients, electrostatic discharge, and power faults. The requirements are considered the necessary minimum to harden sites sufficiently for the FAA missions of preventing delay or loss of service, minimizing or precluding outages, and enhancing personnel safety. Furthermore, the requirements for LPGBS have been coordinated with industry standards and in some cases, exceed industry

standards where necessary to meet the FAA's missions.

### **Activity Target 1:**

Sustain existing NAS power systems by completing 2 Lightning Protection Grounding, Bonding, and Shielding (LPGBS) sustainment projects at Tier 1 airport traffic control towers. Due September 30, 2015

## **Core Activity: Power Cable**

Of the \$4.6 billion NAS power system infrastructure, \$2.2 billion represents power cables at airports essential to the operation of all air traffic. Seventy-five percent of these cables are well beyond the condition and age in which commercial power companies would continue to operate. The top 300 airports require 18 million feet of power cables to sustain operations. Replacement of these cables costs \$120 per foot but would normally be expected to last 30 years. The FAA aims to extend the life of these cables to 60 years with precise identification of candidate cables for replacement. Even with a 60-year life, the annual cost of the cable replacement is estimated to be \$35 million. Replacing unreliable terminal power cables has the highest priority in this request.

### **Activity Target 1:**

Sustain existing NAS power systems by completing 5 power cable replacement projects. Due September 30, 2015

## **Core Activity: Engine Generators**

Engine generators serve as a backup power source for essential NAS electronic systems when commercial power becomes unreliable due to a weather system, natural disaster, or other electrical outage beyond FAA control. The Power program sustains 3,565 NAS engine generators with a useful service life of 24 years. Maintenance of the aged inventory has increased fivefold in 6 years to avoid a significant reduction in reliability and availability.

### **Activity Target 1:**

Sustain existing NAS power systems by completing 45 engine generator replacement projects. Due September 30, 2015

## **Core Initiative: Facility Security Risk Management (FSRM) - Two - F24.01-02**

The Facility Security Risk Management (FSRM) program was established in response to Presidential Decision Directive 63, Critical Infrastructure Protection (later superseded by Homeland Security Presidential Directive 7, Critical Infrastructure Identification,

Prioritization, and Protection), which required all Federal agencies to assess the risks to their critical infrastructure and take steps to mitigate risks. The program provides risk mitigation at all FAA staffed facilities, such as centers, towers, and terminal radar approach control (TRACON) facilities. The program provides an integrated security system that includes access control, surveillance, x-ray machines, metal detection, and intrusion detection. Other upgrades include adding guardhouses, visitor parking, fencing, perimeter hardening, window blast protection, and lighting. The FSRM Program also supports the FAA's response to HSPD-12: Policy for a Common Identification Standard for Federal Employees and Contractors and Public Law 106-528: Airport Security Improvement Act of 2000. The objectives of the program are to comply with the mandates, directives, and orders of the President, Congress, DOT, and the FAA. This includes the installation and maintenance of physical security systems and guard services at designated FAA facilities. This is accomplished through the Security System Design and Integration (SSDI), Corrective Maintenance Contract (CMC) II, and National Security Officer Services (NSOS) contracts.

### **Core Activity: Complete Personal Identification Verification (PIV) Upgrades**

Complete personal identification verification upgrades at security level 1 and 2 facilities, per FAA Order 1600.69.

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

Complete personal identification verification upgrades at 45 security level 1 and security level 2 facilities per FAA Order 1600.69. Due September 30, 2015

### **Core Activity: Certification and Authorization (C&A)**

Certification and authorization (C&A).

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

Complete 18 assigned certification and authorizations (C&A) on ATCF systems. Due September 30, 2015

## **Core Initiative: Mobile Asset Management Program (MAMP) - F31.01-01**

The Mobile Asset Management Program (MAMP) provides easily moveable NAS equipment to restore certain operations during periods of extended equipment outages to ensure continuity of NAS operations. Mobile NAS equipment provides for the continuity or restoral of air traffic control when an air traffic control tower (ATCT) or other NAS system is out of service due to a disaster,

extensive repair, modernization, or upgrade. The equipment is also used to augment air traffic control functions during major public events that may affect air traffic safety. The MAMP provides mobile assets that function as ATCTs, TRACONS, remote transmitter/receiver (RTR) sites, remote communications air/ground (RCAG) sites, and other systems that experience unexpected outages or planned system downtime for non-routine maintenance, modernization, or upgrade. The FAA's mobile assets are in a serious state of disrepair and are often incapable of providing their intended service without first undergoing significant maintenance or repair. The inventory consists of 124 assets that range from 10 kW mobile engine generators (MX) to 4-position, mobile ATCTs (MATCTs). The near-term need is to replace 8 obsolete large 4-position MATCTs and restore the remaining assets to a full operational capability. The 8 large, 4-station MATCTs that were acquired in the 1990s are experiencing serious material failures and must be replaced. Currently, there is no centralized management or logistics support oversight of these assets to keep them in a fully operational condition. As a result of these deficiencies, the FAA is experiencing significant difficulty in providing functional mobile assets when emergency conditions warrant their use. MAMP will provide the mobile assets and the means to manage those assets. Efforts are underway to develop a set of requirements for all mobile assets. These requirements will be the basis for building an inventory of mobile assets that will enable the FAA to respond to planned and unplanned outages in the NAS.

### **Core Activity: Execute Options on Mobile Towers Contract to Acquire a Minimum of Three Large Mobile Air Traffic Control Towers (MATCTs)**

Execute options on mobile towers contract to acquire a minimum of 3 large mobile air traffic control towers (MATCTs).

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

Accept a minimum of 3 large mobile air traffic control towers (MATCT). Due September 30, 2015

### **Core Activity: Establish a National Deployment Center(s)**

Establish a national deployment center(s).

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

Complete and implement plans for development of forward staging areas in the Eastern and Western Service Areas. Due September 30, 2015

## **Core Initiative: Enterprise Configuration Management & Support Team X01.00-00**

Configuration Management (CM) is a vital component of the NAS and life-cycle management of its programs. CM is a disciplined approach for establishing processes, identifying and documenting the functional and physical characteristics of a material item, controlling changes to the characteristics of a configuration item, and reporting and recording of information including maintenance of the configuration records. FAA Order 1800.66 prescribes that CM apply to all NAS systems, subsystems, and components, including the documentation describing the NAS.

### **Core Activity: Perform Configuration Management for the ATC Facilities Directorate**

Perform configuration management for the ATC Facilities directorate.

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

Coordinate and submit 75% of ATC Facilities' directorate evaluations of NAS change proposals (NCPs) and case files. Due September 30, 2015

### **Core Activity: Improve Computer-Aided Engineering Design (CAEG) Software and Investigate Methods for Reducing CAEG Operating Costs**

Improve computer-aided engineering design (CAEG) software and investigate methods for reducing CAEG operating costs.

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

Release the Facility Power Panel Schedule Systems (FPPS) v5, Ph II to provide a repository for updated facility data by May 2015. This effort creates an efficient, cost effective method to improve NAS documentation, in turn improving restorability and maintainability. Due September 30, 2015

### **Core Activity: Develop Parametric Modeling of Facilities for Improved Facility Management**

Develop parametric modeling of facilities for improved facility management.

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

Develop and conduct training for BIM applications in support of 3 projects to be conducted by ATC Facilities (TUS, SMF, CLT). Support BIM efforts conducted at en route facilities. Due September 30, 2015

## **Core Initiative: National Engineering Support Services**

National Engineering Support Services

### **Core Activity: Involve National Engineering Support in All ATO Programs in the Planning and Research and Development Phases of the Acquisition Management System (AMS)**

Involve NES in the investment analysis and solution implementation phases of AMS for ATO F&E programs.

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

Ensure that the 9 programs requiring an implementation strategy and planning document (ISPD) have developed Chapters 5, 6, 8, and 10 prior to deployment of new systems and facilities. Due September 30, 2015

### **Core Activity: Communicate Program Information and Acquisition Status Pertinent to Deployment and Maintenance of New Systems and Facilities**

Communicate program information and acquisition status pertinent to deployment and implementation of new systems and facilities.

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

Create 6 new metrics for the Corporate Workplan Steering Committee, for use in feeding shared goals across the service areas and headquarters organizations. Due September 30, 2015

## **Core Initiative: Long-Range Radar Improvements - Infrastructure Upgrades/Sustainment S04.02-03**

The Long-Range Radar (LRR) Infrastructure Upgrades/Sustainment program modernizes and upgrades the radar facilities that provide aircraft position information to the FAA's en route control centers and other users (e.g., Department of Defense and Homeland Security). These planned improvements also support the installation and life-cycle modernization of the secondary beacon radars (Mode Select and Air Traffic Control Beacon Interrogator), both stand-alone and those co-located with the long-range primary radars. Secondary radars typically have their antennas mounted above the long-range primary radar antennas and the processors are installed in facilities constructed in the 1950s and 1960s. These facilities have reached their service life. They are in an unsatisfactory condition and require renovation and upgrades. Some en route secondary radar service outages were due to leaking

roofs and antiquated air conditioning systems. These outages will result in airline late arrivals and takeoff delays, which could cost millions of dollars per occurrence. The scope of work of the LRR Improvements Program includes engine generator replacement, uninterruptible power supply (UPS), lightning protection, grounding, bonding, and shielding (LPGBS) systems, structural upgrades to support LRR Service Life Extension Program (SLEP) and ATCBI-6 deployments, critical infrastructure systems for both en route secondary beacon and primary radar, repair and replacement of access roads, grounds, storm water controls, security lighting, and walkways, refurbishment of HVAC, cooling fans, duct works, elevators, wiring and lighting systems, and repair or replacement of building and antenna tower roofs, structural components such as foundations, beams, columns, bracings, struts, platforms, walls, and concrete slabs.

### **Core Activity: Upgrade/Sustain Long-range RADARS**

Upgrade/Sustain Long-Range RADARS

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

Complete 9 total HVAC and power distribution system projects and 10 sustainment projects (including roof replacement, employee safety, building and access road repair projects). Due September 30, 2015

### **Core Initiative: Decommissioning F26.01-01**

Plan and implement real property infrastructure dispositions and site restorations at legacy sites that were operational before April 1, 1996 and are now decommissioned and have no supporting program office. This includes infrastructure dispositions and real property site restorations, hazardous materials abatement and/or remediation, and disposition, termination phase one Environmental Due Diligence Audits, and cultural historic preservation and natural resource protection locations.

### **Core Activity: Complete Real Property Disposal Projects for All Service Areas**

Complete real property disposal projects for all service areas.

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

Complete 95 real property disposal projects. These projects typically include but are not limited to: visual aids, navigational aids (NDB, DF, ILS, etc.), radio communications sites including towers (RCO, RTR, etc.), and radio communications link repeater (RCLR) /radio communications link

terminal (RCLT) tower sites. Due September 30, 2015

### **Core Initiative: Environmental Cleanup/HAZMAT F13.02-00**

As of the end of FY12, the FAA has identified 724 contaminated areas at 130 sites nationwide that require investigation, remediation, and closure activities. Environmental cleanup site investigations have indicated that toxic contamination resulted from a variety of hazardous substances including cleaning solvents, fuels, pesticides, asbestos, polychlorinated biphenyls (PCBs), and heavy metals. FAA organizations, including the Mike Monroney Aeronautical Center and the William J. Hughes Technical Center have mandatory remediation and monitoring schedules in place as part of negotiated agreements with regulatory agencies. These agreements require the FAA to remediate contaminated soil and groundwater. Extensive contamination at the FAA Technical Center prompted the Environmental Protection Agency (EPA) to place the site on the EPA National Priorities List, indicating its status as one of the nation's most environmentally dangerous sites (i.e., a Superfund site). In addition, contaminated sites and past noncompliance with the current requirements of the hazardous materials management (HAZMAT) program account for a large portion of the unfunded environmental liabilities (EL) documented in the FAA's Financial Statement. At the end of each fiscal year, the Environmental Site Cleanup Report (ESCR) is published. The ESCR contains current and expected future cleanup activities for the 724 contaminated areas. An estimate of out-year environmental remediation (ER) liabilities is also included in the ESCR. We continue to make good progress toward remediating sites as approximately 5 percent of the existing sites are closed each year. However, additional sites are also added each year, and some of the higher-cost sites are expected to remain open for many years or decades. To clean up these contaminated sites and comply with applicable environmental regulations, the FAA developed the HAZMAT Program. The FAA must continue mandated program activities to achieve compliance with all Federal, state and local environmental cleanup regulations, including the Resource Conservation and Recovery Act of 1976, the Comprehensive Environmental Response, Compensation and Liability Act of 1980, and the Superfund Amendment and Reauthorization Act (SARA) of 1986. FAA program activities include conducting site investigations, managing hazardous materials, including hazardous waste accumulation, handling, and disposal, installing groundwater monitoring wells, remediating site contamination, and operating air pollution controls. The FAA performs assessment, remediation, and closure activities as aggressively and proactively as funding will allow. Future planned efforts include conducting

contaminant investigations, implementing site remediation projects, and completing required regulatory closures.

### **Core Activity: Complete Activities at Five Percent of the Total Sites Listed in the FY 2013 Environmental Site Cleanup Report**

Complete activities at 5 percent of the total sites listed in the FY 2013 Environmental Site Cleanup Report, resulting in no further resources being needed to be applied to these sites.

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

Complete activities at 5% of the total sites listed in the FY 2013 Environmental Site Cleanup Report, resulting in no further resources being needed to be applied to these sites. Due September 30, 2015

### **Core Initiative: Configuration Management Automation (CMA) M03.01-02**

Configuration Management Automation (CMA) is a vital component of the FAA's life-cycle management effort to manage the complexity of today's physical and virtualized IT environments. The CMA architecture is designed with attributes for ensuring effective CM by providing the infrastructure necessary to leverage process-to-process integration, minimize redundancy, and cluster multiple processes around one integration point. The CMA architecture is expected to facilitate development of loosely coupled processes and data integration across the FAA to plan and manage the transition from current capabilities to the Next Generation Air Transportation System (NextGen). CMA will enable the FAA to evolve from CM processes that rely on CM practitioners' institutional knowledge to a scalable, network-centric architecture that ensures effective CM. The CMA solution will use commercial systems and industry standards to reduce developmental and upgrade costs, while simplifying maintenance activities. CMA will provide the FAA reduction of CM-related errors and delays while providing up-to-date CM information to support enterprise-level decision making. CMA will allow the FAA to move from disconnected and incompatible CM information systems to a system that will allow all users simultaneous access to the same standardized information. CMA will facilitate development of loosely coupled processes and data integration across the FAA to plan, manage, and support the agency's transition to the NextGen. CMA will provide NAS change proposal (NCP) process and provide users with visibility into the case file/NCP/CCD processes, and deliver status accounting information relative to change activities for all configuration items in order to add, modify, and decommission NAS and non-NAS equipment. Workflow

processes will be developed to deliver closed-loop life-cycle management environment, with full life-cycle traceability, reportable business transactions based upon complete and accurate data, timely decision-making, and continuous process improvement opportunities.

### **Core Activity: Award Contract for New Enterprise Configuration Management Tool**

Award Contract for New Enterprise Configuration Management Tool.

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

Upon a positive final investment decision (FID) by the JRC in FY15, release a screening information request for legal review toward contract award. Due September 30, 2015

### **Core Initiative: Implement Elements of the FAA Greening Initiative and Other Sustainability and Adaptation Plans**

Facilitate improved FAA performance on the OST "Leadership in Sustainability" scorecard through communication, coordination, guidance, and other activities with LOBs/SOs. Guide and coordinate FAA efforts to plan, implement, and document agency energy and environmental management activities to address national mandates.

### **Core Activity: ATO Support to the Greening Initiative**

ATO support to the Greening Initiative.

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

Make quantifiable progress in completing the "Energy Independence and Security Act (EISA) 432" required evaluations at ATO-covered facilities, document results in the EISA 432 Compliance Tracking System (CTS), and provide AEE with supporting documentation. Due September 30, 2015

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

Make progress on energy and water metering, per the requirements of the December 5, 2013 Presidential Memorandum entitled, "Federal Leadership on Energy Management." Due September 30, 2015

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

Support efforts to input ATO data that is related to meeting the Guiding Principles for High Performance Sustainable Buildings into the

Energy Star Portfolio Manager. Data entry recommended quarterly, but no less than twice a year, and no later than April 1 and September 30. Due September 30, 2015

## **Core Initiative: FAA Environmental Management System (EMS)**

APL is leading the FAA in maintaining an effective Environmental Management System pursuant to Executive Orders 13423 and 13514. APL is providing technical direction, oversight, and support to the FAA in meeting these EO and environmental goals. The FAA EMS Steering Committee is led by AEE and is composed of the appropriate LOBs and staff offices. AEE will develop FAA-wide training and coordinate EMS performance reporting.

### **Core Activity: ATO Support for EMS**

ATO management and staff work continuously to integrate environmental considerations into operations by working to conserve energy and resources and avoid or minimize the use of environmentally detrimental materials. This commitment extends to all ATO facilities and operations, including those relevant to NextGen environmental targets and is implemented and given effect through an ATO-wide environmental management system.

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

Conduct internal ATO audits and 1 higher-tier management review and provide the results to AEE. Due September 30, 2015

## **Core Initiative: Engineering Services (ES)**

Provides engineering services for the design, integration, construction, and installation of NAS hardware, software, and firmware. Directs, manages, and administers the operational and administrative telecommunications program, and the spectrum engineering program. Includes Project Implementation and the Joint Acceptance Inspection program management. Implements the service areas' NAS expansion and modernization program. Manages the delivery of engineering services to other Service Units. Manages the Field Maintenance Program personnel and assets.

### **Core Activity: Eastern Service Area ES (AJW-2E)**

Executes the mission of Technical Operations Services by ensuring effective NAS operation; establishing Service Unit goals, strategies, budgets, and priorities; allocating and managing resources; meeting performance targets, and supplying services,

as requested, to meet the requirements of the Service Units. AJW-2E also develops technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operations of the NAS. In addition, AJW-2E completes scheduled activities to ensure optimal system availability. This includes Project Implementation and Joint Acceptance Inspection (JAI) Program Management.

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

Clear 70% of agreed upon Non-As Built JAI Exceptions within 120 days of District Manager signature date. Due September 30, 2015

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

Clear 70% of agreed upon As Built JAI Exceptions within 180 days of District Manager signature date. Due September 30, 2015

## **Core Activity: Central Service Area ES (AJW-2C)**

Executes the mission of Technical Operations Services by ensuring effective NAS operation; establishing Service Unit goals, strategies, budgets, and priorities; allocating and managing resources; meeting performance targets, and supplying services, as requested, to meet the requirements of the Service Units. AJW-2C also develops technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operations of the NAS. In addition, AJW-2C completes scheduled activities to ensure optimal system availability. This includes Project Implementation and Joint Acceptance Inspection (JAI) Program Management.

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

Clear 70% of agreed upon Non-As Built JAI Exceptions within 120 days of District Manager signature date. Due September 30, 2015

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

Clear 70% of agreed upon As Built JAI Exceptions within 180 days of District Manager signature date. Due September 30, 2015

## **Core Activity: Western Service Area ES (AJW-2W)**

Executes the mission of Technical Operations Services by ensuring effective NAS operation; establishing Service Unit goals, strategies, budgets, and priorities; allocating and managing resources;

meeting performance targets, and supplying services, as requested, to meet the requirements of the Service Units. AJW-2W also develops technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operations of the NAS. In addition, AJW-2W completes scheduled activities to ensure optimal system availability. This includes Project Implementation and Join Acceptance Inspection (JAI) Program Management.

**Activity Target 1:**

Clear 70% of agreed upon Non-As Built JAI Exceptions within 120 days of District Manager signature date. Due September 30, 2015

**Activity Target 2:**

Clear 70% of agreed upon As Built JAI Exceptions within 180 days of District Manager signature date. Due September 30, 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.

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### Core Initiative: Metroplex (Airspace Optimization)

Optimize airspace and procedures in the Metroplex.

#### Core Activity: Metroplex (Airspace Optimization)

The Airspace Optimization Group will begin integrated airspace design and associated activities, including traffic flow analysis and facilitated design and procedures optimization. This will lay the framework for accelerating PBN initiatives, taking a systems approach for airspace design and procedure implementation. The goal for FY15 will be to complete 80% of the Metroplex Business Plan Targets.

**Activity Target 1:**

Complete Metroplex Implementation activities at Northern California. Due June 30, 2015

**Activity Target 2:**

Complete Metroplex Implementation Phase I activities (i.e., training plan and implementation plan for project and facilities) at Atlanta. Due August 31, 2015

**Activity Target 3:**

Begin Metroplex Implementation Phase I activities (i.e., training plan and implementation plan for project and facilities) at Charlotte. Due May 31, 2015

**Activity Target 4:**

Conduct assessment of Las Vegas basin artifacts contributing to PBN procedure implementation. Due May 31, 2015

### Core Activity: Metroplex Support (Airspace Optimization)

The Optimization of Airspace and Procedures in the Metroplex (OAPM) project begin integrated airspace design and associated activities, including traffic flow analysis and facilitated design and procedures optimization. This will lay the framework for accelerating Performance Based Navigation (PBN) initiatives, taking a systems approach for airspace design and procedure implementation. This project is focused on operational optimization, delivering key efficiencies for the nation's busiest metropolitan areas within 2-3 years once work begins at each site.

