Safety
Reduce Aviation and Commercial Space Transportation-Related Fatalities and Serious Injuries in Commercial and General Aviation.

Systemic Safety Approach
Mitigate risks and encourage infrastructure and behavior change by using a data-driven systemic safety approach to identify risks, enhance standards and programs, and evaluate effectiveness.

Initiative: Ground Based Safety
Reduce the risk of runway incursions and wrong surface operations through infrastructure improvements, technology, information sharing, education and the development of site specific procedures.

Activity: Improve infrastructure and technology to reduce the risk of runway incursions
Reduce the risk of runway incursions by implementing improvements and mitigations.

Target: Reduce the risk of runway incursions by implementing improvements and mitigations.
Assist airports in planning and implementing identified airport infrastructure improvements to reduce the risk of runway incursions.

Target: Improve infrastructure and technology to reduce the risk of runway incursions
Continue implementing the Taxiway Arrival Prediction enhancement to Airport Surface Detection Model X (ADSE-X) locations, where applicable.

Activity: Collaborate with industry to develop strategies to address wrong surface event
Reduce the risk of wrong surface events by collaborating with industry and implementing mitigations.

Target: Collaborate with industry to develop strategies to address wrong surface event
Establish an agreed-upon process for data-sharing between industry, other government entities, labor (where appropriate) and FAA such that specific causal factors associated with surface safety events can be depicted from the vehicle operator’s, air traffic controller’s, and pilot’s perspectives.

Target: Collaborate with industry to develop strategies to address wrong surface event
Begin using the comprehensive data set to inform Runway Safety Action Teams.
Initiative: LPV Procedures (CIP# N12.01-07)
Ensure Localizer Performance with Vertical Guidance (LPV)/Localizer Performance (LP) procedures are available at 5,218 runways in the NAS by 2019.

Activity: LPV Procedures (CIP#N12.01-07)
Develop and publish 70 WAAS Localizer Performance with Vertical Guidance/Localizer Performance (LPV/LP) approach procedures.

Target: LPV Procedures (CIP#N12.01-07)
Develop and publish 70 WAAS Localizer Performance with Vertical Guidance/Localizer Performance (LPV/LP) approach procedures.

Activity: AJF-0 Flight Program Operations-LPV Procedures Support
Flight validation of newly developed LPV or LP instrument flight procedures.

Target: AJF-0 Flight Program Operations-LPV Procedures Support
Provide FY2019 flight inspection support to the Wide Area Augmentation System (WAAS) program. Flight Program Operations will complete 100% of all funded procedures submitted by Aeronautical Information Services (AJV-5) for inspection/validation by August 31, 2019.

Activity: Support Localizer Performance with Vertical Guidance (LPV) Procedures
Design and develop Wide Area Augmentation System (WAAS) approaches.

Target: Support Localizer Performance with Vertical Guidance (LPV) Procedures
Aeronautical Information Services will design and develop funded and/or requested number of WAAS LPV/LP procedures.

Initiative: Alaskan Satellite Telecommunication Infrastructure (ASTI)
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.

Activity: Alaskan Satellite Telecommunications Infrastructure
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.

Target: Alaskan Satellite Telecommunications Infrastructure
Achieve Operational Readiness Demonstration (ORD) at the last ASTI site.

Target: Alaskan Satellite Telecommunications Infrastructure
Achieve Operational Readiness at 37 Sites (Cumulative).
Initiative: Hazard Risk Mitigation
Implement 80% of approved mitigation activities in association with ATO's Top Five (5) identified safety issues/hazards that affect safety risk in the National Airspace System (NAS).

Activity: CAP Implementation (Hazardous Risk Mitigation)
Implement 80% of approved mitigation activities in association with ATO's Top Five (5) identified safety issues/hazards that affect safety risk in the National Airspace System (NAS).