**Activity Target 1:**

AeroNav Products will participate in all kick-off meetings and any other required meetings/telecons to ensure the completion of one Metroplex Study Team. Due September 30, 2015

**Activity Target 2:**

AeroNav Products will participate in the procedure design phase and provide input on procedure design/waivers to complete Metroplex design work at one location. Due September 30, 2015

**Activity Target 3:**

AeroNav Products will evaluate Metroplex procedure work and coordinate with the project manager on any issues affecting timely development of procedures to ensure Metroplex evaluation activities begin at one Metroplex location. Due September 30, 2015

**Activity Target 4:**

AeroNav Products will participate in post-implementation activities. Due September 30, 2015

### Core Activity: Metroplex (Airspace Optimization) Support

The Optimization of Airspace and Procedures in the Metroplex project begin integrated airspace design and associated activities, including traffic flow analysis and facilitated design and procedures optimization. This will lay the framework for

accelerating Performance Based Navigation (PBN) initiatives, taking a systems approach for airspace design and procedure implementation. This project is focused on operational optimization, delivering key efficiencies for the nation's busiest metropolitan areas within 2-3 years once work begins at each site.

**Activity Target 1:**

Support the implementation efforts for the optimization of airspace and procedures in select Metroplex areas. Due September 30, 2015

**Core Activity: Metroplex Support (Airspace Optimization)**

The Optimization of Airspace and Procedures in the Metroplex project begin integrated airspace design and associated activities, including traffic flow analysis and facilitated design and procedures optimization. This will lay the framework for accelerating Performance Based Navigation (PBN) initiatives, taking a systems approach for airspace design and procedure implementation. This project is focused on operational optimization, delivering key efficiencies for the nation's busiest metropolitan areas within 2-3 years once work begins at each site.

**Activity Target 1:**

Support the implementation efforts for the optimization of airspace and procedures in select Metroplex areas. Due September 30, 2015

**Activity Target 2:**

Support the implementation efforts for the optimization of airspace and procedures in select Metroplex areas. Due September 30, 2015

**Activity Target 3:**

Provide AJT-Air Traffic Services (terminal and en route) SMEs to participate on Study Teams to collect input on current and or planned initiatives, as well as traffic flows and Letter of Agreements (LOAs), etc., and develop recommendations for conceptual airspace and procedure solutions. Due September 30, 2015

**Core Initiative: Performance Based Navigation Integration**

Provide policy oversight and technical guidance for the implementation of Performance Based Navigation (Area Navigation/Required Navigation Performance) routes and procedures.

**Core Activity: Global Implementation of U.S. Performance Based Navigation (PBN)**

Promote global implementation of U.S. Performance Based Navigation (PBN) concepts and applications, including area navigation (RNAV) and required navigation performance (RNP) procedures.

**Activity Target 1:**

Demonstrate RNAV/RNP applications via educational seminars or concept demonstrations as necessary. Due September 30, 2015

**Activity Target 2:**

Support ICAO PBN Study Group meetings, ICAO regional forums, and bilateral forums with expertise and/or position papers as necessary. Due September 30, 2015

**Core Activity: Socialize National Route Structure Program**

Elevate awareness for the National Route Structure Program

**Activity Target 1:**

Gain approval and support from Agency leadership for the National Route Structure Program and work to elevate awareness to both internal and external stakeholders. Due September 30, 2015

**Core Activity: Develop and Implement Performance Based Navigation (PBN) Procedures**

Develop, Revise, and Implement as necessary Performance Based Navigation (PBN) procedures to include: Area Navigation (RNAV), Required Navigation Performance (RNP), in non-Metroplex areas and support OAPM based on targeted benefits.

**Activity Target 1:**

Collaborate with ATO Service Centers to develop, review, revise and/or remove procedures as necessary. Due September 30, 2015

**Core Activity: Flight Inspection/Validation Services supporting PBN**

Flight Inspection/Validation Services in support of Performance Based Navigation procedures. An annual agreement between Performance Based Navigation and Flight Inspection Services (AJW-3) is executed at the beginning of the fiscal year. The agreement provides for the flight inspection/validation prior to publication of Instrument Flight Procedures as required by FAA regulations. AJW-3 will flight check and certify/validate both new and amended procedures as follows: Q Routes, RNAV Departure Procedures (DPs), RNAV Standard Terminal Arrivals (STARs), Terminal "T" Routes, and RNP Special

Aircraft Aircrew Authorization Required (AR) Procedures.

**Activity Target 1:**

Provide FY2015 flight inspection support to the Performance Based Navigation (PBN) Integration program. The agreed upon goals for numbers of Public RNP/ARs and SIDs/STARs to be funded by the program office and provided for inspection/validation will appear in SPIRE along with the monthly status. Due September 30, 2015

**Core Activity: Development and Elevate Awareness for PBN Procedures**

Development and Elevate Awareness for FAA Reauthorization H. R. 658 Sec 213 required PBN procedures at the Core and Non-Core 35 Airports.

**Activity Target 1:**

Complete development and elevate awareness for H. R. 658 Sec 213 Part A required PBN procedures at the Core Airports. Due September 30, 2015

**Activity Target 2:**

Continue development and elevate awareness for H. R. 658 Sec 213 Part B required PBN procedures at the Non-Core 35 Airports. 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**

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:**

Complete all Recommendations to streamline Instrument Flight Procedures (IFP). Due September 30, 2015

**Activity Target 2:**

Participate in quarterly program reviews and more frequent specific reviews as required. Due September 30, 2015

**Activity Target 3:**

Ensure all major milestones are on schedule for completion according to the NAVLean Integrated Master Schedule due dates. Due September 30, 2015

**Core Activity: NAVLean Support - Recommendation #6 and 7**

Complete activities identified to be accomplished in FY2015 that are associated with NAV Lean Recommendation 6; Provide access to, and mandate use of, a single set of data for all IFP providers.

**Activity Target 1:**

Complete user acceptance testing and implementation for Points and Holding Authoritative Source. Due September 30, 2015

**Activity Target 2:**

Deliver and enable data services for Points and Holding Authoritative Source. Due September 30, 2015

**Core Activity: NAVLean Support Recommendation #6**

Complete activities identified to be accomplished in FY2015 that are associated with NAV Lean Recommendation 6; Provide access to, and mandate use of, a single set of data for all IFP providers.

**Activity Target 1:**

Provide SME requirement and management oversight to AIT to align with AIM and AeroNav Products business needs. Due September 30, 2015

**Activity Target 2:**

Complete user acceptance testing and implementation for Q and T routes Authoritative Source. Due September 30, 2015

**Core Initiative: National Procedure Assessment (NPA)**

Develop The National Procedure Assessment (NPA) strategy, finalize plans, determine cost savings and establish targets and implementation plans to achieve and track cost savings as a result of cancellation of underutilized or unused Instrument Flight Procedures (IFPs).

**Core Activity: The Procedure Review, Refine, and Recommend for cancellation team (RRR)**

The Procedure Review, Refine, and Recommend for cancellation team (RRR) administers the process

outlining rulemaking actions required by the National Procedures Assessment- (NPA) initiative. NPA will develop the NPA strategy, finalize plans, determine cost savings and establish targets and implementation plans to achieve and track cost savings as a result of cancellation of underutilized or unused Instrument Flight Procedures (IFPs).

**Activity Target 1:**

Develop individual initiative templates and processes for activities for procedure cancellation. Due March 30, 2015

**Activity Target 2:**

The Procedure Review, Refine, and Recommend for cancellation team, (RRR), will execute plan to cancel procedures and validate plan with industry input. Due June 30, 2015

**Activity Target 3:**

Develop the next category of procedure to consider for cancellation. Finalize plan and begin execution of the cancellation process. Due September 30, 2015

**Activity Target 4:**

The Procedure Review, Refine, and Recommend for cancellation team, (RRR), will develop a comprehensive coordination/education plan and begin coordination and outreach with FAA and Industry Stakeholders. Due September 30, 2015

**Core Activity: Procedure Review, Refine, and remove Team (PRRRT)**

To support agency and stakeholder needs, and manage costs, the PRRRT will review current and planned PBN procedures the PRRRT will be addressing current procedures and ongoing process improvements.

**Activity Target 1:**

The Procedure Review, Refine, and remove Team, (PRRRT), will execute plan to cancel procedures and validate plan with industry input. Due September 30, 2015

**Activity Target 2:**

Collaborate with ATO Service Centers to develop, review, revise and/or remove procedures as necessary. Due September 30, 2015

**Core Activity: Develop, Review, Revise and/or Removal of Procedures**

Collaborate with Head Quarters to develop, review, revise and/or remove procedures as necessary.

**Activity Target 1:**

Service Centers will collaborate with Headquarters to develop, review, revise and/or remove Aeronautical procedures, specifically "Instrument Approach and Instrument Flight Procedures", as necessary. Due September 30, 2015

**Core Activity: Develop, Review, Revise and/or Removal of Procedures Support**

Collaborate with Headquarters to develop, review, revise and/or remove procedures as necessary.

**Activity Target 1:**

Service Centers will collaborate with Headquarters to develop, review, revise and/or remove Aeronautical procedures, specifically "Instrument Approach and Instrument Flight Procedures", as necessary. Due September 30, 2015

**Activity Target 2:**

Service Centers will collaborate with Headquarters to develop, review, revise and/or remove Aeronautical procedures, specifically "Instrument Approach and Instrument Flight Procedures", as necessary. Due September 30, 2015

**Core Activity: National Procedure Assessment (NPA) Support**

The National Procedure Assessment (NPA) will develop the NPA strategy, finalize plans, determine cost savings and establish targets and implementation plans to achieve and track cost savings as a result of cancellation of underutilized or unused Instrument Flight Procedures (IFPs).

**Activity Target 1:**

Provide Subject Matter Expertise to the NPA Initiative. Due September 30, 2015

**Core Measure: Average Daily Capacity**

Maintain an average daily capacity for core airports of 59,122, or higher, arrivals and departures.

**Core Initiative: NY Operational Initiatives**

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

**Core Activity: NY Operational Initiatives**

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

**Activity Target 1:**

Provide support to implement FY15 Integrated Master Schedule ATO Technical Operations activities in support of SA CAT II for HPN R/W 16 and ISP R/W 06 including completion of continuity of service demonstrations for HPN and ISP ILS upgrades. Due September 30, 2015

**Activity Target 2:**

Support PANYNJ Runway Safety Area Improvements at LGA and JFK to help minimize equipment and procedure outages. The LGA R/W 22 Deck extension will change terrain in front of the RWY 04, causing a long term outage until RSA work is complete. Tech Ops will coordinate optimization of LGA LOC 04 for attempted restoration. November, 2014 Due November 30, 2014

**Activity Target 3:**

Provide support to implement FY15 Integrated Master Schedule ATO Terminal activities in support of SA CAT for HPN R/W 16 and ISP R/W 06 including development of AT Standard Operating Procedures and Memorandum of Agreement for ISP R/W 06, and completion of AT familiarization for HPN R/W 16. Due September 30, 2015

**Activity Target 4:**

Support PANYNJ Runway Safety Improvements at LGA and JFK to help minimize equipment and procedure outages. Coordinate flight inspection activities in support of return LGA R/W 04 Localizer to service in November, 2014. Coordinate flight inspection activities in support of JFK including returning of JFK R/W 22 ILS to service. Due September 30, 2015

## **Core Initiative: AJO/AJR-14 TACTICAL NORTHEAST (WA2640NE00)**

Provides leadership to ensure National Airspace System (NAS) efficiency and safety issues are identified and prioritized on behalf of the ATO for appropriate action. Evaluates system performance and provides findings and recommendations to all pertinent ATO managers and ATO senior leadership in the Northeast. Evaluates air traffic and traffic management performance against Agency metrics and goals and provides quantifiable and qualitative feedback and data regarding systemic and geographical performance results. Coordinates with key representatives of the ATO, the military, other Federal agencies, state and local governments, the aviation industry, the regulatory organizations of the FAA and the general public on traffic management and operational issues. Collaborates with aviation stakeholders and

appropriate ATO Managers, in support of a seamless, safe, and efficient air traffic operation, emphasizing a system focus, regardless of geographic location. Conducts stakeholder forums and meetings to address concerns and for follow-up on operational and procedural issues across organizational boundaries. Provides subject matter expertise on traffic management on NextGen development, airspace management and development, policy, solutions and operational programs, systemic trends and interventions, efficiency enhancements including increased NAS capacity, improvements in operational performance and accountability.

### **Core Activity: Airport Arrival Rate (AAR)/Airport Departure Rate (ADR) Decision Making Tool**

Improve Runway Configuration and Average Daily Airport Capacity (ADC) Reporting capabilities: Continue the implementation and integration of the Airport Arrival Rate/Airport Departure Rate (AAR/ADR) Decision Making Tool at the core airports for standardizing the method of reporting current and accurate runway configurations and arrival/departure rates to optimize National Airspace (NAS) efficiencies with the delivery of air traffic.

**Activity Target 1:**

Expand the implementation and integration of the Airport Arrival Rate/Airport Departure Rate (AAR/ADR) Decision Support Tool Calculator for accurate reporting of Operations Information System/National Traffic Management Log (OIS/NTML) entries at the remaining Core Airports. Due September 30, 2015

### **Core Initiative: AJR-G Performance Analysis Core Work**

Executes the mission of System Operations Services by strengthening our customers' decision making by providing planning, metrics, modeling and analysis of the NAS. Establishes goals, strategies, budgets and priorities. Allocates and manages resources to meet performance targets.

### **Core Activity: Forecast Analysis - AJR-G1**

Serves as the official source for National Airspace operational schedules to foster consistency in investment analysis and performance modeling.

**Activity Target 1:**

Produce annual Future Schedules representing seasonal NAS operations for FY15. Due March 30, 2015

**Activity Target 2:**

Provide Future Schedule support for two key FAA operational benefit assessments. Due September 30, 2015

**Activity Target 3:**

Update future schedule algorithms to reflect the best operational representation of NAS activity, NAS constraints and airline scheduling behavior. Due September 30, 2015

**Activity Target 4:**

Produce report on assessment of FAA facility projections. Due September 30, 2015

**Core Activity: Operations Analysis - AJR-G2**

Analyzes data to determine the key drivers of NAS-wide performance. Analyzes airline schedules and behavior to determine their effect on NAS performance. Develops, enhances, and validates ATO modeling tools to simulate and analyze airport and airspace capacities and overall NAS performance.

**Activity Target 1:**

Complete an initial demand projection and update the projections every three months after the initial demand projection is completed. Due September 30, 2015

**Activity Target 2:**

Complete an initial delay projection and update the projections every three months after the initial delay projection is completed. Due September 30, 2015

**Activity Target 3:**

Generate two performance analysis reports. Due August 31, 2015

**Activity Target 4:**

Deliver revised National Airspace System model. Due September 30, 2015

**Core Activity: Economic Analysis - AJR - G3**

Models and analyzes operational and economic data to quantify the impact of aviation on the national economy.

**Activity Target 1:**

Update the economic impact of aviation on the US economy. Due September 30, 2015

**Core Activity: Capacity Analysis - AJR-G5**

Formulates best value and low risk strategies with data driven research, analysis, and planning to support the introduction of new capabilities to improve NAS performance.

**Activity Target 1:**

Provide modeling and analysis studies for other organizations as requested and agreed. Due September 30, 2015

**Activity Target 2:**

Complete two service volume studies. Due September 30, 2015

**Core Initiative: System Capacity, Planning, and Improvements - ATDP (CIP#:M08.28-00)**

The System Capacity, Planning, and Improvements program provides data and analyses on NAS operations to FAA executives and managers to help them identify deficiencies and develop proposals to improve NAS performance. This work includes: \* Airport modeling and analysis using actual data collected from ATC systems in the field to determine the value of potential improvements in airspace or airfield modifications, \* Enhancements of the Performance Data Analysis and Reporting System (PDARS) which is a fully integrated performance measurement tool designed to help the FAA improve the NAS by tracking the daily operations of the Air Traffic Control (ATC) system and their environmental impacts. The PDARS also provides operational data to baseline the measurement and analysis of NextGen capability improvements. \* Development of new Agency level metrics to enhance management awareness of, and response to, system performance, and, \* The benchmarking of ATO performance with other Air Navigation Service Provider (ANSP) to support joint projects done as part of ICAO, Civil Air Navigation Services Organization (CANSO) or Aerospace Transportation Advisory Group (ATAG) work plans. These efforts are performed to respond to inquiries on global flight efficiency performance targets for ATM or more general inquiries on the overall flight inefficiency that may be attributed to ATM. This program also sponsors NAS performance and airport capacity studies where experts from the FAA, academia, and industry collaborate to analyze and develop recommendations for improving capacity and system efficiency, and reducing delays at specific airports. It has the added capability of using its performance measurement systems and operations research to quantify the efficiency of the NAS and form the basis of proposals for overall system improvements.

**Core Activity: System Capacity, Planning, and Improvements**

Provide the FAA with data and analyses on NAS operations to help identify deficiencies and develop proposals to improve NAS performance.

**Activity Target 1:**

Develop concept of operations to convert PDARS into a net centric system. Due September 30, 2015

**Activity Target 2:**

Support PDARS system enhancement and reporting as needed to support NextGen Programs and Technologies Due September 30, 2015

**Activity Target 3:**

Complete connectivity to ERAM to include remaining available sites. Due September 30, 2015

**Activity Target 4:**

Develop PDARS modernization plan. Due September 30, 2015

**Activity Target 5:**

Initiate PDARS replacement contract procurement. Due September 30, 2015

## **Core Initiative: Metrics Harmonization**

Improve and Expand Metrics Harmonization

### **Core Activity: Fuel Usage Data Collection**

Begin collecting and reporting on fuel data from Airlines for America (A4A).

**Activity Target 1:**

Begin collecting and reporting on fuel data from Airlines for America (A4A). Due September 30, 2015

### **Core Activity: Improve and expand metrics harmonization.**

Improve and expand metrics harmonization.

**Activity Target 1:**

Hold two periodic harmonization team reviews. Due September 30, 2015

**Activity Target 2:**

Complete metric recommendation brief to metrics harmonization group utilizing NEXTOR research and procedures from the EU/US Performance Report. Due September 30, 2015

## **Core Initiative: Time-based Metering**

Expand use of time-based metering at air traffic control centers. 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: Transition to Time Based Flow Management (TBFM) (G02A.01-03)**

Transition to Time Based Flow Management (TBFM)

**Activity Target 1:**

Complete TBFM functionality deployment (Fall 2014 release IOC completed). Due November 30, 2014

## **Core Initiative: Post En Route Automation Modernization (ERAM) Release 3 (PER3) (A01.10-01) (CIP#:A01.10-01)**

The Post En Route Automation Modernization (ERAM) Release 3 ("Post ERAM R3") or ("PER3") Program is shown on the Enterprise Architecture NAS Automation Infrastructure roadmap between the "ERAM Program Baseline" and the future evolutionary enhancements of the "En Route Automation NextGen Mid-Term Work Package". The PER3 effort will increase efficiency and add capacity benefits over those established by the baseline ERAM program. It will also build the foundation for incorporating NextGen technologies that mature during the PER3 timeframe. The baseline ERAM program (A01.10-01) has four segments: Enhanced Backup Surveillance (EBUS), En Route Information Display System (ERIDS), ERAM Release 1, and ERAM Releases 2 and 3. The first segment, EBUS was completed during FY2006. The second, ERIDS, was completed in FY2008. ERAM Release 1 replaces the

current Host Computer System with a new automation system that expands the Host's capability so the new system can handle additional airspace capacity, and improve efficiency and safety. From a functionality standpoint, Release 1 contains the capabilities and performance required for acceptable operational suitability and effectiveness. ERAM Releases 2 and 3 contains maintenance upgrade software releases. Releases 2 and 3 will also begin to incorporate NextGen transformational program infrastructure into ERAM including Automatic Dependent Surveillance -- Broadcast (ADS-B) and infrastructure capabilities of Segment 1 of the System Wide Information Management (SWIM) that are consistent with ERAM architecture. This PER3 program supports: 1. Implementation of ERAM functional capabilities and performance required to harness ERAM's full potential for operational effectiveness. These improvements may complement NextGen initiatives, but they are also uniquely critical to ERAM. 2. Hardware replacement and associated software to increase display size and increase processing capacity. These performance enhancements are necessary because the hardware will reach utilization thresholds due to the cumulative effects of adding PER3, DataComm, ADS-B requirements as well as other NextGen capabilities. Other programs will fund ERAM capabilities for implementation during the Post ERAM Release 3 development timeline. Costs for those efforts are not included in this program, although the planning for each of the PER3 software releases allows for software development allocation to accommodate externally funded requirements. This program does not duplicate any efforts budgeted and documented in other programs' CIPs. The PER3 program effort will begin in 2011 with system engineering tasks associated with scoping and defining the PER3 software builds, as well as detailed work on the initial hardware performance upgrade implementation planning. Prime contractor system engineering, software development and implementation begins in 2012 and completes in 2019. Hardware upgrades start in 2012. Scoping the cost and schedule for PER3 has been complicated by several factors. They include prime contractor productivity, yearly training cycles, test time, and externally funded large build efforts -- such as DataComm in approximately 2014 -- which must be merged into one of projected PER3 builds. The benefits of the PER3 efforts will be justified via a business case analysis. This activity is expected to be complete by second quarter, 2011.

**Core Activity: Provide New En Route Technology to Allow for Technology Insertion and Avoid Obsolescence**

Continue replacement of the HOST with En Route Automation Modernization (ERAM).

**Activity Target 1:**

Complete Installation of ERIDS Equipment Components at First Site (for ERAM SE and TR). Due March 31, 2015

**Activity Target 2:**

Complete Installation of ERIDS Equipment Components at Last Site (for ERAM SE and TR). Due September 30, 2015

**Activity Target 3:**

Deploy First ERAM Release Containing System Enhancements (for ERAM SE and TR). Due September 30, 2015

**Activity Target 4:**

Complete Installation of ECG Router Firewall Equipment at First Site (for ERAM SE and TR). Due September 30, 2015

**Core Initiative: ASR-11 - Tech Refresh - Segment 2, S03.02-05**

The ASR-11 Technology Refresh program replaces and upgrades obsolete ASR-11 Commercial Off-The-Shelf (COTS) hardware and software to ensure the continued reliable and cost effective operation of the radar system through its designated lifecycle. This is an ongoing program to address obsolescence and maintenance issues and will be accomplished in separate sequential 5-year segments. The ASR-11 Tech Refresh Segment 2 is being structured to address the following shortfalls identified in the approved ASR-11 Tech Refresh Segment 2 Implementation Strategy and Planning Document: 1) Site Control Data Interface (SCDI) /Operator Maintenance Terminal (OMT) obsolescence. 2) Uninterruptible Power Supply (UPS) capacitor at end of life expectancy. 3) Bring the ASR-11 Radar up-to-date in meeting current Occupational Safety & Health Administration (OSHA) safety regulations. The objective of the Segment 2 program is to insure continued reliable and cost effective operation of the radar system through its designated lifecycle. The Segment 2 Final Investment Decision (FID) was approved in December 2013 This initiative also includes planning for Tech Refresh Segment 3.

**Core Activity: Solution Implementation for ASR-11 Tech Refresh Segment 2**

Solution Implementation for ASR-11 Tech Refresh Segment 2

**Activity Target 1:**

Issue funding for procurement of 15 UPS Capacitor Kits for ASR-11 Tech Refresh. Due March 31, 2015

**Activity Target 2:**

Establish ASR-11 Technology Refreshment Segment 2 Inter-Agency Agreement (IAA) funding with DoD. Due May 31, 2015

## **Core Initiative: Flight Data Input/Output (FDIO) Replacement, A01.11-01**

The FDIO system provides standardized flight plan data, weather information, safety related data, and other information to air traffic controllers at more than 650 Terminal NAS facilities. The FDIO system interfaces to the Enroute automation system, both the Host Computer System (HOST) and the Enroute Automation Modernization (ERAM) system, and provides flight data information to NAS Terminal facilities. The FDIO system retrieves the flight data from the HOST/ERAM and prints this information on paper strips for controllers at the (TRACON, ATCT, and Radar Approach Control (RAPCON) facilities. This information assists controllers in tracking aircraft and anticipating the arrival of aircraft in the sector under their control. The FDIO system also receives data from the TRACON, ATCT, and RAPCON facilities and relays this data back to the HOST/ERAM. The FDIO Replacement program replaces the end-of-life/obsolete FDIO equipment with fully compatible (form/fit/function) COTS and modified COTS equipment. The FDIO system is mainly comprised of computers, servers, monitors, keyboards, printers, and circuit cards that are commercially available. The program is based on a 5 year replacement cycle for the various components in order to maintain system operational availability.

### **Core Activity: Procure and field replacement Flight Data Input/Output (FDIO) system components (terminal server, keyboard, and monitor) at 100 FAA and DoD ATC facilities.**

Procure and field replacement Flight Data Input/Output (FDIO) system components (terminal server, keyboard, and monitor) at 100 FAA and DoD ATC facilities.

**Activity Target 1:**

Accept delivery of replacement FDIO Printer 1st Article units. Due September 30, 2015

**Activity Target 2:**

Procure and make available via SSM 100 FDIO Terminal Servers. Due March 31, 2015

## **Core Initiative: En Route Communications Gateway (ECG) - Technology Refresh, A01.12-02**

The En Route Communications Gateway (ECG) system is a computer system that formats and conveys critical air traffic data to the En Route Automation Modernization (ERAM), Host Computer System (HCS) and the Enhanced Backup Surveillance (EBUS) Systems at the Air Route Traffic Control Centers (ARTCC's). ECG increases the capacity and expandability of the NAS by enabling the current automation systems to use new surveillance technology, such as Automatic Dependence Surveillance Broadcast (ADS-B) and Wide Area Multilateration (WAM). ECG introduces new interface standards and data formats which are required for compatibility with International Civil Aviation Organization (ICAO) standards. ECG also increases capacity to process data to accommodate inputs from additional remote equipment such as radars. The ECG provides the system capacity and expandability to support anticipated increases in air traffic and changes in the operational environment. The ECG was a prerequisite to deploying ERAM software and hardware. The ECG is fully operational at the ARTCC's. Technology refresh will be used to sustain the capability of the ECG system and to ensure that new capabilities or functionality can be incorporated. The ECG Sustainment and Technology Evolution Plan (STEP) details the strategy that is used to sustain the viability of hardware, software, and firmware products used in the ECG system. STEP facilitates Post Production Support of the ECG system and identifies the processes/procedures that will be implemented to support the evolution and sustainment of the ECG system. Replacements of products occur due to product End-of-Life (EOL), End-of-Service (EOS), support termination and performance or supportability limitations. The following components will be deployed to the ARTCC's to address EOL and EOS status; ECG Workstations (Maintenance Workstation - MWS and Support Workstation - SWS), Monitors, and Printers.

### **Core Activity: Technology Refresh Goals**

Deliver SSM-ECG-064 for Workstation and Printer tech refresh. Deliver SSM-ECG-066 for ECG Maintenance LAN tech refresh. Begin Design and Development of Interface Processor (IP), Magma Chassis, and Intelligent Communication Adapter (ICA) cards.

**Activity Target 1:**

Procure ECG Tech Refresh hardware including IP, LPE, and Chassis. Due March 31, 2015

**Activity Target 2:**

Procure RAPPI Tech Refresh Personal Computer (PC) hardware. Due September 30, 2015

## **Core Initiative: Integrated Display System (IDS) - Replacement, A03.05-01**

The Integrated Display Systems (IDS) program provides rapid retrieval and display of a wide range of weather, operational support, and administrative information to air traffic controllers and other required users in the terminal environment. Integrated Display Systems consolidate operational information to provide a tool to exchange information that impacts the control of air traffic. The presentation of multiple sources of data on a single display, allows for decision making by controllers thus increasing efficiency of operations. The FAA began regional procurements in 1990 and currently has 2,230 IDS-4 workstations located at approximately 390 FAA facilities nationwide. Recent obsolescence issues and loss of proprietary software support make it necessary to replace this system to sustain its functionality. The IDS Replacement program modernizes the IDS-4 system with current technology at 71 existing IDS-4 networks, including 1,944 IDS-4 workstations, at 256 sites. (Instead of replacing systems at some smaller sites, existing systems at larger sites will be repurposed to the smaller sites.) The prime contract was awarded in May 2010 and design efforts were completed in late 2011. The program was rebaselined in March 2013. Deployment will occur from 2013 to 2017.

### **Core Activity: Achieve IOC for 12 IDSR networks.**

Achieve IOC for 12 IDSR networks.

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

Achieve Initial Operational Capability (IOC) at 12 IDSR Sites. Due September 30, 2015

## **Core Initiative: Standard Terminal Automation Replacement System - Technical Refresh (TAMR Phase 1), A04.01-01**

The Standard Terminal Automation Replacement System (STARS) is a joint Department of Defense and Department of Transportation (FAA) program to modernize terminal air traffic control automation systems. The STARS is a digital processing and display system that replaces the aging air traffic control equipment at our Automated Radar Terminal System (ARTS) IIIA and other high activity Terminal Radar Approach Control (TRACON) facilities and airport traffic control towers. Air traffic controllers use the STARS automation and displays to ensure the safe separation of aircraft (both military and civilian) within the nation's airspace. The final TAMR Phase 1 site was completed in June 2010 with the installation of STARS equipment at the newly-constructed Dayton Tower facility. The 47

STARS baseline deployments are complete, and STARS is in the Hardware Technology Refreshment phase of its life cycle. This investment is part of a phased approach to modernizing our terminal air traffic control equipment. The program updates existing TRACONs and towers with state-of-the-art systems featuring high-resolution LCD color displays, processors, storage devices, and enhanced memory. Communications lines are upgraded to accommodate the increased data requirements as a result of the upgrade and system performance requirements. The system is expandable to accommodate future air traffic growth and new hardware. TAMR Phase 1 technology refresh is necessary to address technology, mobility, and security gaps with the existing systems. Planning for technology refreshment enables identification and qualification of affected components before they become inoperable due to obsolescence. For example, the processor currently used in STARS is no longer available from the manufacturer. The consequences of obsolescence have collateral implications in the areas of engineering, training, maintenance and many other disciplines. Technical Refresh is needed to address changes in hardware and to support the STARS upgrades needed for enhanced performance and capacity in support of NextGen initiatives. Enhancements are needed for the continuation of STARS software enhancements which will include system performance, efficiency, safety, corrective/perfective changes, and security modifications to the software baseline and to continue to provide for program and system engineering, technical support, and operational/suitability testing of software and system enhancements.

### **Core Activity: Complete critical activities to PMOs Marquee Programs - TAMR Phase 1**

Complete critical activities to PMOs Marquee Programs

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

Achieve Initial Operational Capability (IOC) at 1 TAMR Phase 1 (STARS) site. Due April 30, 2015

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

Complete system hardware delivery to 3 operational TAMR Phase 1 sites. Due September 30, 2015

## **Core Initiative: ASR-9 SLEP, Phase 2 - (CIP#: S03.01-09)**

The Airport Surveillance Radar Model 9 (ASR-9) provides aircraft target and weather information to air traffic controllers, which reduces delays and improves safety at high activity airports. The ASR-9 tracks all aircraft within its range and provides those tracks, as

well as six-level weather intensity information, to terminal automation systems. Air traffic controllers utilize this information to safely and efficiently separate aircraft in the terminal environment. The ASR-9 also provides data to AMASS and ASDE-X to aid in the prevention of accidents resulting from runway incursions. Without modifications to the ASR-9, the system will continue to experience decreasing reliability and availability over time. The supportability of the ASR-9 system is at risk due to the lack of commercial availability of some components. The ASR-9 was procured in the mid-1980s and fielded between 1989 and 1994. The system is expected to remain operational until 2028; however, the radar systems are becoming difficult to maintain. The system uses hardware and software architectures which are becoming increasingly difficult to procure, and some of which are obsolete, resulting in cannibalization and re-engineering for short term results as a means to repair or refurbish in order to maintain this vital system. The Service Life Extension Program (SLEP) Phase 2 Final Investment Decision (FID) was approved on June 27, 2012 to address obsolescence and supply/support issues of system Lowest Replaceable Units (LRUs) and components within the ASR-9 system. The sustainment of the ASR-9 aligns with the NAS Enterprise Architecture Surveillance Roadmap Decision Points. Based on this strategy ASR-9 systems will remain in service through 2028.

### **Core Activity: Solution Implementation ASR-9 SLEP, Phase 2**

Solution Implementation in support of SLEP Phase 2 project: - Begin Deployment of the Digital Remote SCIP Replacement (DRSR) - Conduct Key Site for the Transmitter Backplane. Procure Spectrum Analyzer.

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

Operational Test & Evaluation (OT&E) completed for all projects (ASR-9 SLEP). Due September 30, 2015

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

Begin Deployment of the Digital Remote SCIP Replacement (DRSR). Due August 31, 2015

### **Core Initiative: Surveillance Interface Modernization (SIM), S13.01-01**

The Surveillance Interface Modernization (SIM) Program will modernize the interfaces between FAA surveillance radar, automation, and specific weather systems for both Terminal and En-Route airspace environments. Currently, surveillance data from existing legacy radars is distributed to dedicated automation systems over serial point-to-point interfaces using legacy Common Digitizer message format [version 2] (CD-2). Additional physical connections will be required to distribute data to

additional facilities and external users. Inherent limitations of point-to-point connectivity and legacy CD-2 data formats restrict the distribution of surveillance information to other users and limit the capability to use additional radar data information not currently used by the FAA. Depending on the SIM alternative that is selected, additional data capabilities could be provided to both the surveillance data content capabilities and the transport capabilities. SIM will convert the radar and automation systems from the serial point-to-point interfaces to flexible Internet Protocol (IP) addressable interfaces, and transmit them over a secure network. Upgrading from serial to IP data interface formats will ensure greater flexibility and expandability in data delivery to FAA and external data users, simplify circuit management, and provide a platform to enforce security policies, and provide direct performance metrics. The SIM IP interface will reduce the maintenance costs of legacy serial interfaces and reduce the costs for the implementation of future systems. Access to additional radar data enables performance enhancements for Air Traffic Control (ATC) automation systems and supports future NextGen operational improvements (OIs), the enhancement of future facilities capabilities, and provides improved backup capabilities when Automatic Dependent Surveillance - Broadcast (ADS-B) surveillance transitions as a primary resource of aircraft position reporting. SIM will provide expanded radar data information not currently possible with the legacy CD-2 data format. In two of the potential SIM implementation alternatives, All-Purpose Structure Eurocontrol Radar Information Exchange (ASTERIX) data format will carry additional data fields to improve automation platform tracker, display, and safety logic performance. This data format will also transmit extensive radar data available at the radar sensor but not currently provided to the automation platform due to CD-2 limitations. The more extensive data format includes distinct 24-bit aircraft address, a time stamp associated with the aircraft position, Mode S data link access to aircraft sensors, and additional positional resolution bits which provide a more accurate determination of an aircraft's location. The SIM program received Investment Analysis Readiness Decision (IARD) November 16, 2011. The SIM program is scheduled for the Initial Investment Decision (IID) in March 2015 and Final Investment Decision (FID) in March 2016.

### **Core Activity: Investment Analysis for Surveillance Interface Modernization (SIM)**

Surveillance Interface Modernization (SIM) Investment Analysis activities to support progress towards Initial Investment Decision (IID).

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

Submit draft SIM Final Implementation Strategy

and Planning Document (ISPD) for approval. Due September 30, 2015

**Activity Target 2:**

Submit draft SIM Final Program Requirements Document (fPRD) for approval. Due September 30, 2015

**Core Initiative: Mobile Airport Surveillance Radar (MASR), S03.02-06**

The Mobile Airport Surveillance Radar (MASR) is a terminal surveillance radar capability that can be moved from site to site to support radar relocations, temporary planned outages of an existing radar for installation of upgrades and emergency operations when existing systems are damaged. This system includes both primary and secondary radar systems and will have the performance capabilities of existing systems. The MASR can be deployed quickly within known, short-duration timeframes and be compatible with all air traffic control towers (ATCT), Terminal Radar Approach Controls (TRACON), Air Route Traffic Control Centers (ARTCC), and their associated automation systems. The MASR system architecture will support a reusable, service-oriented capability with an emphasis on providing the terminal surveillance service efficiently and quickly. The system will have interfaces for power, mechanical, data, and remote monitoring and control. It will be designed to function as an existing ASR-8, ASR-9 or ASR-11 terminal radars as needed and be interoperable with their associated automation interfaces.

**Core Activity: Solution Development for Mobile Airport Surveillance Radar (MASR)**

To support progress towards solution development of Mobile ASR-11 and Refurbishment of ASR-9/Mode-S.

**Activity Target 1:**

Factory acceptance testing (FAT) completed (Mobile ASR-11). Due March 31, 2015

**Activity Target 2:**

System delivered to test and evaluation site (Mobile ASR-11). Due June 30, 2015

**Activity Target 3:**

Complete Refurbishment of second ASR-9/Mode-S System. Due March 31, 2015

**Core Initiative: MODE S SLEP, Phase 2 - (CIP#: S03.01-08)**

The Mode Select (Mode S) Service Life Extension Program (SLEP) Phase 2 program will implement modifications to the Mode S system to sustain

secondary surveillance service through 2025. The Beacon Video Reconstitutor (BVR) will be replaced with more modern components. Four (4) critical Lowest Replaceable Units (LRU) of the Mode S system that process radar data will be redesigned in addition to the depot replenishment of High Gain Open Planar Array (HGOPA), Maintenance Terminals, Keyboard Cathode Ray Tube and Non-Volatile Memory to address obsolescence and supply/support issues. The sustainment of the Mode S system aligns with the NAS Enterprise Architecture (EA), and the Automatic Dependent Surveillance Broadcast (ADS-B) back-up strategy. The Mode Select (Mode S) is a secondary surveillance radar system that provides beacon or secondary aircraft surveillance in en route and terminal airspace. The Mode S uses selective beacon detection technology to provide target data as digital formatted messages and analog video tailored for automation and display systems. The Mode S is integrated with co-located Airport Surveillance Radar Model 9 (ASR-9) and ASR-8, Air Route Surveillance Radar Models 1 and 2 (ARSR 1 and 2) and Common Air Route Surveillance Radar (CARSR). The Mode S system is capable of providing correlated radar and beacon reports and weather map reports to NAS en route and terminal automation, U.S. Department of Defense (DoD), and other users. Digital aircraft location data is provided in ASR-9/Common Digitizer (ASR/CD) format to FAA automation systems at Terminal Radar Approach Control (TRACON) and Air Route Traffic Control Center (ARTCC) facilities, DoD, and other external organizations. JRC approved the Final Investment Decision (FID) for the Phase 2 program on June 27, 2012.

**Core Activity: Solution Implementation MODE S SLEP, Phase 2**

Solution Implementation in support of SLEP Phase 2 project: - Complete Deployment of Beacon Video Reconstitutor (BVR) - Begin Depot Replenishment of Non-Volatile Memory (NVMEM) Chips

**Activity Target 1:**

BVR installation at first site completed (Mode S SLEP). Due March 31, 2015

**Activity Target 2:**

Operational Test & Evaluation (OT&E) completed for all projects (Mode S SLEP). Due January 31, 2015

**Core Initiative: Achieve the Annual Terminal Automation Systems Performance Target through TFOS activities - (WAZ5240000)**

Maintain the operation of the NAS Terminal environment by sustaining the terminal automation systems of Towers and TRACONs to meet target levels of Performance.

### **Core Activity: Achieve the Annual Terminal Automation Systems Performance Target through TFOS Activities**

Maintain the operation of the NAS Terminal environment by sustaining the terminal automation systems of Towers and TRACONs to meet target levels of Performance.

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

Complete availability analysis report to validate 99.7% adjusted equipment availability for terminal automation systems for the months of July 2014 through December 2014. Due February 28, 2015

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

Complete availability analysis report to validate 99.7% adjusted equipment availability for terminal automation systems for the months of January 2015 through June 2015. Due September 30, 2015

### **Core Initiative: Terminal Automation Modernization Replacement (Phase 3 Segment 2)**

Replaces 91 ARTS IIE and six ARTS IE systems with STARS hardware, software, and displays at all Terminal Radar Approach Control (TRACONs) and their associated Airport Traffic Control Towers (ATCTs) by 2019, and enables ADS-B capabilities for controllers. TAMR Phase 3 Segment 2 will complete the convergence to a single automation platform in the Terminal domain.

### **Core Activity: Complete critical activities to PMOs Marquee Programs - TAMR Phase 3, Segment 2**

Complete critical activities to PMOs Marquee Programs

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

Complete system hardware delivery to 5 TAMR Phase 3 Segment 2 sites. Due April 30, 2015

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

Achieve Initial Operational Capability (IOC) at 5 TAMR Phase 3 Seg 2 sites. Due August 31, 2015

### **Core Initiative: Terminal Automation Modernization - Replacement (TAMR) - Phase 3, Segment 1**

The TAMR program provides a phased approach to modernizing the automation systems at the FAA's Terminal Radar Approach Control (TRACON) facilities and their associated Airport Traffic Control Towers (ATCT) throughout the NAS. On December 21, 2011, the TAMR Phase 3 Segment 1 Program received a Final Investment Decision from the JRC. The program will replace the existing CARTS IIIIE air traffic control management systems at eleven (11) sites with STARS hardware and software components. This is necessary to prevent market obsolescent conditions and enable the convergence to a single Terminal Automation hardware and software platform by 2017, thereby prevent market obsolescent conditions and ensuring the adoption of near term NextGen capabilities at those sites. Collectively, the sites covered under the scope of the TAMR Phase 3 Segment 1 program are: Northern California TRACON (NCT), Southern California (SCT), Potomac TRACON (PCT), Atlanta TRACON (A80), Dallas-Ft. Worth TRACON (D10), New York TRACON (N90), Louisville TRACON (SDF), Denver TRACON (D01), Minneapolis TRACON (M98), St. Louis TRACON (T75), and Chicago TRACON (C90).