Target: Track Corrective Action Completion
Follow up with stakeholders to track the completion of activities identified for all ATO Top 5 corrective actions and provide a monthly status report.

Target: Monitor Top 5 Issues
Monitor safety data behind the Top 5 issues/hazards quarterly to compare against their safety performance targets and make recommendations on potential closeout of the issue/hazard.

Activity: AJR-B Support for ATO Top 5
Support the completion of 80% of approved activities to address the top five (5) issues/hazards in the NAS and the development/approval of activities to be completed in future fiscal years.

Target: AJR-B Support for ATO Top 5
Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) issues/hazards in the NAS.

Target: AJR-B Support for ATO Top 5
Participate as needed on Corrective Action Plan (CAP) teams, to assess progress of activities to date and recommend activities that could be implemented in future fiscal years.

Target: AJR-B Support for ATO Top 5
Support the approval of the updated plans, which will define activities for the upcoming fiscal year, through review and comment processes.

Activity: AJI-1 Support for ATO Top 5
Support the completion of 80% of approved activities to address the top five (5) issues in the NAS and the development/approval of activities to be completed in future fiscal years.

Target: Implement.
Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) issues/hazards in the NAS.
**Target: Participate.**
Participate as needed on Corrective Action Plan (CAP) teams, to assess progress of activities to date and recommend activities that could be implemented in future fiscal years.

**Target: Support.**
Support the approval of the updated plans, which will define activities for the upcoming fiscal year, through review and comment processes.

**Activity: AJI-2 Support for ATO Top 5**
Support the completion of 80% of approved activities to address the top five (5) issues in the NAS and the development/approval of activities to be completed in future fiscal years.

**Target: Corrective Action Plan (CAP) Participation to Access and Recommend Current and Future Activities.**
Participate as needed on Corrective Action Plan (CAP) teams, to assess progress of activities to date and recommend activities that could be implemented in future fiscal years.

**Target: Review and Comment on Updated Plans.**
Support the approval of the updated plans, which will define activities for the upcoming fiscal year, through review and comment processes.

**Target: Completion Rate for Recurrent Training on PIREP Solicitation/Dissemination**
In support of PIREP Solicitation/Dissemination, ensure at least a 93 percent NAS-wide completion rate for Recurrent Training on PIREP solicitation/dissemination.

**Target: Update FAA Order JO 3120.4 with Refresher Training Requirements.**
In support of PIREP Solicitation/Dissemination, update Refresher Training requirements in FAA Order JO 3120.4, Chapter 4, Paragraph 5b, to include PIREP solicitation/dissemination with simulation requirements. Publish final 3120.4 changes, requiring PIREPs in annual Refresher Training, which include PIREP solicitation/dissemination

**Target: Provide Recurrent Training on Traffic Advisories/Safety Alerts.**
Provide Recurrent Training on traffic advisories/safety alerts with a focus on examples that will help enhance controller judgment and survey questions to determine comprehension and retention of content. Ensure at least a 93 percent NAS-wide completion rate for Recurrent Training on traffic advisories and safety alerts.
Target: Review Controller Academy training, and Stage 1, 2 and 3 training modules on issues related to controller judgment.

Review Terminal Controller Academy training, and Terminal Stage 1, 2 and 3 training modules on issues related to controller judgment when issuing traffic advisories/safety alerts (include recommendations from June 2018 TASA workgroup and August 2018 Top 5 CAP meeting). Prepare and deliver report with recommendations.

Target: Review OJTI training on issues related to controller judgment when issuing traffic advisories/safety alerts.

Review OJTI training on issues related to controller judgment when issuing traffic advisories/safety alerts (include recommendations from June 2018 TASA workgroup and August 2018 Top 5 CAP meeting). In collaboration with AJI-1, AJI-3, AJT-2, and NATCA, determine whether OJTI training is an appropriate venue for inclusion of training material on controller judgment when issuing traffic advisories/safety alerts.