### **Core Activity: TAMR Phase 3, Segment 1**

Terminal Automation Modernization - Replacement (TAMR) - Phase 3, Segment 1

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

Achieve Contractor Acceptance Inspection (CAI) for operational TAMR Phase 3 Seg 1 system at 9th site. Due August 31, 2015

### **Core Initiative: ASR-9 and Mode S SLEP Phase 3 Planning - (S03.01-11)**

The Airport Surveillance Radar Model 9 (ASR-9) and Mode Select (Mode S) Service Life Extension Program (SLEP) Phase 3 Planning program will perform engineering studies to determine the scope of the ASR-9 and Mode S SLEP Phase 3 activities. The program will also develop prototypes for a Data Communications Equipment (DCE), Receiver Protector, and four (4) Critical Lowest Replaceable Units (LRU) for evaluation purposes. These and other components of the ASR-9 and Mode S radar systems will not remain supportable through 2028. The purpose of these studies is to determine the extent of re-engineering and system modifications needed. An Investment Analysis Review Decision (IARD) for Phase 3 is planned for September 2015. Final Investment Decision (FID) for Phase 3 is planned for March 2017. When the FID is achieved, new projects will be established to implement the approved SLEP activities for ASR-9 and Mode S.

## **Core Activity: Planning ASR-9 and Mode S SLEP Phase 3**

Prepare Shortfall Analysis Report for ASR-9 and Mode S SLEP Phase 3

### **Activity Target 1:**

Submit draft ASR-9 Phase 3 Preliminary Program Requirements Document (pPRD) for approval. Due July 31, 2015

### **Activity Target 2:**

Submit draft ASR-9 SLEP Phase 3 Shortfall Analysis report for approval. Due August 31, 2015

### **Activity Target 3:**

Submit draft Mode-S SLEP Phase 3 shortfall analysis report for approval. Due August 31, 2015

### **Activity Target 4:**

Submit draft Mode-S Phase 3 Preliminary Program Requirements Document (pPRD) for approval. Due September 30, 2015

## **Core Initiative: ADS-B National Implementation - Segments 1 and 2, G02S.01-01**

Air Traffic Control (ATC) surveillance and aircraft separation services are currently provided using primary and secondary surveillance radar systems in the U.S. National Airspace System (NAS). A need to improve the FAA's surveillance capabilities, in the surface, terminal, en route and oceanic airspace, must be balanced with a more efficient and affordable solution to accommodate the projected capacity demands. The Federal Aviation Administration (FAA) determined that Automatic Dependent Surveillance-Broadcast (ADS-B), with Traffic Information Services-Broadcast (TIS-B) and Flight Information Services-Broadcast (FIS-B), is a viable technology solution to meet the challenges of the future. This ability to use the ADS-B technology as a surveillance source is made possible due to advancements in surveillance techniques, satellite-based navigation, avionics, and communication data links.

### **Core Activity: ADS-B National Implementation - Segment 1 and 2:**

Several ADS-B national rollout milestones were completed in 2014, including deployment of the baseline ADS-B radio station infrastructure and acceptance testing of services in those geographic areas, or service volumes, included in the original baseline. ADS-B integration with ATOP is underway, and deployment of fusion capability for ATC Separation Services on automation platforms continues. Further development of ATC Spacing

Services i.e.; Ground Based Interval Management-Spacing (GIM-S) (En Route only), and future applications i.e.; spacing flight trials for Flight Deck Based Interval Management-Spacing (FIM-S), In-Trail Procedure (ITP) operational evaluation, and Traffic Situational Awareness with Alerts (TSAA) flight tests are in various stages of requirements definition, design, development, and evaluation.

### **Activity Target 1:**

Complete rotorcraft flight test with FFS ADS-B in support of the Alaska Avionics Upgrade Project. Due July 31, 2015

### **Activity Target 2:**

Achieve ADS-B Surface Advisory Services Initial Operational Capability (IOC) at the 36th site. Due June 30, 2015

### **Activity Target 3:**

Complete 1st Radio Station Construction in support of Gulf of Mexico Expansion. Due June 30, 2015

### **Activity Target 4:**

Achieve ADS-B Terminal Separation Services Initial Operational Capability (IOC) at the 64th site. Due September 30, 2015

### **Activity Target 5:**

Complete validation for multi-center for GIM-S. Due March 31, 2015

## **Core Activity: ADS-B National Implementation - Segments 1 and 2, G02S.01-01**

ADS-B National Implementation - Segments 1 and 2, G02S.01-01

### **Activity Target 1:**

Provide FY2015 flight inspection support to the ADS-B program. The agreed to goals in terms of the numbers of Enroute and Terminal systems to be funded by the program office and provided for inspection/validation will appear in SPIRE along with the monthly status. Due September 30, 2015

## **Core Initiative: FLEX Terminal Flight Data Manager**

FLEX Terminal Flight Data Manager (TFDM) (CIP#:G06A.03-01). The TFDM program will deliver to tower Air Traffic Controllers (ATC) and FAA traffic managers NextGen decision support capabilities that integrate flight, surface surveillance, and traffic management information. TFDM will provide an approach for the collection, distribution, and update of

flight data information in the terminal area and to improve access to information for the safe and efficient control of air traffic. The use of Electronic Flight Data and Strips (EFD/EFS) will allow tower controllers to maintain an integrated view of the air traffic environment, improving situational awareness of airport operations. TFDM will also provide more efficient and safe airport operations by management of airport surface traffic sequencing and scheduling. TFDM will automate the manual flight data processes to enable enhanced data sharing between the Tower, the En Route, and Approach Control ATCs, Traffic Flow Management (TFM), and Flight/Airline Operations domains. This eliminates the necessity of physical exchange of flight data, reduces telephone exchange of data between facilities, and reduces manual re-entry of data among multiple ATC systems. This will also facilitate data exchange with aviation partners (airlines and flight operators) to support collaborative decision making. TFDM will deliver multiple NAS benefits; reduced surface delay, taxi time, fuel burn, and reduced CO2 emissions, improved airport utilization during times when demand exceeds capacity, improved shared situational awareness and enhanced safety.

**Core Activity: Develop documentation to support the TFDM system procurement.**

Coordinate additional program support as required with other ATO Service Units

**Activity Target 1:**

Release the Draft Terminal Flight Data Manager (TFDM) Screening Information Request (SIR).  
Due March 31, 2015

**Activity Target 2:**

Release Terminal Flight Data Manager (TFDM) Screening Information Request (SIR). Due  
September 30, 2015

**Core Initiative: Logistics Center Support System (M21.04-01)**

Logistics Center Support System (M21.04-01)

**Core Activity: Logistics Center Support System (M21.04-01)**

Logistics Center Support System (M21.04-01)

**Activity Target 1:**

LCSS Initial operational capability (IOC). Due May  
31, 2015

**Activity Target 2:**

Operational Evaluation Completed (for LCSS).  
Due January 31, 2015

**Core Initiative: M54.01-01 Traffic Alert and Collision Avoidance System (TCAS)**

The Airborne Collision Avoidance System X (ACAS X) is being developed to meet future collision avoidance requirements. The ACAS X program will provide guidance and technical expertise to RTCA in order to develop the functional architecture, functional interfaces and requirements for the next generation of collision avoidance capability, which will replace the existing Traffic Alert and Collision Avoidance Systems II (TCAS II). TCAS II is required in US airspace for all commercial aircraft with 30 or more seats and on all cargo aircraft greater than 33,000 pounds. ACAS X will reduce the number of nuisance Resolution Advisories (RA) in US airspace and better support future operations. The program will be performing simulations, developing prototypes, and advancing performance specifications that will result in the development of Minimum Operational Performance Standard (MOPS), Technical Standard Order (TSO) and Advisory Circular (AC) documentation. Manufacturers will produce the ACAS X equipment in accordance with those documents. The program will also provide sustainment of TCAS II field equipment, encounter models, toolsets and certification support for manufacturer equipment. The ACAS X system will address shortfalls in the legacy TCAS II system. First, the system architecture will be designed so that changes to the threat detection and resolution logic can be made quickly using an automated process. This flexibility will be very useful for future adaptations to NextGen operations and for unmanned aircraft system (UAS) encounter profiles / patterns. Second, ACAS X will be able to accommodate a variety of different sensor types and will have enough flexibility to accommodate new generations of sensors where necessary (including data from ADS-B Airborne Position Messages); this will be especially important when it comes to adapting ACAS X for UAS. Third, ACAS X will reduce the number of "nuisance alerts" while simultaneously providing a reduced probability of near mid-air collision. The initial ACAS X systems will have two variants: ACAS Xa: A variant of ACAS X which will use active interrogations and replies in concert with passive reception of ADS-B information to perform surveillance. ACAS Xa is the variant of ACAS X most similar to TCAS II in its form and function. ACAS Xo: A variant of ACAS X intended for use with NextGen operations where other variants of ACAS X would generate unacceptably high rates of RAs if used. An example of such an operation would be Closely-spaced Parallel Operations (CSPO). This variant will be used in conjunction with ACAS Xa.

**Core Activity: M54.01-01 Traffic Alert and Collision Avoidance System (TCAS)**

Traffic Alert and Collision Avoidance System (TCAS)

**Activity Target 1:**  
Complete ACAS XA and XO Full Flight Test of Prototypes. Due September 30, 2015

**Activity Target 2:**  
Freeze Design for STM Module and TRM Module for ACAS XO. Due April 30, 2015

**Activity Target 3:**  
Freeze Design for Surveillance and Tracking Module (STM) and Threat Resolution Monitor (TRM) Module for ACAS XA. Due September 30, 2015

## **Core Initiative: Global Positioning System (GPS) Civil Requirements, N12.03-01**

The Global Positioning System (GPS) is a satellite-based system that provides position, navigation and timing (PNT) service for use by the U.S. government and world-wide users with no direct user charges. GPS provides two PNT services 1) the Precise Positioning Service (PPS), using dual L1P(Y) and L2P(Y) signals, and 2) the Standard Positioning Service (SPS), using the single L1C/A signal. L1P(Y)/L2P(Y) is the military precise coded GPS signal. The program is necessary to provide civil signal performance to all users, including domestic and international. The civil monitoring capability allows the United States to validate performance against the standards published for GPS signals and provide global leadership for all GNSS service providers, such as GALILEO-Europe, GLONASS - Russia and BEIDOU - China. In addition, civil monitoring allows the US to effectively monitor worldwide GPS and provide civil users such as Department of Agriculture, Commerce, and NASA, with confirmation and assurance of system performance. Currently, the GPS operational control segment does not monitor all civil signals so it may take several hours to detect an anomaly on an unmonitored signal. The Civil Signal Monitoring capability closes this gap by providing monitoring for all existing civil signals and the new civil signals being implemented through GPS modernization. Civil Signal Monitoring provides a real-time interface between the GPS Operator and the status of the entire GPS civil signal outputs.

### **Core Activity: Implement DOT/DOD MOA for Civil Unique Requirements**

Provide funding to the Air Force Global Positioning System (GPS) Directorate in support of the DOT/DOD Memorandum of Agreement (MOA) for Civil Unique Requirements.

**Activity Target 1:**  
Provide funding to the Air Force Global Positioning

System (GPS) Directorate in support of the implementation of Civil Signal Monitoring. Due September 30, 2015

## **Core Initiative: RVR Enhanced Low Visibility Operations (ELVO) - (N08.03-01) (CIP#:N08.03-01)**

Ensure safe and efficient transition of aircraft from en route to terminal airspace with appropriate sequencing and spacing.

**Relationship to Measure:** TBD

### **Core Activity: FLEX Trajectory Mgmt -- Reduced Visibility Operations**

Improve capacity and efficiency in low visibility conditions.

**Activity Target 1:**  
Procure three (3) Instrument Landing Systems (ILS). Due June 30, 2015

**Activity Target 2:**  
Initiate implementation activities for three (3) ILS and four (4) RVR projects in support of the ELVO Phase II program. Due June 30, 2015

**Activity Target 3:**  
Complete installation of navigational aid(s) at two (2) locations (San Jose and ISLIP) in support of the ELVO Phase II program. Due September 30, 2015

**Activity Target 4:**  
Declare Special Authorization (CAT) II Service Availability at one (1) location in support of the ELVO Phase II program. Due September 30, 2015

## **Core Initiative: Very High Frequency Omni-Directional Range (VOR) Collocated with Tactical Air Navigation (VORTAC) - (N06.00-00)**

There are over 1,000 VORTACs or VORs with DME currently operating in the United States. These radio aids to navigation help pilots accurately determine their location in all weather conditions. They are used by many pilots as a primary navigation aid, and direct lines between VORs are used to define established air routes. VORs may be replaced by satellite navigation or other existing systems in the future, but until they are decommissioned, they will be an important aid to navigation and must be modernized. This program replaces, relocates, or converts VOR and VORTAC facilities to improve NAS efficiency and capacity. VOR,

Tactical Air Navigation (TACAN) and VORTAC (combination VOR and TACAN) systems provide navigational guidance for civilian and military aircraft in both the en route and terminal areas. The FAA navigation roadmap indicates that decisions will be made in the future regarding whether VOR or TACAN systems will remain in service or be shut down. If they are retained, they will serve as a backup to satellite navigation and continue to define VOR routes and procedures for legacy users. VORTAC supports the transition to both RNAV and the NextGen by maintaining the present level of en route and terminal navigation service. Until that transition is complete, VORTACs must remain in service and they must be relocated, technologically refreshed, or replaced. Currently 60% of the VORTAC systems are beyond their estimated service life. It is projected that within 10-15 years all existing VORTAC systems will be beyond their estimated service life. This program also procures and installs Doppler VOR (DVOR) electronic kits and DVOR antenna kits to dopplerize a conventional VOR. There are numerous VORs that have restrictions due to encroachment of the VOR sighting criteria caused by natural and manmade obstacles. These restrictions are having a serious impact on both en-route and arrival and departure procedures. The main natural encroachment comes from the growth of vegetation, mostly trees that are located outside the sighting restriction area but are now tall enough to cause electromagnetic interference. There are many manmade obstacles that cause the same electromagnetic interference, resulting from the growth of nearby towns/cities such as the construction of tall buildings, new industrial parks with their high concentration of metal buildings, transmission lines, radio/TV/cell towers and most recently, wind farms. Dopplerizing a VOR eliminates most of these restrictions. Relationship to Measure: Replacing, relocating, or converting VOR and VORTAC facilities increases NAS system efficiency. These facilities are experiencing signal deterioration due to various environmental factors and parts obsolescence, and they must be sustained to avoid deterioration.

### **Core Activity: Implement Very High Frequency Omnidirectional Range Facility**

Implement Very High Frequency Omnidirectional Range facility.

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

Establish Service Order Agreement to develop antenna upgrade kits to sustain VORTAC facilities. Due June 30, 2015

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

Initiate project for one (1) Very High Frequency Omnidirectional Range (VOR) facility. Due January 31, 2015

### **Core Initiative: Runway Visual Range (RVR) - Replacement/Establishment - (N08.02-00)**

The Runway Visual Range (RVR) system provides pilots and air traffic controllers with a measurement of the visibility at key points along a runway. That data is used to decide whether it is safe to take off or land during limited visibility conditions. The RVR decreases diversions and delays at an airport by providing an accurate measure of the runway visibility. During reduced visibility weather conditions, RVR system measurements are used by Air Traffic to establish airport operating categories; thus, properly equipped aircraft with a trained crew may continue operations under reduced visibility Category I and Category II/III conditions. The RVR information affects airline scheduling decisions and air traffic management decisions regarding whether flight plans should be approved for an aircraft to fly to or take off from an airport with low visibility. There are 289 RVR systems in the NAS. The new-generation RVR and PC-based RVR are safer than the older systems because the equipment is mounted on frangible, low-impact-resistant structures that break away if hit by aircraft during take off or landing. Replacement decisions are prioritized based on the level of activity at the airport, equipment age and life-cycle issues, such as: Reliability, Availability and Maintainability. This project also provides the equipment for sites that have recently qualified for an upgrade from a Category I to a Category II/III precision approach. Relationship to Measure: Older RVR systems are maintenance intensive, resulting in excessive downtime. This negatively affects airport capacity and reduces adjusted operational availability. The replacement or upgraded equipment requires less maintenance and repair time, which reduces system downtime, and supports the performance measure to maintain operational availability of the NAS.

### **Core Activity: Implement Runway Visual Range (RVR) Systems**

Procure Runway Visual Range Systems.

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

Develop procurement package to procure Runway Visual Range (RVR) Systems Due September 30, 2015

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

Attain service availability for RVR systems and/or ASOS connectivity at eleven (11) locations. Due September 30, 2015

### **Core Initiative: Nav aids - Sustain, Replace, Relocate - (N04.04-00)**

This program renovates or replaces airport approach lighting systems at sites where there is a high risk for failure of these systems and where failure would result in denying use of the primary precision approach. NAVAIDS include: \* Medium Intensity Approach Lighting System with Runway Alignment Indicator Lights (MALSR) for Category I approaches, \* High Intensity Approach Lighting System with Sequenced Flashing Lights (ALSF-2) at Category II/III approaches, and \* Runway End Identifier Lights (REIL). This program also supports Instrument Landing Systems (ILS) sustain and replace efforts at non-Core Airports where primary precision approach capability outages are most likely. ILS components include electronic devices (i.e., localizers, glide slopes, and distance measuring equipment, etc). ILS's (Mark 1F) removed from Core Airports are reinstalled at lower activity airports to replace existing Mark 1D and Mark 1E ILS. This program also supports various other efforts that are related to the replacement of navigation equipment, such as: replace guide wires that support a light station, replace cable between light stations, replace aluminum light towers, replace DME antenna pedestal, convert antenna arrays, re-cable localizer antenna, equipment relocate, replace glideslope wooden tower, replace localizer antenna platform, repair pier with navigation equipment, undertake new technology initiatives, and provide engineering and technical services support. Service life extension for some ALSF-2 (CAT II/III systems) is accomplished by replacing the constant current regulators, installing an improved monitoring system and replacing electrical cables at some locations. This program supports product improvements, modifications, and technological upgrades to visual lighting system components. Ongoing efforts include: \* Improve approach lighting system semi-flush fixtures. \* Replace existing MALSR green threshold and white steady burning lights with LED lights. Relationship to Measure: The older electronic guidance systems and lighting systems are maintenance intensive, resulting in excessive downtime, which negatively impacts airport capacity. The replacement or upgraded equipment will require less maintenance and repair time, which reduces system downtime and contributes to maintaining operational availability of the NAS.

### **Core Activity: Procure Replacement Lamp Monitoring Systems (RLMS)**

Procure ALSF-2 Runway Lamp Monitoring System (RLMS) Systems.

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

Procure two (2) ALSF-2 Replacement Lamp Monitoring System (RLMS)." Due June 30, 2015

### **Core Activity: Implement ALSF-2 Runway Lamp Monitoring (RLMS) System**

Attain service availability for the ALSF-2 Runway Lamp Monitoring (RLMS) Systems.

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

Attain service availability for five (5) ALSF-2 "Replacement Lamp Monitoring System (RLMS). Due September 30, 2015

### **Core Initiative: Visual Nav aids - Replace Visual Approach Slope Indicator (VASI) with Precision Approach Path Indicator (PAPI) - (N04.02-00)**

The International Civil Aviation Organization (ICAO) has recommended that all International airports replace the Visual Approach Slope Indicator (VASI) lights with Precision Approach Path Indicators (PAPI) lights. This standardizes the equipment used to allow pilots to determine visually that they are on the proper glideslope for landing. The program supports the procurement, installation, and commissioning of PAPI systems in order to comply with this ICAO recommendation. At the inception of this program, there were approximately 1,387 older (pre-1970's) VASIs at international and other validated locations requiring replacement. The first phase of the program addresses replacement of VASI systems at approximately 329 ICAO runway ends. The remaining VASI systems in the NAS will be replaced during the second phase of the program. Relationship to Measure: Replacing VASI with PAPI improves on-time performance by improving availability of the visual approach slope guidance systems used to help pilots touch down at the appropriate location on the runway. When these older VASI systems fail, air traffic controllers cannot use certain procedures such as Land and Hold Short to increase airport capacity and prevent aircraft delays.

### **Core Activity: Procure Precision Approach Path Indicator (PAPI) Systems**

Procure Precision Approach Path Indicator (PAPI) Systems.

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

Procure Precision Approach Path Indicator (PAPI) ancillary items. Due June 30, 2015

### **Core Activity: Replace VASI with PAPI Systems**

Replace the Visual Approach Slope Indicator (VASI) Systems with Precision Approach Path Indicators (PAPI) Systems.

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

Attain service availability of replacing a Visual

Approach Slope Indicator (VASI) with Precision Approach Path Indicators (PAPI) Systems at ten (10) locations. Due September 30, 2015

**Activity Target 1:**  
Procure twenty (20) Distance Measuring Equipment (DME). Due June 30, 2015

## **Core Initiative: Instrument Landing Systems (ILS) - (N03.01-00)**

The ILS program buys and installs partial and full Category I, II, and III instrument landing systems and associated precision approach equipment at qualified airports. The ILS improve both system safety and capacity at equipped runways by providing precision approach capability in the U.S. and worldwide for aircraft landing in adverse weather conditions. Relationship to Measure: Maintain contract vehicle to procure ILS systems to replace obsolete ones.

**Activity Target 2:**  
Attain service availability at fifteen (15) DME locations. 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.

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### **Core Activity: Procure Instrument Landing System (ILS)**

Procure Establish/Sustain ILS Systems.

**Activity Target 1:**  
Procure five (5) (Establish/Sustain) ILS Systems. Due June 30, 2015

### **Core Activity: Implement Instrument Landing System (ILS)**

Implement Instrument Landing System (ILS).

**Activity Target 1:**  
Attain service availability for three (3) ILS sustain locations. Due September 30, 2015

## **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 thru 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 Initiative: Sustain Distance Measuring Equipment (DME) - (N09.00-00)**

To support the Commercial Aviation Safety Team (CAST) recommendations, the DME program is procuring and installing DME systems at recommended sites. These systems will support the reduction of controlled-flight-into-terrain (CFIT) accidents at the most vulnerable locations in the NAS. Relationship to Measure: The DME program supports the FAA goal by contributing to airport capacity. Each year the program needs to procure a significant number of DME systems to replace obsolete ones and to support the CAST recommendation. This system can also be used to increase RNP procedure utilization.

### **Core Activity: Achieve Investment Analysis Readiness Decision**

Develop and provide documentation requirements to meet IARD

**Core Activity: Sustain Distance Measuring Equipment (DME)**  
Procure Distance Measuring Equipment (DME) Systems.

**Activity Target 1:**  
Verify and validate test criteria for a prototype to one of the alternatives. Due June 30, 2015

**Activity Target 2:**

Finalize preliminary program requirements document. Due September 30, 2015

**Activity Target 3:**

Complete the AMS documents required to support an Investment Analysis Readiness Decision. 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: NextGen Weather Processor (NWP) - Work Package 1**

The goal of the NextGen Weather Processor (NWP) program is to establish a common weather processing platform that will functionally replace legacy FAA weather processor systems and host new capabilities. NWP integrates information such as FAA and National Oceanic and Atmospheric Administration (NOAA) radar and sensors and NOAA forecast models. NWP uses sophisticated algorithms to create aviation-specific current and predicted weather requiring no meteorological interpretation. NWP creates value-added weather information for publishing via Common Support Service-Weather (CSS-Wx). NWP will perform Weather Translation, which will enable the use of weather information by automated decision-support tools (DST). NWP will also provide aviation safety related windshear, microburst, gust fronts, storm motion, and speed products. Altogether, these features will aid in reducing the rising operations and maintenance costs by consolidating the following systems 1) Corridor Integrated Weather System (CIWS) which provides 0 - 2 hour aviation forecast information to the Traffic Flow Management System (TFMS), 2) Integrated Terminal Weather System (ITWS) which improves integration of weather data to produce real-time weather alerts and convective weather forecasts specific to 75 major U.S. airports, and 3) Weather and Radar Processor (WARP) which provides weather radar information to air traffic controllers at ARTCCs.

**Activity Target 1:**

Prepare documentation for the Source Selection Official and Contracting Officer to award the NWP WP1 prime contract (Reference: Solicitation DTFAWA-13-R-00008) Due June 30, 2015

**Activity Target 2:**

Conduct the Post Award Conference with the NWP WP1 prime contractor 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: System Wide Information Management (SWIM) - Segment 2 A**

SWIM will reduce the number and types of unique interfaces, reduce redundancy of information, better facilitate information-sharing, improve predictability and operational decision-making, and reduce the cost of service. The improved coordination that SWIM will provide will allow for the transition from tactical conflict management of air traffic to strategic trajectory-based operations. In addition, SWIM will provide the foundation for greatly enhanced information exchange and sharing outside the FAA.

**Activity Target 1:**

Complete NEMS demand assessment and associated deployment of new NEMS Nodes. Due April 30, 2015

**Activity Target 2:**

Complete NEMS Security Services Capability Development. Due February 28, 2015

**Activity Target 3:**

Complete NEMS Nodes Deployment at ZNY, ZOA, ZJX, and ZAN. Due July 31, 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: Transition to Time Based Flow (TBFM)**

TBFM will expand time based metering solutions across additional phases of flight. This will increase daily airport capacity and improve flight efficiency by reducing last minute maneuvering of aircraft as they approach their destination airport. This will also improve controller efficiency in organizing the arrival stream for maximum use of that airport capacity.

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

Complete documentation in support of Final Investment Decision (FID) for TBFM Work Package 3 (WP3). Due February 28, 2015

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

Award TBFM WP3 Contract. Due August 31, 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: NextGen CATM-SWIM Common Support Services Weather (CSS-Wx) Work Package 1**

Description with the following: System-Wide Information Management (SWIM) - Common Support Services - Weather (CSS-Wx) will be the first instance, in the first phase of a National Airspace System (NAS) Common Support Services capability for major classes of information. The common support services capability will initially focus on the

dissemination of weather information in a network enabled and global environment through the use of standards. CSS-Wx will provide quick, easy, and cost-effective access to weather information for all users of the National Airspace System (NAS) internal and external. CSS-Wx will establish the FAA's infrastructure for Common Support Services, extending the core services of SWIM's Service Oriented Architecture (SOA). CSS-Wx will publish improved weather products from NextGen Weather Processor (NWP); National Oceanic and Atmospheric Administration (NOAA) NextGen Web Services and other weather sources to FAA users for input to collaborative and dynamic NAS decision making. Additional capabilities include the filtering and extraction of weather information by user-specified criteria (e.g., along a flight path). Establishing and utilizing open standards and developing the software necessary to support universal access to this information will provide an enhanced method of making aviation weather information available to aviation weather users. The standardization of the weather information exchange provides the foundation for flexible capabilities realizing long-term cost avoidance. CSS-Wx supports FAA end user programs such as: Traffic Flow Management System (TFMS), Surveillance Broadcast Services (SBS), Time Based Flow Metering (TBFM), En Route Automation Modernization (ERAM), Advanced Technologies and Oceanic Procedures (ATOP), and NextGen Weather Processor (NWP). Data sources through CSS-Wx include NextGen Weather Radar (NEXRAD), Terminal Doppler Weather Radar (TDWR), NWP Products including Weather Translation, and NOAA weather products. Program beneficiaries include commercial aviation, general aviation and the flying public, both directly through publishing of weather information and enhance decision support tools that consume the information within the FAA. Other government agencies that will benefit from CSS-Wx include Department of Defense, Department of Homeland Security and NOAA.

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

Award the CSS-Wx WP1 prime contract (Reference: Solicitation DTFAWA-14-R-00004). Due June 30, 2015

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

Conduct the Post Award Conference with the CSS-Wx WP1 prime contractor. 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.

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### **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: Analyze and Evaluate concepts in support of Terminal Work Package 1**

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. The Terminal domain will be better able to sufficiently share or exchange data among the Terminal domain, other NAS domains, and NAS stakeholders that are involved in air traffic management decision making

**Activity Target 1:**  
Achieve Investment Analysis Readiness Decision

for Terminal Work Package 1 (WP1). Due September 30, 2015

**Activity Target 2:**  
Develop Benefits quantification, alternative development and safety report for Terminal WP1. 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: Increase air traffic management capabilities and improve flexibility**

Strategic Flow Management Application (SFMA) will identify operational shortfalls and gaps for rerouting of airborne flights, which will remain after the implementation of Airborne Reroute Automation (ABRR), Collaborative Trajectory Options Program (CTOP), and Data Communications (Data Comm). SFMA will develop capabilities designed to provide traffic managers and controllers with more automated flight-specific trajectory advisory functions that will consider a wide range of input factors (i.e., operator preferences, resource capacity, weather impact, and meter time assignments). SFMA will help resolve flow problems earlier, reduce unnecessary flying time and improve metering operations. These advisories will capitalize upon data comm-enabled complex clearances to improve the generation, delivery, and execution of reroutes

**Activity Target 1:**  
Develop Preliminary Concept of Operations Due January 31, 2015

**Activity Target 2:**  
Conduct initial Human in the Loop Test (HITL) and develop simulation report Due September 30, 2015

**Activity Target 3:**

Develop preliminary function analysis report Due September 30, 2015

Constraint Prediction, Monitoring and Alerting; Operational Response Development; and Post-Operational Analysis and Training.

## **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: Flow Control Management-Strategic Flow Management Engineering Enhancement G05A.01-02**

Implementation of the capabilities in CATMT WP4 (and future TFM enhancements) will provide traffic managers with the tools and information they need to implement better, more efficient traffic management initiatives (TMIs). More efficient TMIs translates to the improved usage of available NAS resource capacity.

**Activity Target 1:**

Complete documentation in support of Final Investment Decision (FID) for Work Package 4 (WP4). Due September 30, 2015

**Activity Target 2:**

Release Screening Information Request (SIR) for Traffic Flow Management 2 (TFM2). Due December 31, 2014

## **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: Usage of Advanced Methods to address strategic TFM Shortfalls**

Advanced Methods will identify automation system and procedural enhancements to address strategic TFM shortfalls in the following enhancement areas:

**Activity Target 1:**

Develop Preliminary Advanced Methods Qualitative Shortfalls Analysis Due March 31, 2015

**Activity Target 2:**

Develop Preliminary Advanced Methods Concept of Operations (CONOPS) 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: Development of Flight Information Exchange Model (FIXM) Standard**

Use of Flight Information Exchange Model (FIXM) will provide a unified, complete, accurate, up-to-date, and easily-accessible picture of any and all flights. This use of standardized flight data will increase data quality and availability between stakeholders, enabling operational benefits such as increased coordination, common situational awareness, and collaborative decision-making across all phases of flight, thereby improving planning, decision making, and NAS capacity.

**Activity Target 1:**

Develop final Flight Information Exchange Model (FIXM) - US Extension v3.1 artifacts. Due September 30, 2015

**Activity Target 2:**

Develop draft Flight Information Exchange Model (FIXM) - Global Core v4.0 artifacts. Due September 30, 2015

## **Core Initiative: NEXRAD SLEP Phase 1- Assure NAS Weather Observation Providers Smoothly Transition into NextGen Era (W02.02-02)**

Weather observations are provided to NAS controllers and aviation users by weather radars and automated surface weather stations. Hundreds of these legacy weather providers continuously stream minute-by-minute weather observations, machine-to-machine into

NAS Weather Processing Systems, Automation Systems, and NextGen User Decision Support Tools. NextGen Portfolios may plan alternatives to eventually replace many legacy weather providers, yet budget and program changes to the replacement plans often leave indefinite, the remaining service life of legacy sensor systems subject to significant extensions. This initiative ensures no gaps in service of legacy weather observation providers throughout the NextGen transition, no matter whether replacement plans and deployment schedules may change or cease altogether.

### **Core Activity: NEXRAD Service Life Extension Phase 1**

The NEXRAD SLEP program will resolve obsolescence and supportability issues associated with four major components that need to be replaced or refurbished to allow the NEXRAD system at each of the twelve FAA sites to meet its operational requirements. The twelve FAA sites are located in Alaska (7), Hawaii (4) and Puerto Rico (1). Further, the program will continue the development of unique FAA algorithms to meet aviation requirements. Efforts will be focused on developing enhancements to the icing and hail algorithms. The NEXRAD is an existing tri-agency system that provides safety and traffic management services throughout the National Airspace System (NAS) from National Weather Service (NWS) sites, Air Force (AF) sites and Federal Aviation Administration (FAA) sites. The tri-agency NEXRAD program includes 160 operational sites that provide data to the national radar network. The NEXRAD was designed for a 20-year life. The present average age of the NEXRAD systems is 17 years. The NEXRAD SLEP program includes signal processor replacement, radar transmitter refurbishment, radar pedestal refurbishment, and NEXRAD facilities including structures, buildings, security fences, and access roadways refurbishment.

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

Conduct the NEXRAD SLEP Phase 1 System Integration Test. Due September 30, 2015

### **Core Initiative: ASWON Tech Refresh - Assure NAS Weather Observation Providers Smoothly Transition into NextGen Era - (W01.03-01)**

Internal: Weather observations are provided to NAS controllers and aviation users by weather radars and automated surface weather stations. Hundreds of these legacy weather providers continuously stream minute-by-minute weather observations, machine-to-machine into NAS Weather Processing Systems, Automation Systems, and NextGen User Decision Support Tools. NextGen Portfolios may plan alternatives to eventually

replace many legacy weather providers, yet budget and program changes to the replacement plans often leave indefinite, the remaining service life of legacy sensor systems subject to significant extensions. This initiative ensures no gaps in service of legacy weather observation providers throughout the NextGen transition, no matter whether replacement plans and deployment schedules may change or cease altogether. Relationship to Measure: NEXRAD and the ASWON portfolio (Programs: ASOS, AWOS, AWSS, SAWS, DASI, WEF, WME) in total account for eight, in-service, weather sensor programs that contribute to the 2015 Strategic Measure through sustained and continuous measurement of the atmosphere at the surface and aloft, collecting millions of observations each flight day, used to detect weather features, derive constraints to the free flow of air traffic, alert for weather hazards, and to fuel weather forecasts essential to the efficiency of NAS operations. NEXRAD is a NOAA "National Critical Asset" whose operational costs and services are shared with among Federal Agencies. ASOS within the ASWON Portfolio is likewise shared among other Federal Agencies. NEXRAD and the ASWON portfolio in tandem serve and benefit every airport and every flight in the United States each flight day, by helping reduce delay, increase efficiency, and cope with severe weather.

### **Core Activity: ASWON Tech Refresh**

The NEXRAD SLEP program will resolve obsolescence and supportability issues associated with four major components that need to be replaced or refurbished to allow the NEXRAD system at each of the twelve FAA sites to meet its operational requirements. The twelve FAA sites are located in Alaska (7), Hawaii (4) and Puerto Rico (1). Further, the program will continue the development of unique FAA algorithms to meet aviation requirements. Efforts will be focused on developing enhancements to the icing and hail algorithms. The NEXRAD is an existing tri-agency system that provides safety and traffic management services throughout the National Airspace System (NAS) from National Weather Service (NWS) sites, Air Force (AF) sites and Federal Aviation Administration (FAA) sites. The tri-agency NEXRAD program includes 160 operational sites that provide data to the national radar network. The NEXRAD was designed for a 20-year life. The present average age of the NEXRAD systems is 17 years. The NEXRAD SLEP program includes signal processor replacement, radar transmitter refurbishment, radar pedestal refurbishment, and NEXRAD facilities including structures, buildings, security fences, and access roadways refurbishment.

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

Conduct the ASWON TR - ASOS Tech Refresh

Critical Design Review (CDR). Due September 30, 2015

**Activity Target 2:**

Install ASWON TR - AWSS/AWOS Tech Refresh Modifications at ten (10) sites. Due September 30, 2015

**Activity Target 3:**

Complete twenty (20) Factory Acceptance Tests (FAT) for the ASWON TR - AWSS/AWOS Tech Refresh Modification. 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: Develop NAS Voice System program.**

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.

**Activity Target 1:**

Conduct the Critical Design Review (CDR). Due June 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: NextGen Navigation Engineering (NNE) - Terminal RNAV DME; ELVO Phase 3**

This program supports the increased capacity goal by enabling a Greater number of users to utilize Performance Based Navigation; and Greater throughput through increased surface navigation capability and situational awareness.

**Activity Target 1:**

Terminal RNAV. Provide draft report for RNAV DME Capacity and Interrogation Study. Due September 30, 2015

**Activity Target 2:**

ELVO Phase 3. Provide initial report of impact to navigation requirements as a result of the assessment on advanced avionics for LVO/SMGCS. 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.

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**Core Initiative: Curriculum & Technology Group (AJI-2100)**

The mission of the Curriculum and Technology group is to ensure seamless support to Operational Units through the training and certification of proficient Air Traffic Controllers and Technicians at the lowest possible cost, in adequate quantity with a focus on the field customer.

**Core Activity: Development Team**

Expanding technology for training development by fulfilling requirements of operational stakeholders, instructional design, media selection, curriculum fulfillment and course validation.

**Activity Target 1:**

Maintain development cost and schedule variance for six (6) Instructionally Sound Courseware priority projects within 20% (+/-) variance to be measured bi-monthly. The projects are: (1) Oceans, (2) INK, (3) OJTI Basics Techniques/Cadre, (4) Making the Connections, (5) 55072 Facility Controller in Charge En Route Update/55073 Facility Controller in Charge Terminal Update and (6) QAQC. Due August 31, 2015

**Core Activity: Curriculum Architecture Team**

The Curriculum Team is responsible for developing the design standards for training as well as cataloging and indexing content for the overall curriculum in Technical Training. The team manages the content repository for all technical training content and regularly evaluates content based on design standards.

**Activity Target 1:**

Conduct a pilot evaluation on 4 courses and develop a program/process for outyears. Due July 31, 2015

**Activity Target 2:**

Determine a final list of AJI-2 maintained Air Traffic Controllers (ATC) and Airway Transportation System Specialist (ATSS) courses, set parameters and process for cataloguing training Content Library, report out results and findings and complete the cataloguing of content. Due March 30, 2015

**Core Activity: Curriculum Maintenance Team**

AJI-2150 Curriculum Maintenance Team will perform maintenance to all AJI-courseware that is considered administrative or minor in nature. This maintenance will be driven by procedural or equipment changes in the ATC and ATSS working environment that are not considered to have a significant impact on day-to-day job task performed; does not change and/or impact the current delivery method and does not change/impact the curriculum (e.g., increase/decrease the objectives) by ten (10) percent.

**Activity Target 1:**

Re-build Top 10 Technical Training Authorware Courses to new media. Due July 15, 2015

**Core Initiative: Planning and Tools Group (AJI-2200)**

Ensure seamless support of the Curriculum and Technology Group and Technical Training Requirements Group, through effective business processes, knowledge management, contract support and analytical products to ensure the lowest cost, in the required timeframe and with a focus on the internal customers

**Core Activity: Planning and Analytics (AJI-2210)**

Ensure seamless support to the Curriculum and Technology Group and to the Technical Training Requirement Group, through effective business processes, knowledge management, contract support and analytical products.

**Activity Target 1:**

Develop and publish a Technical Training Strategy (Roadmap). Due March 31, 2015

**Core Activity: Training Technology**

Training Technologies (AJI-223) plans to ensure the FAA Academy and all air traffic control facilities have

the appropriate technological tools and capabilities to effectively meet their training requirements and training needs. These technologies will support the Directorate of Technical Training (AJI-2) and enable the FAA to achieve its mission to provide the safest, most efficient airspace system in the world.

**Activity Target 1:**

Develop a draft Training Technology Program strategy. Due March 31, 2015

**Core Activity: Contracts Team**

AJI 2220 provides support to acquire services and products for delivering technical training to over 500 facilities nationwide for both Air Traffic Controllers (ATC) and Technical Operations (TO) personnel and develop beneficial business relationships between AJI and its contractors.

**Activity Target 1:**

Build an Acquisition Strategy and Planning document. Due April 30, 2015

**Core Initiative: Policy & Requirements Group (AJI-2300)**

Responsible for the administration and oversight of Air Traffic Technical Training, and Technical Operations Training, to include identification of policies and requirements in support of the National Airspace System. Coordinates activities with other Group Managers within Safety and Technical Training, and with the Director, Technical Training. Identifies resources, policies, and requirements needed to maintain or improve training programs and products. Ensures delivery of milestones per the annual business plan. Provides training and leadership development activities and opportunities for staff.

**Core Activity: Training Initiatives Team**

Provide outstanding leadership and services by facilitating the development, implementation, and tracking of technical training and IRP improvement initiatives to support the FAA in providing the safest, most efficient aerospace system in the world.

**Activity Target 1:**

Acquire Executive Leadership Decision on Air Traffic Training Transformation. Due August 31, 2015

**Core Activity: Air Traffic Services Policy and Requirements Team**

Responsible to administer JO 3120.4, Air Traffic Technical Training. Responsible to conduct staff research responsive to internal and external requests for training information. Coordinates with lines of

business to foresee and to satisfy training needs, in order to maintain a proficient air traffic controller and traffic management coordinator workforce. Coordinates with Management Services Labor Relations office for the release of bargaining unit subject matter experts to participate in collaborative training development projects. Maintains robust communications with training counterparts at Academy, lines of business, and affected bargaining units. Satisfies milestones in the annual business plan. Provides leadership on collaborative training development workgroups, to ensure milestones and deliverables are timely met.

**Activity Target 1:**

Develop TOP 5 Training deliverable #1. Due July 1, 2015

**Activity Target 2:**

Develop TOP 5 Training deliverable #2. Due September 1, 2015

**Core Activity: Air Traffic Programs Team**

Responsible to administer selected, high profile training programs, as deemed necessary for individual attention and staffing. These programs may include, but are not limited to: Flight Deck Training, Recurrent Training, TOP 5 training initiatives, and Training Quota Management. Responsible to conduct staff research, and to craft and elevate policy recommendations necessary for program administration. Satisfies milestones in the annual business plan. Provides leadership on collaborative training development workgroups, to ensure milestones and deliverables are timely met.