Target: Annual Refresher Training Requirement for unusual situations includes traffic alerts.

Require that annual refresher Training on unusual situations include traffic alerts, and recovery at a minimum. If appropriate, draft Notice to FAA Order JO 3120.4.

Target: Improve controller understanding of traffic advisories and safety alerts from the pilot's perspective.

Improve controller understanding of traffic advisories and safety alerts from the pilot’s perspective. In collaboration with ALPA/AOPA, develop videos/simulations from the flight deck that depict receipt of traffic advisories, safety alerts, and TCAS RAs.


Ensure OJTIs receive feedback on the review of quarterly trend data on traffic advisories and safety alerts. As necessary, provide feedback based on ATSAP and MOR data reviews via tasking memo to AJT.

Activity: AJV-8 Support for ATO Top 5

Support the completion of 80% of approved activities to address the top five (5) issues/hazards in the NAS and the development/approval of activities to be completed in future fiscal years.

Target: AJV-8 Support for ATO Top 5

Implement/complete as needed, approved corrective action and monitoring plan activities, providing standards and procedures support to address the top five (5) issues/hazards in the NAS.
Target: AJV-8 Support for ATO Top 5
Participate as needed on Corrective Action Plan (CAP) teams, to assess progress of activities to date, providing standards and procedures support and recommend activities that could be implemented in future fiscal years.

Target: AJV-8 Support for ATO Top 5
Support the approval of the updated plans, which will define activities for the upcoming fiscal year, providing standards and procedures support through review and comment processes.

Activity: AJV-1 Support for ATO Top 5
Support the completion of 80% of approved activities to address the top five (5) issues/hazards in the NAS and the development/approval of activities to be completed in future fiscal years.

Target: AJV-1 Support for ATO Top 5
Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) issues/hazards in the NAS.

Target: AJV-1 Support for ATO Top 5
Participate as needed on Corrective Action Plan (CAP) teams, to assess progress of activities to date and recommend activities that could be implemented in future fiscal years.

Target: AJV-1 Support for ATO Top 5
Support the approval of the updated plans, which will define activities for the upcoming fiscal year, through review and comment processes.

Activity: AJV-A Support for ATO Top 5
Support the completion of 80% of approved activities to address the top five (5) issues/hazards in the NAS and the development/approval of activities to be completed in future fiscal years.

Target: AJV-A Support for ATO Top 5
Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) issues/hazards in the NAS.

Target: AJV-A Support for ATO Top 5
Participate as needed on Corrective Action Plan (CAP) teams, to assess progress of activities to date and recommend activities that could be implemented in future fiscal years.
Target: AJV-A Support for ATO Top 5
Support the approval of the updated plans, which will define activities for the upcoming fiscal year, through review and comment processes.

Activity: AJV-7 Support for ATO Top 5
Support the completion of 80% of approved activities to address the top five (5) issues/hazards in the NAS and the development/approval of activities to be completed in future fiscal years.

Target: AJV-7 Support for ATO Top 5
Complete the Concept, Validation and Requirements Operational Model "A. Assess" of no less than 80% of the top five (5) Corrective Action Plan (CAP) needs that are identified as in the scope of AJV-7 and submitted via AJV-7's intake process.

Target: AJV-7 Support for ATO Top 5
Brief top five (5) CAP teams as needed, to provide visibility of needs being addressed in its CVR portfolio.

Target: AJV-7 Support for ATO Top 5
Support the advancement of the updated plans, which will define activities for the upcoming fiscal year, through review and comment processes.

Activity: AJT-2 Support for the ATO Top 5
Support the completion of 80% of approved activities to address the top five (5) issues/hazards in the NAS and the development/approval of activities to be completed in future fiscal years.

Target: AJT-2 Support for the ATO Top 5
Participate as needed on Corrective Action Plan (CAP) teams, and support the development/approval of corrective action and monitoring plans to address the top five (5) issues/hazards contributing to risk in the NAS.