**Activity Target 1:**

Develop two Web-Based Recurrent training packages. Due July 30, 2015

**Activity Target 2:**

Develop two Instructor-Led Recurrent Training packages. Due July 30, 2015

**Core Activity: Technical Operations Requirements**

Develop and manage processes to determine technical training requirements for the workforce. Identify, coordinate, develop and confirm needs and requirements.

**Activity Target 1:**

Draft Rewrite FAA Order 3000.57. Due April 15, 2015

**Core Initiative: Air Traffic Training Support Group (AJI-2400)**

Manage the Air Traffic Control Optimum Training Solution (ATCOTS) contract while participating in the execution of a competitive Request For Proposal (RFP) to select the best options to continue to deliver Air Traffic Control (ATC) training.

**Core Activity: Air Traffic Training Support**

Manage the ATCOTS contract while participating in the execution of a competitive RFP to select the best options to continue to deliver ATC training.

**Activity Target 1:**

Develop Requirements Tool to track facility training requirements. Due April 30, 2015

**Activity Target 2:**

Complete preparation of Controller Training Contract briefings. Due May 1, 2015

**Activity Target 3:**

Conduct field briefings concerning the Controller Training Contract. Due July 30, 2015

**Core Measure: Drive Continuous Efficiency Improvement & Cost Control**

Achieve documented cost savings and cost avoidance of \$30 million in FY 2015.

**Core Initiative: Cost Control Program**

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

**Core Activity: ATO Contract Weather Observers Cost Control Activity**

The Weather Service Levels Group (WSLG), seeks to minimize dependency on contractors performing human weather-observation augmentation and backup functions to Automated Surface Observing System (ASOS). The vision is to minimize the use of Contractor provided human weather observers whenever and wherever possible, relying instead on certified FAA Tower personnel and non-FAA (e.g., Airport, DOD, etc.) personnel to perform weather-observation augmentation and backup to ASOS by: 1) Identifying, using the Service Standards Model, all airports that require human weather observers, and 2) Developing and implementing a tool that would guide an assessment team in collaboration with each of these airports to identify controllers and/or other airport personnel to serve as certified human weather

observers, reserving contract weather observers only as a last resort. Savings will be calculated as: FY14 spend on Contract Weather Observation contracts + "wage determination" allowance - FY15 spend on same contracts

**Activity Target 1:**

Identify cost effectiveness opportunities of Human Weather Observers program for FY16. Due September 30, 2015

**Core Initiative: Enhance Workforce Planning**

Improve centralized workforce planning by developing and applying policies, objectives, standards and models to validate staffing requirements and provide workload assessments that support efficient operation.

**Core Activity: ATO Support on Scheduling and Planning Analysis (SPA) Tool Implementation**

Expand Scheduling and Planning Analysis (SPA) tool implementation to 50 facility scheduling areas by September 30, 2015.

**Activity Target 1:**

Expand Scheduling and Planning Analysis (SPA) Tool to 35 scheduling areas. Due June 30, 2015

**Activity Target 2:**

Expand Scheduling and Planning Analysis (SPA) Tool to 50 scheduling areas. Due September 15, 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.

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**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 - ATO**

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 ATO target is not to exceed the maximum petroleum consumption of 1,827,088 gasoline gallon equivalents (GGEs). Due September 30, 2015

**Core Measure: Develop, Maintain and Protect Airport Infrastructure**

Preserve and enhance airport capacity and provide for sustainable airport development by maintaining existing infrastructure, improving tools to protect airports, and investing prudently with public funds, while ensuring airports sponsors meet their federal obligations.

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**Core Initiative: Create Tools to Protect Airport Infrastructure Investments**

Develop tools to protect the public investments in airport infrastructure.

**Core Activity: Review and Improve the Airspace Process**

Review and Improve the Airspace review (OE/AAA) model and review process, and develop an action plan to address its deficiencies.

**Activity Target 1:**

As part of the gap analysis, ensure Internal OE/AAA processes for Technical Operations Service are captured and reviewed. Assist Airports and other LOB's in development of an action plan. Due September 30, 2015

**Core Measure: AJO/AJV-7 Concepts, Validation, and Requirements**

AJO/AJV-7 Concepts, Validation and Requirements: Concepts, Validation and Requirements helps execute the mission of the ATO by establishing goals, strategies,

budgets, and priorities. Allocates and manages resources to meet performance targets. Defines, coordinates, documents and implements operations plans. Manages the development of Traffic Flow Management (TFM) Operational Concepts and the associated Planning Resource Documents (RPDs) and Project Level Agreements (PLAs). Integrates plans with other ATO organizations. Analyzes those plans for business best practices and recommends cost avoidance and efficiencies. Provides concept, system engineering, and technical liaison for NextGen activities. Develops initial cost, schedule, and performance requirement baselines. Reconciles and coordinates updates to the NAS Enterprise Architecture (EA) and associated Operational Improvements (OIs) and Roadmaps, and provides operational subject-matter-experience (SME) to cross domain panels and workgroups such as OEP, NextGen, and JPDO.

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### **Core Initiative: Process Control Services Group**

Process Control Services Group: Provide oversight and management to the Process Services Group in the Operational Concepts, Validation & Requirements Directorate within the Air Traffic Organization.

#### **Core Activity: AJO/AJV-7 Concepts, Validation, and Requirements**

Process Control Services Group: Provide oversight and management to the Process Services Group in the Operational Concepts, Validation & Requirements Directorate within the Air Traffic Organization.

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

Target 1: Manage and track all planning budgets, funds, and purchase requests including creating PRs and reconciling financial accounts. Due September 30, 2015

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

Target 2: Manage and certify contract invoices and awards. Due September 30, 2015

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

Target 3: Deliver services monthly on time or ahead of schedule to include training reports, staffing status, purchase card reconciliation and payment, and space issue report as needed. Due September 30, 2015

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

Target 4: Maintain approved documented process (i.e. Standard Operating Procedures) for gathering and prioritizing ATO operational requirements. Due September 30, 2015

## **Core Measure: National Efficiency Initiative**

Lead the National Efficiency Initiative

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### **Core Initiative: National Efficiency Initiative**

Lead the cross organizational collaborative group that will advance the National Efficiency initiative.

#### **Core Activity: National Efficiency Initiative**

Lead the cross organizational collaborative group that will advance the national efficiency initiative

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

Conduct and prepare Post Event and Trending Analysis and Quality Assessments of air traffic management services and identify areas to continually improve the safety and efficiency of services. Due September 30, 2015

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

Collaborate with customers to refine the procedures, decision making process, and communication required for severe weather avoidance plan (SWAP) events. Due September 30, 2015

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

Begin working procedures for the integration of space traffic management (STM) to ensure maximum capacity and efficiency in the National Airspace System. Due September 30, 2015

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

Improve aviation safety and efficiency during adverse weather events by identifying, validating and improving processes and decision support services for Air Traffic Control Facilities and customers of the National Airspace System (NAS). Due September 30, 2015

#### **Core Activity: Commercial Space Procedures**

Direct the establishment of commercial Space Traffic procedures.

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

Conduct planning and development activities in support of procedures for the integration of commercial space traffic management (STM) to support enhanced efficiency in the National Airspace System. Due September 30, 2015

### **Core Activity: New York Metro Efficiency**

Improve New York metro operational efficiency by leveraging current capabilities, such as automated data exchange surface view, electronic flight strips, etc., by September 30, 2015

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

Co-lead the effort with Air Traffic Services to collaborate with stakeholders in the Eastern Service Area and at NY Metro facilities to improve New York metro airport surface efficiency by leveraging current capabilities, such as automated data exchange, SWIM surface viewer, electronic flight data to support departure management, Wake Re-categorization (RECAT), Pre-departure reroute, etc. Due September 30, 2015

### **Core Activity: Establish Training Requirements for Time Based Flow Management (TBFM)**

Establish and incorporate national Time Based Flow Management (TBFM) training requirements and standards.

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

Insert the TBFM Training requirements into 3120.4X. Due September 1, 2015

### **Core Activity: National Time Based Flow Management (TBFM) Training**

Establish requirements for national Time Based Flow Management (TBFM) class room training.

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

Institute a requirement for Traffic Management Coordinator (TMC) /Supervisor Traffic Management Coordinators (STMC) CADRE class room training regarding the subject of Time Based Flow Management (TBFM). Due September 30, 2015

## **Core Measure: Time Based Flow Management (TBFM)**

Establish standards and procedures regarding the utilization of Time Based Flow Management (TBFM) at facilities equipped with the TBFM system.

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### **Core Initiative: Time Based Flow Management (TBFM) Action Plan**

The core initiative is to develop standards and procedures regarding TBFM where it is deployed. In addition, establish an effective method of educating users on how to apply spacing only where needed, resulting in enhanced predictability to the ATC system.

#### **Core Activity: Establish Standards & Procedures for Time Based Flow Management (TBFM)**

Establish leadership and act as the focal point for TBFM oversight by developing operational direction and implementing a streamlined process for service unit coordination. Constitute a use Policy that supports the vision for TBFM which includes the various capabilities of TBFM with associated definitions and priorities for TBFM usage.

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

Clarify and document roles and responsibilities regarding the organizational structure of TBFM operations, development, and implementation. Due September 30, 2015

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

Update use policy for TBFM and ensure current procedures are in compliance with National Orders. Due September 30, 2015

## **Core Measure: Implement Wake Re-categorization Solutions**

Implement Wake Re-categorization (RECAT) Phase I at 5 facilities by the end of Fiscal Year (FY) 2015.

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### **Core Initiative: Wake Re-Categorization**

Replace the previous weight based categories with approved wake turbulence categories that more optimally group aircraft based on their wake turbulence characteristics and the current fleet mix for US (and European) airports.

#### **Core Activity: Wake Re-Categorization**

Support the implementation of Wake Re-Categorization at five selected sites.

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

Oversight of the Wake Mitigation Re-Categorization activities. Due September 30, 2015

#### **Core Activity: Wake Re Categorization**

Support the implementation of Wake Re-Categorization at the 5 selected sites.

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

Train the CADRE trainers at each site and support their training of the staff using best practices developed through experience at implementing RECAT successfully at Atlanta Terminal Radar

Approach Control Facility (A80)/Atlanta Tower (ATL). Due September 30, 2015

**Activity Target 2:**

Hold operator forum discussions with and provide material to operators for their pilot awareness training, using the best practices developed through experience at implementing RECAT successfully at A80/ATL. Due September 30, 2015

**Activity Target 3:**

Provide onsite support during first few days of operation of RECAT separations and procedures using the best practices developed through experience at implementing RECAT successfully at A80/ATL. Update best practices for remaining sites by performing post implementation reviews (PIR) and providing findings to training and onsite support for next facility in the waterfall, predicated upon the funding provided for each facility implemented. Due September 30, 2015

**Activity Target 4:**

Collect data post-implementation to monitor performance changes. Due September 30, 2015

**Core Activity: Wake Re-Categorization**

AJM-24 will support the implementation of Wake Re-Categorization at the 4 selected sites that use Electronic Flight Strip Transfer System (EFSTS). AJM-25 will support the implementation of Wake Re-Categorization in Flight Data Input Output (FDIO) at New York Terminal Radar Approach Control (N90)/Newark Tower (EWR)/Kennedy Tower (JFK)/LaGuardia Tower (LGA) (and satellite airports transitioning to RECAT at the same time).

**Activity Target 1:**

Install and test the software modifications and adaptation data in support of RECAT Phase I implementations (as was performed at A80/ATL). Due September 30, 2015

**Activity Target 2:**

Install and test the software modifications and adaptation data in support of RECAT Phase I implementations on FDIO. Due September 30, 2015

**Core Measure: Improve Surface Operations**

Improve Surface Operations at targeted core airports

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**Core Initiative: Improve Surface Operations**

Improve Surface Operations at targeted core airports

**Core Activity: Improve Surface Operations**

Improve Surface Operations at core targeted airports

**Activity Target 1:**

Serve as the ATO focal point and Subject Matter Expert (SME) for FAA orders or rules addressing airport slots, capacity, and congestion management issues at key airports. This includes the four slot controlled International Air Transport Association (IATA) airports (IATA Level 3); two airports designated by the FAA for formal schedule review (IATA Level 2); airports with developing congestion issues; and certain airports with temporary capacity reductions due to airfield construction or similar projects. Due September 30, 2015

**Activity Target 2:**

Continue development and recommendations to AJV of Surface related policy, procedures and processes ('P3') with stakeholders to establish surface operational data exchange agreements with the Operators and support the upcoming Terminal Flight Data Manager (TFDM) acquisition. Due September 30, 2015

**Core Activity: Provide Air Traffic operational and Subject Matter Expert (SME) support**

Provide Air Traffic operational and SME support, as required, to improve Surface operations at targeted core airports

**Activity Target 1:**

Provide Air Traffic operational and subject matter expert support, as required, to improve Surface operations at targeted core airports, including Shared Situational Awareness initiatives; Surface Processes, Procedures and Policies (P3) initiatives; Plenary and Stakeholder Outreach sessions; and Operational Evaluation Reviews (OER's) Due September 30, 2015

**Core Activity: Provide subject matter expert support to improve Surface Operations at targeted core airports**

Provide subject matter expert support as required to improve Surface operations at targeted core airports

**Activity Target 1:**

Provide subject matter expert support as required to improve Surface operations at targeted core airports, including the deployment of the SWIM

Surface Visualization Tool (SVT) at ASDE-X and one Airport Surface Surveillance Capability airports; Shared Situational Awareness initiatives; Surface Processes, Procedures and Policies (P3) initiatives and Operational Evaluation Reviews (OER's) Due September 30, 2015

## Core Measure: Control Cost

Organizations throughout the agency will continue to implement cost efficiency initiatives. FY2014 Target: 90% of targeted savings

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### Core Initiative: Instrument Flight Procedures Automation (IFPA) Tech Refresh Segment 1 (CIP#:A14.02-02)

Instrument Flight Procedures Automation (IFPA) - Tech Refresh, Segment 1, A14.02-02 (CIP#:A14.02-02): FAA's Aeronautical Products (AJV-3) directorate maintains more than 23,000 instrument flight procedures in use at over 4,000 paved airport runways. These procedures are printed in booklets and used by pilots to determine the safe altitudes, appropriate headings and other information to successfully fly precision and non-precision approaches and departures to/from airports. IFPA is a suite of next generation Information Technology (IT) tools. These tools create products using fully integrated solutions for visual and instrument flight procedures. IFPA consists of the Instrument Procedure Development System (IPDS), Instrument Flight Procedures (IFP) database application, Airports and Navigations Aids database (AirNav) application, Obstacle Evaluation (OE) system, and the Automated Procedures Tracking System (APTS). The IPDS tool is being developed in modules, with the first module providing space-based navigation (RNAV and RNP) procedure design capability. IPDS module two will provide ground-based navigation procedure design capability and the legacy design tool will be replaced and decommissioned. IFPA is a key component in evolving the National Airspace System (NAS) into a performance-based system. Such an evolution requires an investment in systems integration and the automation of aviation data for safety and reliability purposes, as well as an automated electronic means of information sharing. IFPA supports: 1) Modernizing systems in support of both visual and instrument flight procedure development for the approach, departure, and en-route environments; 2) Increasing automated capabilities for all types of precision and non-precision instrument flight procedures, utilizing both conventional ground-based navigation equipment and space-based navigation equipment, meeting requirements for Performance Based Navigation (PBN) using the Global Positioning System (GPS), Wide Area Augmentation System (WAAS) and Ground-based Augmentation System (GBAS). The IFPA investment resides in the Airspace and Procedures section of the NAS Enterprise

Architecture Infrastructure Roadmaps. In FY12, the program entered the first segment of its planned Technology Refreshes for its COTS hardware and software in support of the IPDS and APTS tools. The IPDS tool COTS upgrades are being performed in two phases, with deliveries in FY15 and FY16. The APTS tool COTS upgrade is being performed in three phases, with deliveries in FY15 and FY16. The APTS tool provides business process workflow automation for the AeroNav Products organization, and is being renamed AeroNav Products Workflow System (APWS) with the tech refresh.

**Relationship to Measure:** The IFPA system ensures continued progress toward increasing instrument flight procedures development and maintenance productivity by 32%. It improves the quality of products through process re-engineering and elimination of manual processes. Upgrading automation systems allows for efficiency and cost savings in development of instrument procedures for approaching and departing an airport.

### Core Activity: IFPA Tech Refresh

In FY12, the program entered the first segment of its planned Technology Refreshes for its COTS hardware and software in support of the IPDS and APTS tools. The IPDS tool COTS upgrades are being performed in two phases, with deliveries in FY15 and FY16. The APTS tool COTS upgrade is being performed in three phases, with deliveries in FY15 and FY16. The APTS tool provides business process workflow automation for the AeroNav Products organization, and is being renamed AeroNav Products Workflow System (APWS) with the tech refresh.

#### Activity Target 1:

Phase-1 of the IPDS COTS software tech refresh will be implemented (reaching Initial Operating Capability). This is the first release of the Windows-7 version of IPDS. Due March 31, 2015

#### Activity Target 2:

Phase-1 of the AeroNav Products Workflow System (APWS) will be implemented (reaching Initial Operating Capability), allowing decommissioning of the legacy system. Due April 30, 2015

#### Activity Target 3:

Phase-2 of the APWS will be implemented (reaching Initial Operating Capability), providing efficiencies outlined in the FAA's NAV Lean program related to IFP production streamlining (NAV Lean Recommendations #1 and #3). 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.

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### 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: Surface Milestones 1

The FAA commits to implementing near-term surface improvements, sharing more data with stakeholders, and completing feasibility assessments of some other capabilities of interest.

##### Activity Target 1:

Deliver Advanced Electronic Flight Strips (AEFS) at Cleveland Hopkins International Airport (CLE). Due June 30, 2015

##### Activity Target 2:

Traffic Flow Management System (TFMS) to publish data via System Wide Information Management (SWIM). Due March 31, 2015

#### Core Activity: Surface Milestones 2

The FAA commits to implementing near-term surface improvements, sharing more data with stakeholders, and completing feasibility assessments of some other capabilities of interest.

##### Activity Target 1:

Deploy the SWIM Visualization Tool (SVT) to six (6) FAA facilities [Boston, Houston, NY, Chicago, Louisville, and Potomac], depending on operational needs, to provide surface management capabilities from the (ASDE-X) and Airport Surface Surveillance Capability (ASSC) data published to NAS Enterprise Messaging Service (NEMS) via SWIM Terminal Data Distribution System (STDDS). Due September 30, 2015

#### Core Activity: Surface Milestones 3

The FAA commits to implementing near-term surface improvements, sharing more data with stakeholders, and completing feasibility assessments of some other capabilities of interest.

##### Activity Target 1:

Initiate a collaborative FAA-Industry team to

develop procedures on how to utilize "Estimated Offblock Time" (EOBT) data elements to improve Time Based Flow Management (TBFM) "wheels up" time Members (Note: Refer procedural changes to Collaborative Decision Making (CDM) Stakeholder Group). Due September 30, 2015

##### Activity Target 2:

Conduct a feasibility assessment of Terminal Flight Data Manager (TFDM) Program Departure Management capability at 1 location to be determined by the assessment. Due March 31, 2015

##### Activity Target 3:

Complete a Feasibility assessment of Electronic Flight Data for Advanced Electronic Flight Strips (AEFS) at (John F Kennedy International Airport (JFK), La Guardia Airport (LGA) and Newark International Airport (EWR). Due September 30, 2015

##### Activity Target 4:

Determination by the Collaborative Decision-Making Group (CDM) partners on whether Airports will be allowed to become members (Note: Refer procedural changes to CDM Stakeholder Group). Due May 31, 2015

### Core Activity: Improved Multiple Runway Operations (IMRO) Milestones 1

MRO capabilities improve access to parallel runways, including those that are closely spaced, and can increase basic runway capacity and throughput by reducing separation between aircraft based on improved wake categorization standards.

##### Activity Target 1:

Implement Wake Re-Categorization Phase I at Houston airports (IAH/HOU). Due December 30, 2014

##### Activity Target 2:

Implement Wake Re-Categorization Phase I at Charlotte (CLT). Due March 30, 2015

##### Activity Target 3:

Implement Wake Re-Categorization Phase I at Chicago airports (ORD/MDW). Due June 30, 2015

##### Activity Target 4:

Implement Wake Re-Categorization Phase I at San Francisco (SFO). Due September 30, 2015

### Core Activity: Improved Multiple Runway (IMRO) Operations Milestones 2

IMRO capabilities improve access to parallel runways, including those that are closely spaced, and can increase basic runway capacity and throughput by reducing separation between aircraft based on improved wake categorization standards.

**Activity Target 1:**

Implement Wake Re-Categorization Phase I at New York airports (John F Kennedy International Airport (JFK)/ Newark Liberty International Airport (EWR)/ La Guardia Airport (LGA)) Due March 30, 2015

**Activity Target 2:**

Complete separation recommendations and partial safety case documentation for Wake Re-Categorization Phase II. Due December 30, 2014

**Activity Target 3:**

Complete procedure authorization for Wake Turbulence Mitigation for Arrivals (WTMA)-P at Philadelphia International Airport (PHL). Due April 30, 2015

**Activity Target 4:**

Complete Final Investment Decision (FID) for Wake Turbulence Mitigation for Departures (WTMD) or potential alternate solution. Due September 30, 2015

**Activity Target 5:**

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

**Core Activity: Data Comm Milestones**

Data Comm will provide data communications services between pilots and air traffic controllers as well as enhanced air traffic control information to airline operations centers and other flight-following providers. Data Comm will provide a direct link between ground automation and flight deck avionics for safety-of-flight clearances, instructions, traffic flow management, flight crew requests and reports.

**Activity Target 1:**

S1P1 - Complete Integration and Testing (I&T) of Data Comm subsystems. Due June 30, 2015

**Activity Target 2:**

S1P1 - Deliver Data Communications Network Services (DCNS) Build 2 to WJHTC. Due March 31, 2015

**Activity Target 3:**

S1P2 - Achieve Final Investment Decision (FID) for Segment 1 Phase 2. Due March 31, 2015

**Activity Target 4:**

S1P2 - Finalize En Route services use cases with controller user teams. Due September 30, 2015

**Core Activity: Performance Based Navigation (PBN) Milestones**

With PBN, the FAA delivers new routes and procedures that primarily use satellite-based navigation and on-board aircraft equipment to navigate with greater precision and accuracy. PBN provides a basis for designing and implementing automated flight paths, airspace redesign and obstacle clearance.

**Activity Target 1:**

Complete Charlotte Draft Environmental Assessment. Due April 30, 2015

**Activity Target 2:**

Complete Charlotte Evaluation Activities. Due July 31, 2015

**Activity Target 3:**

Begin Charlotte Implementation Activities. Due July 31, 2015

**Activity Target 4:**

Begin Atlanta Implementation Activities. Due July 31, 2015

**Activity Target 5:**

Complete Northern California First Chart Publication Implementation Activities. Due November 30, 2014

**Activity Target 6:**

Complete Northern California Second Chart Publication Implementation Activities. Due January 31, 2015

**Activity Target 7:**

Complete Northern California Third Chart Publication Implementation Activities. Due March 31, 2015

**Activity Target 8:**

Complete Northern California Fourth Chart Publication Implementation Activities. Due April 30, 2015

**Activity Target 9:**

Begin Established on RNP (EoR) Widely-Spaced

Required Navigation Performance (RNP) AR Operations in Denver. Due August 31, 2015

**Activity Target 10:**

Complete Established on RNP (EoR) Track-to-Fix (TF) Safety Analysis and Data Collection Plan. Due February 28, 2015

## **Core Measure: Optimize Information Delivery Through Technology Innovation**

Organizations throughout the agency will continue to implement cost efficiency initiatives.

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### **Core Initiative: Optimize Information Delivery Through Technology Innovation**

The Unified Contracting System (UCS) Program will unify the management of FAA procurement processes under one system that improves efficiency, reduces costs, standardizes work products, and eliminates redundant and paper-based processes. UCS will be an electronic and secure internet-based system that incorporates a contract lifecycle management system to automate contract formulation and execution (planning, pre-award, award, administration/post-award, and close-out). UCS will use a sophisticated Graphical User Interface (GUI) based toolset, which will allow future acquisitions process changes to be implemented by the FAA, with minimal external support. This automated system will provide accurate and timely acquisition data, electronic storage and retrieval of contractual documents and data, and management information reports - such as workload distribution and the list and content of each contracting action through the lifecycle of the acquisition. UCS will be utilized at all FAA offices and organizations involved in procurement contracts for CIP Projects and other acquisitions.

#### **Core Activity: M08.46-01 Unified Contracting System (UCS)**

Continue supporting UCS through the acquisition process.

**Activity Target 1:**

Submit final draft of UCS final Program Requirements (fPR) for approval. Due May 31, 2015

## **Core Measure: Reduction of Paper Publications**

Conduct an assessment that quantifies the need for paper publications to customers listed for distribution.

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## **Core Initiative: Reduction of Paper Publications**

Conduct a thorough assessment regarding the need and utilization of paper publications through effective communication with the customers listed for distribution. Draft results of cost savings analysis.

### **Core Activity: Reduction of Paper Publications**

Conduct research to assess the requirements of retaining paper publications at all field facilities within the National Airspace System (NAS) to include Oceanic/International facilities.

**Activity Target 1:**

Conduct research to access current cost of printing and shipping paper publications. Communicate with customers listed for distribution and identify the areas where paper publications can be eliminated. Advocate the utilization of online publications. Due May 31, 2015

**Activity Target 2:**

Conduct a cost savings analysis based on the results of the paper reduction assessment. Due September 30, 2015

## **Enhance Global Leadership**

As the number of international passengers and aviation activities across the globe increase every year, it becomes even more important for the United States to continue to be the gold standard for aviation safety. To make this happen, the ATO actively builds partnerships and shares knowledge to create a safe, seamless, and efficient global aviation system. Our premise is simple: national boundary lines should not be impediments to safety, that's why we continue working collaboratively with countries and regional organizations to provide technical assistance and training.

We've continued to work closely with the International Civil Aviation Organization (ICAO) to promote our critical safety and capacity initiatives with the larger international audience, with a clear focus to ensure global harmonization of NextGen's performance-based systems and procedures. We also promote the important work that ICAO does through its Universal Safety Oversight Audit Program (USOAP) Continuous Monitoring Approach (CMA). Adherence to international standards is everyone's responsibility, and everyone's gain.

With NextGen technologies and procedures, the ATO works to improve aviation system efficiency and establish seamless operations beyond our borders while reducing aviation's environmental footprint. We continue harmonizing standards and procedures with our neighbors

in Mexico and Canada. We are comparing our aviation system with those of Japan and the European Union to identify future equipment and procedural needs. We are also expanding our cooperative efforts with China to collaborate on future NextGen air traffic initiatives.

Environmental issues continue to be a large part of our efforts. The ATO is a key player in ICAO's Group on International Aviation and Climate Change as it develops an international strategy to address aviation greenhouse gas emissions. We continue our work with European and industry partners through the Atlantic Interoperability Initiative to Reduce Emissions (AIRE). To address environmental issues in the Pacific region, we established the Asia and South Pacific Initiative to Reduce Emissions (ASPIRE) partnership. We expect that initiatives like AIRE and ASPIRE will serve as a framework for similar cooperative efforts in other parts of the world.

The ATO international priorities support the future needs of the global aviation system by addressing fundamental international aviation challenges today. Through partnerships, innovation, and collaborative efforts, we work with the rest of the world to ensure the safety of air travel, increase the efficiency of the global aviation system, and contribute to the well-being of the environment.

## **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.

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### **Core Initiative: International Coordination**

Coordinates support for international safety activities and initiatives to contribute to global harmonization of safety management in air navigation.

#### **Core Activity: International Coordination**

Serve as the ATO Safety and Technical Training focal point for coordination and collaboration with the International Civil Aviation Organization (ICAO), Civil Air Navigation Services Organization (CANSO), EUROCONTROL, and other international bodies. Coordinate international activities with the FAA and ATO International Offices to contribute to global harmonization of safety management in air navigation and support the Global Leadership Initiative.

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

Seconded to CANSO as the Safety Program

Manager. Interim report due December 31, 2015. Final report due May 31, 2015. Due May 31, 2015

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

Coordinate ATO Safety and Technical Training international activities to contribute to global harmonization of safety management and performance measurement in the provision of air navigation services. Interim report due March 31, 2015. Final report due September 30, 2015. Due September 30, 2015

### **Core Initiative: Improve Global ATS efficiency**

Improve the efficiency of global ATS, as co-chair of the International Advisory Board, to support the US economy

#### **Core Activity: Global Collaborative decision Making**

Provide leadership to the Global Collaborative Decision Making process

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

Provide leadership to the Global Collaborative Decision Making process by developing tools, guidance and/or procedures that match system capacity, efficiency and predictability to user demands while improving access to, and increasing the capacity of the nation's aviation system Due September 30, 2015

#### **Core Activity: Support ICAO**

Provide support to ICAO North Atlantic/ Economic and Financial Group (NAT/EFG) semi-annually

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

Provide support to ICAO North Atlantic/ Economic and Financial Group (NAT/EFG) semi-annually by modeling and analyzing international operational and international economic data to quantify the impact of aviation on the global economy and operations. Deliver findings through at least two presentations to ICAO. Due September 30, 2015

#### **Core Activity: Lead ATO International Work under the Global Leadership Strategic Initiative (GLSI)**

FAA International Strategy Support FAA Global Harmonization efforts, manage the air traffic strategic vision and supporting initiatives, deliver new strategy and work programs.

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

Develop the ATO Strategic Plan to define ATO

efforts under the FAA GLSI International Strategy. Due September 30, 2015

**Activity Target 2:**

Lead the ATO efforts under the Data-Informed Prioritization activity under the FAA GLSI International Strategy. Due September 30, 2015

**Activity Target 3:**

Develop FAA/ ICAO Engagement Strategy Report for 2015. Due September 30, 2015

**Activity Target 4:**

Lead ATO preparation and representation in global forums, such as the International Civil Aviation Organization (ICAO), the Civil Air Navigation Services Organization (CANSO), and the International Air Transport Association (IATA) to establish cross-regional initiatives and ensure US positions, strategies, and initiatives are harmonized and represented. Due September 30, 2015

**Core Activity: Serve as co-chair of the International Advisory Board**

Serve as co-chair of the International Advisory Board

**Activity Target 1:**

Serve as co-chair of the international advisory board. Due September 30, 2015

**Core Activity: Support ICAO ATM Security**

Participate in API's efforts to support ICAO regarding ICAO's global air traffic management security, civil/military cooperation, crisis response/emergency operations, and other areas as needed.

**Activity Target 1:**

ATO will provide subject matter expertise support to API's Interagency Group on International Aviation (IGIA) requests. AJR-2 will provide official response on IGIA requests, through API IGIA Office, for ATM or aviation security and civil/military requests. Due September 30, 2015

**Activity Target 2:**

Provide FAA participation in International Civil Aviation Organization (ICAO) ATM security and Civil/Military cooperation related meetings. The participation will consist of invitational attendance at events and meetings and project support when FAA air traffic management (ATM) security and civil/military cooperation subject matter expertise is required. AJR-2 will serve at ICAO and API behest, and represent ICAO in this capacity. Due September 30, 2015

**Activity Target 3:**

Participate in, and support appropriate ICAO, CANSO and regional forums (including the ICAO Aviation Security [AVSEC] Panel), to strengthen ATM security and operational capabilities. Provide leadership and insight to project FAA support for air traffic management (ATM) security, and civil/military cooperation. In addition, participate in forums that enable harmonization of ATM security issues for FAA NEXTGEN and the Single European Skies Automation Research (SESAR). Provide status/compliance report to Director, AJR-2 monthly. Due September 30, 2015

**Activity Target 4:**

Work with Lines of Business (LOBs) and API, when requested, to support international visit requests in accordance with FAA policy. 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.

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**Core Initiative: AJO/AJR-19 COLLABORATIVE DECISION MAKING GROUP (WA26310000)**

Supports a customer-focused, safe, efficient, and affordable air transportation system that is environmentally responsible. Supports global understanding and acceptance of the FAA mission, operations, and Air Traffic Organization modernization efforts. Promotes global, regional, and cross-border acceptance of U.S. Air Traffic Management technology, procedures and processes. Provides joint government/industry initiative aimed at improving air traffic management through increased information exchange among the various parties in the aviation community. Oversees the Collaborative Decision Making program made up of representatives from government, general aviation, airlines, private industry and academia who are working together to create technological and procedural solutions to traffic flow problems that face the National Airspace System.

**Core Activity: Provide Global Leadership in Air Traffic Flow Management and Collaborative Decision Making (CDM) process**

Ensure airport and airspace capacity are more efficient, predictable, cost-effective, environmentally sound, and matched to customer needs by providing leadership to Air Traffic Flow Management and the Collaborative Decision Making (CDM) processes. Develop tools, guidance and procedures that match system capacity, efficiency and predictability to user demands while improving safety and increasing the capacity of the nation's aviation system.

**Activity Target 1:**

Conduct annual Collaborative Decision Making (CDM) General Sessions to ensure CDM guidance and procedures are aligned with agency goals and customer needs. Due September 30, 2015

**Activity Target 2:**

Conduct at least ten Collaborative Decision Making (CDM) sub-team meetings to ensure CDM projects provide efficient, predictable and cost-effective improvements to the National Airspace System (NAS). Due September 30, 2015

**Activity Target 3:**

Promote and expand collaborative information sharing by conducting global Collaborative Decision Making (CDM) and International Air Traffic Flow Management (ATFM) discussion forums and exchange programs with other Air Navigation Service Providers (ANSPs), while promoting acceptance of U.S. ATFM technology, procedures and processes. Due September 30, 2015

**Activity Target 4:**

Support the development of flight data exchange agreements between the FAA and other Air Navigation Service Providers (ANSP) through bilateral meetings. Due September 30, 2015

**Activity Target 5:**

Provide operational expertise in Air Traffic Flow Management (ATFM) to support Aviation Cooperation Program (ACP) activities with ACP participants. Due September 30, 2015

**Activity Target 6:**

Conduct and facilitate multiple, scheduled international planning telcons on an ongoing basis with appropriate international organizations in order to enhance the efficiency of global air traffic management. Due September 30, 2015

**Activity Target 7:**

Conduct domestic Collaborative Decision Making (CDM) and International Air Traffic Flow Management (ATFM) discussion forums and facility visits to enhance the effectiveness of the

national and global aviation systems and ensure global interoperability of NextGen. Due September 30, 2015

**Activity Target 8:**

Provide Traffic Flow Management (TFM) Subject Matter Experts (SMEs) to propose procedures, roles, and policies to various offices (Surface Ops, AJR-E, AJV-7, etc.) when requested through the CDM Governance Model. Due September 30, 2015

**Core Initiative: AJR-F  
INTERNATIONAL**

Coordinate ATO's international activities, create annual strategic visions, and facilitate execution of the ATO International Strategic Plan. Provide effective, consistent, and well-coordinated strategic leadership, products, and services to ensure harmonization of domestic U.S. air traffic operations and Next Generation Air Transportation System (NextGen) technologies, procedures and standards with the global civil aviation community, international organizations and user groups. Provide leadership and facilitation for ATO international activities through a strong international knowledge base and ability to build coalitions and global consensus. Provide direct technical support and strategic guidance to support daily requirements of operational facilities to interface with foreign air navigation service providers.

**Core Activity: Europe, Africa, Middle East Group (AJR-F1)**

Coordinate and facilitate the ATO strategic vision and supporting activities in the Europe, Africa, and Middle East regions, as well as Global Forums dealing with cross-regional air traffic initiatives.

**Activity Target 1:**

Successfully manage air traffic support and leadership within the International Civil Aviation Organization (ICAO) North Atlantic, European, African and Middle Eastern air navigation service (ANS) focused meetings, including the preparation of North Atlantic (NAT) Systems Planning Group (SPG) and the European Air Navigation Planning Group meeting agendas; coordination of major initiatives; and coordination and preparation of papers to articulate U.S. positions Due September 30, 2015

**Activity Target 2:**

Align NextGen implementation plan initiatives to ICAO Aviation System Block Upgrades (ASBU) to meet the intent of the ICAO Global Aviation Navigation Plan (GANP) and Regional Aviation Navigation Plans (RANP). Track and report the progress of NextGen initiatives through the

memorandum of Cooperation with Single European Sky Air Traffic Management Research (SESAR) Joint Undertaking (JU), EUROCONTROL and the European Commission. Due September 30, 2015

**Activity Target 3:**

Support the alignment of Next Generation Air Transportation System (NextGen) international strategic plans and supporting activities, as well as focused harmonization steering groups including the development of materials, agendas, reports. Manage the Chairmanship of the semi-annual Coordination Committee meeting with the SESAR Joint Undertaking. Due September 30, 2015

**Activity Target 4:**

Successfully support the air traffic strategic vision and initiatives within the European Flight Demonstrations to improve flight efficiency and reduce emissions. Facilitate harmonization efforts through the NextGen and SESAR Collaborative Demonstration Activities. Due September 30, 2015

**Core Activity: Asia Pacific Group (AJR-F2)**

Coordinate and facilitate the ATO strategic vision and supporting activities in the Asia and Pacific Region, as well as US-controlled international airspace in the Pacific Ocean.

**Activity Target 1:**

Deliver an operational action plan to support FAA Global Harmonization efforts through coordination and participation in the 41st bilateral US/Japan Informal Pacific air traffic control (ATC) Coordinating Group (IPACG/41) and the 29th multilateral meeting of the Informal South Pacific ATS Coordinating Group (ISPACG/29). Due September 30, 2015

**Activity Target 2:**

Stand up a Joint Air Traffic Steering Group (JATSG) with the Airports Authority of India (AAI) in support of the Aviation Cooperation Program (ACP) between the US and India. Due April 30, 2015

**Activity Target 3:**

Prepare the 2014 work program for the FAA/Civil Aviation of Japan (JCAB) Future Air Traffic Systems (FATS) working group, including the semi-annual meeting, the FATS Collaboration Plans, meeting materials and the official report of the FATS/Working Group. Due July 31, 2015

**Activity Target 4:**

Coordinate the ATO efforts within the Asia Pacific Air Navigation Planning and Implementation Regional Group (APANPIRG) to advocate the adoption of U.S. technologies, processes and procedures throughout the region. This includes the preparations of US strategy and position development, working/information paper management, travel planning and logistics, and ATO delegation lead and subject matter expert responsibilities. Due September 30, 2015

**Core Activity: Americas and ICAO Group (AJR-F3)**

Coordinate and facilitate the ATO strategic vision and supporting activities in North, Central and South America and the Caribbean, as well as air traffic support to ICAO global policy and standards initiatives.

**Activity Target 1:**

Lead ATO support for ATO/NAV CANADA Executive Bilateral and Steering Group air traffic meetings. Work with NAV CANADA counterparts to select meeting dates, venues and agendas. Provide secretariat support at all meetings. Track meeting action items, collect, edit and organize all briefing materials for members of U.S. delegation. Due July 31, 2015

**Activity Target 2:**

Coordinate with the FAA Office of International Affairs and ATO organizations to draft and finalize international agreements which support the provision of air traffic services in the North, Central and South America and Caribbean areas. Agreements include collaboration, operational data sharing, technical assistance and repair /restoration/maintenance of equipment which supports services in the NAS. Due September 30, 2015

**Activity Target 3:**

Facilitate and lead multi-regional activities such as Cross Polar Working Group (CPWG) meetings and the ICAO Trans-Regional Airspace and Supporting ATM Systems Steering (TRASAS) including development of ATO strategy and position development and coordination with participating Air Navigation Service Providers (ANSPs). Due September 30, 2015

**Activity Target 4:**

Deliver new strategy and work programs by developing and managing strategy and work programs for the Caribbean, and North and South America to improve regional harmonization

standards of global air traffic operations. Due September 30, 2015

**Activity Target 5:**

Successfully manage ATO participation in ICAO's North American/Caribbean Air Navigation Implementation Working Group; Eastern Caribbean Technical Working Group; and Central Caribbean Directors of Civil Aviation Meeting. This includes ensuring that delegation matches agenda, reviewing papers, organizing and participating in preparatory meetings, and providing travel support for ATO delegations. Due September 30, 2015

**Activity Target 6:**

Coordinate the ATO efforts within the North, Central, South American, and Caribbean ICAO regions to advocate the adoption of US technologies, processes and procedures, support ICAO GANP ASBU Implementation activities, and regional documents. This includes participation and subject matter expertise to States, representation at regional meetings, and/or direct to ICAO Mexico and ICAO Lima in support of global interoperability and harmonization and the FAA international strategy. Due September 30, 2015

**Core Initiative: Support the International Civil Aviation Organization (ICAO) Work Groups**

Support ICAO work efforts in the Air Navigation Bureau that meet FAA objectives for improving the efficiency of global aviation.

**Core Activity: Support ICAO Air Navigation Bureau (ANB)**

Serve as FAA lead on ICAO ANB work items that assess the effectiveness of ASBU implementation as well as provide updates to ICAO guidance on performance management. Support ICAO in regional forums that utilize performance indicators to promote Air Traffic Management improvements.

**Activity Target 1:**

Produce briefings and working papers for ICAO that demonstrate harmonized performance reporting with the European Commission. Due September 30, 2015

**Core Initiative: Promote CANSO Initiatives**

Participate on CANSO Committees and work groups for the purpose of producing CANSO work products that

promote efficient ATM. Produce guidance on operational performance and support CANSO work groups that require assessing operational performance.

**Core Activity: Support CANSO Operations Standing Committee (OSC)**

Serve as Operations Task group lead for the Operational Performance Work Group within the CANSO OSC.

**Activity Target 1:**

Produce and document operational scenarios that demonstrate flight efficiency measures for CANSO members. Due September 30, 2015

**Core Initiative: Joint work with European Commission**

The FAA and the European Commission have established a Memorandum of Cooperation (MOC) for jointly developing and promoting harmonized performance measures that may be used globally by ICAO. This work is performed under Annex 2 of this MOC.