Target: AJT-2 Support for the ATO Top 5
Participate as needed on Corrective Action Plan (CAP) teams, to assess progress of activities to date and recommend activities that could be implemented in future fiscal years.

Target: AJT-2 Support for the ATO Top 5
Participate in review and comment processes in support of approval coordination for the updated plans, which will define activities for the upcoming fiscal year.

Activity: CAP Development
Facilitate development/approval of activities to be completed in future fiscal years.
Target: Hold CAP Team Meetings
Hold five Corrective Action Plan Team meetings to assess progress of activities in the current fiscal year and determine activities that will be completed in the upcoming fiscal year.

Target: Initiate CAP Approval
Initiate approval of the update plans, which will define activities for the upcoming fiscal year.

Activity: AJM-2 Support for ATO Top 5
Support the completion of 80% of approved activities to address the top five (5) issues/hazards in the NAS and the development/approval of activities to be completed in future fiscal years.

Target: Hazard Risk Mitigation: Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) issues/hazards in the NAS.
Hazard Risk Mitigation: Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) issues/hazards in the NAS.

Target: Hazard Risk Mitigation: Participate as needed on Corrective Action Plan (CAP) teams, to assess progress of activities to date and recommend activities that could be implemented in future fiscal years.
Hazard Risk Mitigation: Participate as needed on Corrective Action Plan (CAP) teams, to assess progress of activities to date and recommend activities that could be implemented in future fiscal years.

Target: Hazard Risk Mitigation: Support the approval of the updated plans, which will define activities for the upcoming fiscal year, through review and comment processes.
Hazard Risk Mitigation: Support the approval of the updated plans, which will define activities for the upcoming fiscal year, through review and comment processes.

Activity: AJT-C Support for ATO Top 5
Support the completion of 80% of approved activities to address the top five (5) issues in the NAS and the development/approval of activities to be completed in future fiscal years.

Target: AJT-C Support for ATO Top 5
Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) issues/hazards in the NAS.

Activity: AJT-E Support for the ATO Top 5
Support the completion of 80% of approved activities to address the top five (5) issues in the NAS and the development/approval of activities to be completed in future fiscal years.
Target: AJT-E Support for the ATO Top 5
Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) issues/hazards in the NAS.

Activity: AJT-W Support for the ATO Top 5
Support the completion of 80% of approved activities to address the top five (5) issues in the NAS and the development/approval of activities to be completed in future fiscal years.

Target: AJT-W Support for the ATO Top 5
Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) issues/hazards in the NAS.

Initiative: Surface Safety Risk Reduction
AJI will utilize the surface safety metric to: Establish consensus among Runway Safety stakeholders on a policy to assess and quantify the risk in runway safety events. Address precursors, as well as latent risks by proactively providing event trend summaries and best practices to the field.

Activity: Runway Safety Council
Leverage the Runway Safety Council to lead the monitoring of the effectiveness of the FAA's National Runway Safety Program in managing risk in commercial and non-commercial flight operations, air traffic operations, and vehicle operations.

Target: Manage Commercial Surface Safety Risk Index
Commercial Surface Safety Risk Index: Manage the weighted surface safety risk index at or below 0.35 per million airport operations for commercial aviation.

Target: Manage Non-Commercial Surface Safety Risk Index
Non-Commercial Surface Safety Risk Index: Manage the weighted surface safety risk index at or below 0.60 per million airport operations for non-commercial aviation.

Activity: Runway Safety technologies
The FAA will begin acquiring or enhancing Runway Safety technologies that are in various Lines of Business from concept development, research, acquisition, and certified in service equipment. These technologies include, but are not limited to: Airport Surface Detection Equipment Model X (ASDE-X), Runway Status Lights (RWSL), Airport Surface Surveillance Capability (ASSC), Surveillance Broadcast System (SBS), Engineered Material Arresting System (EMAS), Runway Incursion Device (RIDS), Speech Recognition Capabilities, and the suite of technologies in Runway Incursion Prevention Situational Awareness (RIPSA).

Target: Promote
Create and execute a promotion plan for Surface Safety Initiative Team to the ATO Officers Group, NextGen Executives, AVS Management Team, and Airports Executive Team.
Target: Promote
Create and execute a promotion plan for Surface Safety Initiative Team to the REDAC, CIT and JRC meetings.

Activity: Runway Safety Action Teams (RSAT)
Enhance the product from Runway Safety Action Team's (RSAT) by ensuring each team meets, or exceeds, the requirements.

Target: Familiarize
Familiarize RSPMs with web based RSAT data visualization and Runway Safety Action Teams (RSAT) workflow tool.

Target: Familiarize
Familiarize ATMs with web based RSAT data visualization and Runway Safety Action Teams (RSAT) workflow tool.

Target: Conduct
Conduct 1 RSAT per Service area using Runway Safety Action Teams (RSAT) workflow tool.

Target: Ground Based Safety- Reduce the risk of runway incursions by implementing improvements and mitigations.
At locations with high frequency or severe wrong surface operations risk, conduct at least three (3) Special Focus Runway Safety Action Team (SFRSAT) meetings per Service Area (i.e., Eastern Service Area, Central Service Area, and Western Service Area) and develop a minimum of nine (9) Runway Safety Action Plans.

Activity: Surface Safety Best Practices
Enhance FAA's capability to provide actionable best practices to aircraft and vehicle operators.

Target: Document
Document process and format for delivery of lessons learned package (i.e. Replay or pdf).

Target: Distribute
Distribute outreach materials to field facilities and target audience.
Activity: Runway Safety DOT Enterprise Risk Management (ERM)

The FAA runway safety strategy includes training, education, and awareness initiatives via structured programs, refresher courses, printed materials, electronic materials, trade and industry journal articles to maintain runway safety as a top-of-mind priority for pilots, air traffic controllers, and airport personnel. Proper airport geometry design and technological initiatives also offer tremendous promise for the improvement of runway safety and include such devices as runway status lights and cockpit moving map displays. Finally, enhancements to air traffic procedures, phraseology and systems provide controllers with better tools to keep aircraft safely separated on runways and taxiways.

Target: "Planned" Risk Response for Runway Safety DOT/ERM.

The Runway Safety Program will continue enhancement of the FAA’s strategic activities, programs, and objectives associated with achieving the agency’s runway safety goals through the ongoing development of 2018-2020 National Runway Safety Plan.

Activity: AJT-2 Support of Runway Safety Technology Program Management Integration.

In FY19, AJT-2 will support AJI in integrating Program Management of Runway Safety technologies, Speech Recognition and Memory Aid Research in the Runway Incursion Prevention Situational Awareness (RIPSA) activities.

Target: AJT-2 Support of Runway Safety Technology Program Management Integration.

AJT SME will support NextGen's final technical requirements for solicitation and acquisition of "right-site-right-size" technologies, by providing input on the best system to deploy for Runway Incursion Prevention through Situational Awareness (RIPSA).

Target: AJT-2 Support of Runway Safety Technology Program Management Integration.

AJT SME will support NextGen's Final Program Plan for "right-site-right-size" by assisting in the development of the Runway Incursion Prevention through Situational Awareness (RIPSA) implementation Plan.

Activity: AJV-7 Support of Runway Safety Technology Program Management Integration

Assist AJI in integrating Program Management of Runway Safety technologies that are in various Lines of Business from concept development, research, acquisition, and certified in service equipment.

Target: AJV-7 Support of Runway Safety Technology Program Management Integration

Assist AJI in inventorying relevant projects (to include NextGen projects/activities) with the aim of identifying those projects which should be formalized into the AJV-7 CVR Operating Model portfolio.
Activity: Support Collaboration with FAA line of Business (ATO, AVS, ARP) and industry to develop strategies to address wrong surface events.