**Core Activity: Serve as FAA lead for work items under Annex 2 of the MOC with the European Commission.**

Work items under Annex 2 develop performance measures and benefit assessments for surface, traffic flow and arrival management. Performance trade-offs associated with demand management are assessed under this MOC. Joint capacity and performance analysis promote efficient ATM by leveraging the performance capabilities of Europe and the US.

**Activity Target 1:**

Produce joint capacity and analysis report on work items to be agreed for FY15. Due September 30, 2015

**Core Initiative: Joint work with Civil Aviation Authority of Singapore**

Perform operational performance analysis tasks that support the Memorandum of Cooperation between the FAA and Civil Aviation Authority of Singapore (CAAS).

**Core Activity: Serve as FAA lead and support joint FAA/CAAS work efforts under the MOC.**

Serve as FAA lead for operational performance work efforts that improve capacity and flight efficiency in the region. Develop procedures that allow CAAS to benchmark performance against FAA facilities.

**Activity Target 1:**

Produce initial FAA/CAAS capacity and flight efficiency study that meets work plan objectives of improving performance measures in the region. Due September 30, 2015

Leads the process for strategic and business planning and integration of the ATO Business Plan with the FAA Strategic Plan. Facilitates the ATO service units' use of goals and performance measures. Coordinates Capital Investment Plan submission to Congress.

## Empower and Innovate with the FAA's People

ATO will prepare FAA's human capital for the future, by identifying, recruiting, and training a workforce with the leadership, technical, and functional skills necessary to ensure the U.S. has the world's safest and most productive aviation sector. ATO Management Services provides nontechnical business management support for the ATO's operational units, enabling them to focus on their core missions. We help prioritize resources and improve processes to best serve the entire ATO.

In fiscal year 2015, Management Services seeks to enhance ATO leadership development, career progression, succession planning, performance management and diversity initiatives across the ATO by:

- developing and deploying self-service career planning processes, tools, and resources;
- developing and delivering key leadership development programs, tools, and resources for Air Traffic and Technical Operations employees;
- developing and deploying standardized processes, tools, and resources supporting succession planning for the most critical ATO positions;
- implementing the ATO Performance Management Roadmap initiatives, and
- tracking the % percentage of ATO employees by race/national origin and gender composition of the ATO workforce compared to that of the National Civilian Labor Force (NCLF).

Fostering people-driven service excellence involves creating a service-oriented climate in which our employees continuously learn, embrace innovation and share accountability for success. We will work to inspire high performance through developing leadership at all levels. We will strive to build and retain a diverse, highly skilled, motivated and productive workforce. We believe all of these actions will make the ATO a great place to work.

### Core Measure: Workplace of Choice

The FAA is rated in the top 25 percent of places to work in the federal government by employees.

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### Core Initiative: ATO Strategic Planning

### Core Activity: Capital Investment Plans and Community Metrics

Leads the process for strategic and business planning and integration of the ATO Business Plan with the FAA Strategic Plan. Facilitates the ATO service units' use of goals and performance measures. Coordinates Capital Investment Plan submission to Congress.

**Activity Target 1:**

Deliver Five Year Capital Investment Plan to Congress. Due March 31, 2015

**Activity Target 2:**

Continue to refine Community metrics, as needed, to gather the right data to support ATO Leadership discussion and decisions quarterly throughout FY15. Due September 30, 2015

### Core Initiative: NAS Facilities OSHA & Environmental Standards Compliance - F13.03-00

Establish and implement an Environment and Occupational Safety and Health (EOSH) program that ensures the health and safety of all FAA employees by providing compliance with Federal, State, and local regulations and bargaining unit agreements.

### Core Activity: OSHA & Environmental Standards Compliance

This program provides comprehensive ATO-wide EOSH management initiatives to meet Occupational Safety and Health Administration (OSHA), and Environmental Protection Agency (EPA) standards, State, and local legal requirements, and collective bargaining agreements. EOSH Services is the lead organization within ATO charged with the protection of employee well-being and the environment. Through the development and completion of policy guidance, technical assistance, employee training, job hazard assessments, compliance monitoring, and corrective actions, EOSH Services designs and manages national compliance programs that integrate risk management into each level of the ATO infrastructure life cycle from system and facility design, through infrastructure management, to decommissioning.

**Activity Target 1:**

Upgrade 100 fall protection systems on NAS communication, navigation, and radar facilities to comply with (OSHA) regulations, FAA

requirements, and industry standards. Due September 30, 2015

**Activity Target 2:**

Conduct a total of 3 arc flash hazard analysis (AFHA) on 1 large facility (e.g., ARTCC, TRACON, or ATCT) in each service area, in compliance with FAA and OSHA requirements and NFPA 70 consensus standard to determine the shock and arc flash required personal protective equipment. Due September 30, 2015

**Activity Target 3:**

Conduct at least 1 field review for the hearing conservation program. Due September 30, 2015

**Core Activity: Ensure Worker Health and Safety**

Ensure worker health and safety at all FAA facilities and sites.

**Activity Target 1:**

Continue fire life safety upgrades at ATCTs, which began in FY13. Start 10 fire-life-safety upgrades at other ATCTs. Certify 10 completed fire-life-safety upgrades at ATCTs. Due September 30, 2015

**Activity Target 2:**

Ensure 100% of all staffed and at least 95% of all unstaffed Air Traffic Organization (ATO) workplaces, as listed in the FAA Workplace Inspection Tool (FAA WIT) database, are inspected as required by FAA policies and Federal regulations. Due September 30, 2015

**Activity Target 3:**

Require 80% of FAA managers and supervisors to maintain competence concerning the Safety Management Information System (SMIS) for reporting injuries and illnesses in the workplace. EOSH Services will utilize training completion records from the eLearning Management System (eLMS) to track progress toward this target. Due September 30, 2015

**Activity Target 4:**

Recognize OSH performance of at least 1 facility, team, and employee. Due September 30, 2015

**Activity Target 5:**

Communicate OSH awareness via the safety stand down, safety bulletins, safety emergency notices, TechNet, and monthly articles and via features on FAA Communications. Due September 30, 2015

**Activity Target 6:**

Ensure new employees who work with chemicals take mandatory training of the hazard communication standard to the Globally Harmonized System of Classification and Labeling of Chemicals (HCS/GHS). Due September 30, 2015

**Activity Target 7:**

Improve employee safety by filing abatement plans in the FAA Workplace Inspection Tool (FAA WIT) database for all open workplace safety inspection findings within 30 days of their identification. Due September 30, 2015

**Activity Target 8:**

Reduce Workplace Injuries: Achieve a total workplace injury case rate of no more than 1.82 per 100 employees for the FAA. Due September 30, 2015

**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.

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**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

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: 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.

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### 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.

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### 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

## Core Measure: Financial and Human Resources Management

Achieve a 90% success rate in the areas of financial management and human resources management: Receive annual Unqualified Audits with no material weaknesses. Maintain the competitive status of all FAA employees within the federal personnel system. Improve the "effective leadership" index score on the OPM Employee Viewpoint Survey by 8 percent. Improve the "talent management" index score on the OPM Employee Viewpoint Survey by 8 percent.

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### Core Initiative: AJO/AJV-17: Business Support Group (WA23600000)

The Airspace Business Support Group provides financial, procurement, planning, logistical and personnel support services to the Airspace Services directorate, as requested, while ensuring proper stewardship of allocated resources through internal control programs.

#### Core Activity: Financial Management

Coordinates Operations (O&M) and Facilities and Equipment (F&E) Appropriations operating budget presentation and execution activities within the service unit, including preparing budget justifications and supporting documents, responding to questions regarding the budget, monitoring execution activities, and coordinating oversight activities.

**Activity Target 1:**

Deliver monthly financial reports tracking all

funds/activities (F&E, O&M, travel, credit card, etc.). Due September 30, 2015

**Activity Target 2:**

Conduct quarterly budget review meetings with the Director and Management Team. Due September 30, 2015

**Core Activity: Business Services**

Provide business services for Airspace Services to include, but not limited to, space management, training scheduling and tracking, staffing and HR support, IT support coordination and tracking, and purchase card use and management.

**Activity Target 1:**

Deliver services on time or ahead of schedule to include, but not limited to, training reports, staffing status, purchase card reconciliation and approval, and space management issues report as needed. Due September 30, 2015

**Core Activity: Business Planning**

Assist in the coordination of Airspace Services strategic and business plans. Oversee activities in support of the Department of Transportation, Federal Aviation Administration, Service Unit strategic plans.

**Activity Target 1:**

Submit monthly reporting on time or ahead of schedule for SPIRE Business Plan goals, SPIRE Reporting, and AJV commitment tracking. Due September 30, 2015

**Activity Target 2:**

Conduct monthly meetings with Director and Management Team to provide and discuss AJV-I's status in achieving strategic and organizational goals within the specified timeframes outlined in the 2015 business plan. Due September 30, 2015

**Core Activity: Contracts Management**

Provide support for new and existing acquisitions. Oversee all contracting activities to ensure continuity of operations. Assist in the preparation, review, and evaluation of various contract documents (task orders, statements of work, technical specifications). Prepare impact statements as required. Ensure cost estimates are prepared according to the FAA Work Breakdown Structure (WBS) and established cost/price targets for existing modifications and new contract actions. Coordinate with contracting officers, contracting officer's technical representatives (COTR), and technical specialists to initiate and follow the progress of procurement actions from the work proposal to the execution, invoicing and closure phases.

**Activity Target 1:**

During the year, monitor existing contracts to ensure adequate funding is provided for current year requirements and invoices are paid within 30 days of receipt of the invoice from either FAA contracting officer or accounting technician. Due September 30, 2015

**Activity Target 2:**

Conduct quarterly contract review meetings with the Director and Management Team. Due September 30, 2015

**Core Activity: Performance Management**

Ensure effective employee performance management in accordance with the Human Resource Policy Manual (HRPM), Performance Management 9.1.

**Activity Target 1:**

Ensure employee current year performance plans (to include individual development plan "IDP") are established and face-to-face performance plan set-up discussions are completed. Due November 30, 2014

**Activity Target 2:**

Ensure employee mid-year performance summaries are prepared and face-to-face performance feedback discussions are completed. . Due April 30, 2015

**Activity Target 3:**

Ensure employee end-of-year performance summaries are prepared and face-to-face performance plan close-out discussions are completed. Due November 30, 2014

**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.

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**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 Correspondence Control Management System (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 Correspondence Control Management System (CCMS). Due September 30, 2015

### **Activity Target 3:**

Establish an annual effectiveness report, to include metrics, to the Officers Group. Due September 30, 2015

## **Core Initiative: Empower and Innovate with the FAA's People**

In support of the Administrator's priority to 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; the ATO Management Services Customer Service Advocate will address customer service goals, identify and leverage internal best practices, and assess our Management Service's customer service performance.

## **Core Activity: Customer Service Goals of Management Services**

Provide executive direction and leadership for achieving the customer service goals of the Management Services organization.

### **Activity Target 1:**

Provide customer advocacy services. Track to completion the requests and issues brought to the Customer Service Advocate. Due September 30, 2015

## **Core Activity: Internal Best Practices for Customer Experience**

Internal Best Practices: Identify and leverage internal best practices from government and industry for customer experience.

### **Activity Target 1:**

Deliver targeted customer service improvement activities. Due September 30, 2015

### **Activity Target 2:**

Perform the Air Traffic Organization's Management Services Annual Customer Valuation Survey. Due September 30, 2015

### **Activity Target 3:**

Perform the Air Traffic Organization's Management Services Annual Customer Experience Survey. Due September 30, 2015

## **Core Activity: Assess Management Service Customer Service Performance**

Perform analysis of FY15 Annual Customer Valuation Interviews and Annual Customer Experience Survey. Compare results to previous year results.

## **Core Measure: Workforce of the Future**

Prepare FAA's Human Capital for the future by identifying, recruiting and developing a workforce with the leadership, technical and functional skills to ensure the safest and most productive aviation sector.

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## **Core Initiative: Integrated Talent Management**

Establish integrated talent management support for the ATO that addresses critical talent issues for the services units, to include regular data analysis to provide options for intervention services, training strategies, and leadership program deliveries. Providing the right skills to the right people at the right time to meet the ATO's future needs.

## **Core Activity: ATO Real-time, Critical and Evolving Issues**

Seamlessly address ATO real-time, critical and evolving issues by establishing monthly ATO Service Unit talent management reviews to include data analysis to inform the customer(s) on intervention services, training, and leadership programs options; quarterly progress briefs to the Deputy Vice Presidents; and an annual effectiveness report to the Officers Group.

### **Activity Target 1:**

Establish semi-annual Workforce Management Reviews for each Service Unit, to include data analysis which will inform them of intervention services, training strategies, and leadership program deliveries options. Due January 31, 2015

### **Activity Target 2:**

Establish quarterly progress briefs to the Deputy Vice Presidents. Due April 30, 2015

**Activity Target 1:**

Provide a year over year assessment of Management Services Customer Service Performance to Management Services Senior Leadership Team. Due September 30, 2015

familiarization sessions of business planning components to the AJR-1 Director and Management Team during the quarterly review meetings. Due September 30, 2015

## Core Measure: Business Planning

Achieve a high level of excellence managing FAA Business Planning activities.

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### Core Initiative: AJO/AJR-1, Director System Operations (WA26100000)

Provides leadership to the management of all staff and administrative functions for the Air Traffic Control System Command Center (ATCSCC). Executes the mission of the System Operations Directorate by commanding the real-time management of the National Airspace System (NAS) to ensure safe and efficient use of available airspace, equipment and workforce resources. Leads and provides support to the Office of Commercial Space and Transportation by providing resources to assist with implementation, notification process and procedures for commercial space launches in the NAS while ensuring maximum capacity and efficiency. Provide support to the ATO Program Management Organization for the implementation and operational development to transition to Time Based Flow Management.

### Core Activity: System Operations Business Plan

Develop, submit and report on the current fiscal year for the System Operations Directorate, AJR-1 Business Plan. Conduct the planning, development and refinement of activities for the next two fiscal years Business Plans for AJR-1.

**Activity Target 1:**

Formulate, refresh and finalize the AJR-1 fiscal year 2016 and 2017 Draft Business Plan. Due September 30, 2015

**Activity Target 2:**

Complete AJR-1 Business Plan updates and activities in accordance with FAA timelines. Due September 30, 2015

**Activity Target 3:**

Monitor and report monthly on the progress of the fiscal year 2015 Business Plan activities and targets. Due September 30, 2015

**Activity Target 4:**

Attend and provide business plan support and

## 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.

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### Core Initiative: ATO Staffing Goal

Provide proactive, collaborative, effective staffing strategies for the ATO. Providing the right people, in the right career fields to meet the ATO's future needs.

### Core Activity: Staffing Plans

Establish comprehensive staffing plans for each ATO Service Unit

**Activity Target 1:**

Analyze workforce attrition rates. Due January 31, 2015

**Activity Target 2:**

Develop recruitment strategies. Due March 31, 2015

**Activity Target 3:**

Build succession plans for critical ATO positions. Due September 30, 2015

### Core Activity: Selection Process

ATO professional and non-technical workforce selection process needs to be developed in order to ensure the right people, in the right career fields to meet the ATO's future needs.

**Activity Target 1:**

Develop a Selection Process for the ATO professional and non-technical workforce. Due September 30, 2015

### Core Activity: Technical Staffing Goal

Establish comprehensive staffing plans for the technical ATO workforce.

**Activity Target 1:**

The recruitment strategy for the ATO Technical Operations (AJW) technical workforce has a target to be done by the end of the current calendar year. Due December 31, 2014

**Activity Target 2:**

The Air Traffic Services (ATS) technical workforce recruitment strategy will be developed by the end of the second quarter. Due March 31, 2015

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.

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## **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.

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### **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

## **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**

AJM-0 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 AJM-0 leadership, once received from AFN. Due September 30, 2015

### **Core Activity: Train and Certify FAA's Acquisition Workforce**

AJM 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: AJO/AJR-11, ATCSCC OPERATIONS GROUP (WA2630000)**

Provides leadership to the management of all staff and administrative functions for the Air Traffic Control System Command Center (ATCSCC). Executes the mission of the System Operations Directorate by commanding the real-time management of the National Airspace System (NAS) to ensure safe and efficient use of available airspace, equipment and workforce resources. Leads and provides support to the Office of Commercial Space and Transportation by providing resources to assist with implementation, notification process and procedures for commercial space launches in the NAS while ensuring maximum capacity and efficiency. Provide support to the ATO Program Management Organization for the

implementation and operational development to transition to Time Based Flow Management.

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## **Core Initiative: National Airspace System (NAS) Traffic Flow Management (TFM) Training**

Provide Traffic Flow Management (TFM) Training and educational briefings to employees, customers and the aviation community in order to enhance operations and service to customers throughout the National Airspace System (NAS).

### **Core Activity: Traffic Flow Management (TFM) Educational Briefings**

Conduct Traffic Flow Management (TFM) educational briefings and tours to educate aviation leaders and stakeholders.

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

Provide formal Traffic Flow Management (TFM) presentations conducted by upper management officials to enhance agency information exchange and operational awareness. Due September 30, 2015

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

Conduct Traffic Flow Management (TFM) guided facility tours with briefings to FAA personnel and non-FAA individuals and groups who have an aviation interest and to enhance agency information exchange and operational awareness of the Air Traffic Control System Command Center. Due September 30, 2015

### **Core Activity: Traffic Flow Management (TFM) Training and Training Materials**

Design, develop and update National training and training materials. Conduct ATCSCC and National training courses. These courses and materials are utilized by Systems Operations and Air Traffic Services (ATS) employees, as well as our customers and the entire aviation community.

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

Annual review to update the Air Traffic Control System Command Center (ATCSCC) Training Order DCC N3120.1C. Due March 31, 2015

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

Annual review of new FAA Course 50115 curriculum to include updating current information as necessary. Due September 30, 2015

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

The Air Traffic Control System Command Center

(ATCSCC) will design and develop all course curriculum material for the National Traffic Management Course 50113, as well as provide instructional and administrative support for the 50113 course. Due September 30, 2015

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

Review and update the monthly refresher training modules given to Air Traffic Control System Command Center (ATCSCC) personnel in the eLearning Management System (eLMS). Due September 30, 2015

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

Create Traffic Flow Management (TFM) training refresher material and maintain and enhance the TFM Learning web site. Due September 30, 2015

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

Create and maintain recurrent National Traffic Flow Management training around Traffic Flow Management System (TFMS), Flight Schedule Monitor (FSM), and National Traffic Management Log (NTML) updates. Due September 30, 2015

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

Provide recurring annual Traffic Management Officer (TMO) training. Due September 30, 2015

#### **Activity Target 8:**

Provide Local Facility Training Course #55116 to newly assigned Air Traffic Control System Command Center (ATCSCC) operational employees requiring certification. Provides support to On the Job Training (OJT) teams for developmentals through their certification completion. Due September 30, 2015

#### **Activity Target 9:**

Administer the Managers Traffic Flow Management (TFM) course for Air Traffic Facility Managers to educate Traffic Management Officers (TMO) resources and tools utilized for traffic flow and management in the National Airspace System (NAS). Due September 30, 2015

### **Core Activity: Implement a collaborative process with employees and union to develop and implement skill enhancement training**

Implement a collaborative process with employees and union to develop and implement skill enhancement training that engages our employees and union collaboratively in technical, procedural and airspace changes in their work environment.

**Activity Target 1:**

Administer Airspace Flow Program (AFP)/Route Manager skill enhancement training in collaboration with the National Air Traffic Controllers Association (NATCA) by March 31, 2015. Administer training to at least 90% of National Operations Manager's (NOMs), National Traffic Management Officers (NTMOs), and Severe Weather National Traffic Management Specialists (SVR WX NTMS) before the 2015 Severe Weather Avoidance Plan (SWAP) season begins. Due March 31, 2015

**Activity Target 2:**

Administer Flight Schedule Monitor (FSM) skill enhancement training in collaboration with National Air Traffic Controllers Association (NATCA) by March 31, 2015. Administer FSM training to at least 90% of National Operations Manager's (NOMs), National Traffic Management Officers (NTMOs), and the Terminal National Traffic Management Specialists (NTMS) before the 2015 Severe Weather Avoidance Plan (SWAP) season begins. Due March 31, 2015

**Activity Target 3:**

In collaboration with National Air Traffic Controllers Association (NATCA) and Quality Control (QC) Manager, provide National Operations Managers (NOMs) daily operational shift Standups to serve as next-day QC carry forward briefings for all operational personnel. Due September 30, 2015

## **Core Measure: Customer Satisfaction - ACSI FAA Web Survey**

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index (ACSI) at or above the average Federal Regulatory Agency score. Review customer requirements annually and measure customer satisfaction more broadly for FAA service.

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### **Core Initiative: Enable Innovation and Collaboration**

Empower FAA employees to build new ideas, participate in conversations about their ideas and the ideas of others through online communities that enable innovation and collaboration.

#### **Core Activity: FAA Idea Challenges - ATO** FAA Idea Challenge.

**Activity Target 1:**

Launch, publish and communicate at least one FAA Idea Challenge. Due August 31, 2015

## **Core Measure: Small Business and Corporate Citizenship**

Promote Small Business Development and Corporate Citizenship.

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### **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 (ATO)**

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