Support Collaboration with FAA line of Business (ATO, AVS, ARP) and industry to develop strategies to address wrong surface events that will ensure information and data currently collected by FAA Airports and Flight Standards is transmitted to the AJI analytical tools for surface event assessment of contributing factors and barrier performance.

Initiative: System Service Reviews (SSR) in support of Hazard Risk Mitigation

Conduct System Service Reviews (SSR) in support of Hazard Risk Mitigation.

Activity: AJT-W support of Hazard Risk Mitigation with the completion of System Service Reviews (SSR)

AJT-W will partner with AJW-W in support of Hazard Risk Mitigation with the completion of System Service Reviews.

Target: System Service Reviews (SSR)

Conduct joint System Service Reviews (SSR) with Technical Operations for events causing system outages that impact air traffic operations or result in system delays.

Initiative: Future Safety Tools

Identify, investigate and evaluate potential technological solutions for capture, storage and retrieval of safety data.

Activity: Identify and evaluate safety data solutions

Evaluate multiple solutions for the storage and retrieval of safety data, including commercial off the shelf solutions (COTS), semi-custom solutions and custom solutions.

Target: Requirements

Develop high level requirements based on current and projected needs for safety data storage and retrieval.

Target: Options

Identify multiple options for further evaluation.

Target: Evaluate

Evaluate identified options against requirements and produce gap analysis.

Activity: Identify and evaluate air traffic replay tool solutions

Evaluate multiple solutions for air traffic data replay, including commercial off the shelf solutions (COTS), semi-custom solutions and custom solutions.

Target: Requirements

Develop high level requirements based on current and projected needs for air traffic data replay.
Target: Options
Identify multiple options for further evaluation.

Target: Evaluate
Evaluate identified options against requirements and produce gap analysis.

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.

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

Target: Aerospace Medicine Safety Information System (AMSIS) Phase 1 - Critical Design Review (CDR) completed.
Aerospace Medicine Safety Information System (AMSIS) Phase 1 - Critical Design Review (CDR) completed.

Initiative: Human Performance in Safety Analysis
Improve the quantity and quality of human performance data collected from the field. Develop alternative methods of calculating repeatability based on taxonomy factor selections and/or barriers remaining, including a validation plan for assessing repeatability alternatives. Then, analyze the data to understand not only causes of incidents but also human performance trends that can be address proactively.
Activity: Increase the Utilization and Impact of Human Performance Safety Data

Provide improved human performance related activities/CAP's to improve safety in Air Traffic Control operations. Develop mechanism for supporting safety investigations to identify Human Performance explanatory factors, including options for incorporating Human Performance findings into investigation reports.

**Target: Develop**

Develop consistent and appropriate reporting mechanism for human performance trends present in NAS safety events.

**Target: Identify**

Develop methods for incorporating human performance impacts to a barrier-based risk model.

**Target: Develop**

Develop a validation plan and implementation guidance for incorporating human performance impacts to a barrier-based risk model.

Activity: Implement Human Performance Safety Culture Program

Standardize the process for conducting safety culture workshops at ATC facilities, to include successful workshop delivery.

**Target: Develop**

Develop a standardized, scalable, process for identifying a target facility, gathering safety culture data, delivering safety culture workshops, and preparing safety culture findings.

**Target: Complete**

Complete safety culture workshops at two NAS facilities.

Activity: Utilization and Impact of Human Performance and UAS

Conduct a review of human performance research activities related to controller management of UASs, and develop a UAS ATC human performance research plan addressing any identified research gaps.

**Target: Conduct**

Conduct working sessions with researchers across FAA lines of business to identify active, completed, and planned research related to controller management of UASs.

**Target: Complete**

Complete a human performance gap analysis identifying needed research regarding controller performance and UASs.
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.

Activity: Deploy System Approach for Safety Oversight (SASO)

System Approach for Safety Oversight (SASO) deployment to last production site and prepare for Functional Release 1


System Approach for Safety Oversight (SASO) Phase 3 - Development Test 2 (DT2) Complete.

Initiative: Analytical Tool Development

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

Activity: AJM Support of OARS

Provide program management support for the OARS program.


Initiative: Logistics Center Support System (LCSS)
The Logistics Center Support System (LCSS) is a mission support IT procurement that re-engineers and automates the FAA's logistics management processes. The program modernizes the FAA's supply chain management by replacing the 20-year old Logistics and Inventory System (LIS).

Activity: Logistics Center Support System (LCSS)
Logistics Center Support System (LCSS)

Target: Logistics Center Support System (LCSS) Segment 2 (S2) - Submit final detailed cost and schedule estimates to IP&A.

Logistics Center Support System (LCSS) Segment 2 (S2) - Submit final detailed cost and schedule estimates to IP&A.

Initiative: Runway Status Lights
Continue to evaluate and deploy runway status lights at 19 ASDE-X airports and 1 ASSC airport.

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

Target: Runway Status Lights (RWSL) - Last-site operational readiness date (ORD) completed.

Runway Status Lights (RWSL) - Last-site operational readiness date (ORD) completed.

Target: Runway Status Lights (RWSL) - Achieve Initial Operating Capability (IOC) at San Diego International Airport (SAN).

Runway Status Lights (RWSL) - Achieve Initial Operating Capability (IOC) at San Diego International Airport (SAN).
Initiative: ATO Safety Management System (SMS)
ATO Safety Management System (SMS)

Activity: ATO Safety Management System (SMS)
ATO Safety Management System (SMS)

Target: Disseminate the ATO Safety Management System (SMS) safety policy and safety guidance fact sheets to all AJM-2 employees for review.

Disseminate the ATO Safety Management System (SMS) safety policy and safety guidance fact sheets to all AJM-2 employees for review.

Initiative: Flight Service
Provide world-class service and value to users of the National Airspace System (NAS), including new entrants. Leverage advanced technologies to safely and efficiently deliver flight services in the contiguous United States (CONUS), Hawaii, Puerto Rico, and Alaska.

Activity: Manage CONUS Operations
Achieve continuity of and efficiency in operations for the Automated Flight Service Station (AFSS) contract for FY19.

Target: AFSS Contract Negotiations
Complete negotiations for the second extension to the AFSS contract.

Target: Prescott FSS Transition
Complete transition of 50% of frequencies from the Prescott Flight Service Station (FSS) to the Fort Worth FSS.

Activity: Manage Alaska and US NOTAM Office Operations

Target: Compliance Verifications
Achieve an average of 85% passing for all scheduled External Compliance Verifications for Alaska FSS and US NOTAM Office, and submit all risk mitigation plans in FY19.
Activity: Plan the future of Flight Service operations in Alaska
Enhance operational effectiveness in Alaska Flight Service to meet user preferences by maximizing processes, people, and information delivery.

Target: Alaska Flight Service Training Academy
Complete design, and kickoff construction of expansion of the Alaska Flight Service training academy.

Target: Operational Readiness Support
Provide support to AJR-X as needed with their Operational Readiness activities.

Initiative: NAS Operations Group
Directs the real-time management of the 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 while collaborating with aviation stakeholders for the conduct of business.

Activity: Oversight and Management of the National Airspace System (NAS)
ATCSCC mitigates the risks introduced into the NAS by unanticipated and/or substantive increases in traffic, such that the air traffic system can have a reasonable expectation of point-to-point active management of flights and their trajectories. The ATCSCC oversees and manages the NAS to optimize its use, fostering efficient air traffic control and traffic management services to balance capacity and demand. They collaborate and communicate with stakeholders to plan and manage the flow of air traffic to minimize delays and maximize efficiency. They create and/or support strategic and tactical plans by which the Command Center can foster improved NAS safety. The ATCSCC supports national defense activities as well as security initiatives to ensure stakeholders are timely apprised of pending changes.

Target: NAS Oversight and Management
Report findings of NAS performance and report findings to stakeholders and senior management.
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, FAA Tactical Operations (TACOPS) replays, NAS Operational Display (NOD), Traffic Flow Management System (TFMS) tools, Air Traffic Operations Network (OPSNET), Aviation System Performance Metrics (ASPM), and interviews with operational personnel.

Target: Daily NAS Analysis
Daily NAS Analysis: As part of the National System Review, Quality Control (QC) analyze system events for users/customers and respond to customer comments.

Target: Post Event Analysis
Conduct and prepare Post Event and Trending Analysis and Quality Assessments of air traffic management services as requested and identify areas to continually improve the safety and efficiency of services.

Target: Flight Trend Analysis
Analyze specific flights and trending to previous years/months to determine the change on Ground Delay Programs (GDPs), Airspace Flow Programs (AFPs) Ground Stops (GSs) and Collaborative Trajectory Options Program (CTOPs) and Playbook Routes. In addition, analyze trending on Miles in Trail (MIT), delays and cancellations. Data sources include Flight Schedule Monitor (FSM), Flight Schedule Analysis (FSA), National Traffic Management Log (NTML), Air Traffic Operations Network OPSNET and Aviation System Performance Metrics (ASPM).

Activity: PERTI - Expand Advanced Planning to Surrounding Air Navigation Service Providers (ANSP's)
Expand the planning work underway in surrounding ANSPs including the Caribbean Region, Mexico and Canada to be included in the advanced planning process.

Target: PERTI SENEAM Coordination
Work with SENEAM on snowbird route development, anticipated Low/Medium/High volume days and advanced planning for implementation.

Target: PERTI NAV Canada Coordination
Work with NAV Canada on obtaining advanced information when Toronto Pearson International Airport (CYYZ) is anticipated to need a Traffic Management Initiative (TMI) coordinated through the ATCSCC. Expand advanced planning coordination to include other NAV Canada TMIs.
Target: PERTI CADENA Snowbird Development
Work with CADENA on snowbird route development, anticipated Low/Medium/High volume days and advanced planning for implementation.

Activity: PERTI - Expand the Operational Implementation of PERTI
Expand the strategic planning process and operational implementation of the PERTI initiative by extending the planning horizon, improving the transition of the plan to the execution phase, performing a comprehensive review of the effectiveness for the execution of the plan and drive learning into the operational environment.

Target: PERTI - Extend Planning Horizon and Transition the Plan from Pre-Tactical to Tactical
Develop an improved process for Electronic System Impact Report (eSIR) and other extended planning system constraint items to be included in planning timeline prior to 48 hours. Develop Enroute/Severe Weather and Terminal Traffic Management Initiatives (TMI) Timeline for display, updates, and action in the Operational Environment.

Target: PERTI Restructure Assessment Process
Restructure assessment process to provide data on the NWS forecast, advanced plan verse actual weather and implemented Traffic Management Initiatives (TMIs). Develop and Train Extended Planning Process, Enroute/Severe Weather & Terminal timeline and restructured assessment processes.

Target: PERTI Tracking Operational Insights and Expand the Planning Process
Track operational insights and lessons learned into operation. Expand the Planning, Communication and Stakeholder Engagement Process: Expand the planning, communication and coordination activities of the PERTI process amongst the DDSO offices, field facilities, airlines, stakeholder trade organizations, and International partners.

Activity: FIELD LEADERSHIP Critical Planning and Operational Capacity and Efficiency Performance Review
Provides leadership to ensure 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. 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.
Target: East North Corridor - Evaluate System Performance
East North Corridor - Evaluate System Performance: Communicate and report on updates for the Northeast Corridor Initiative.

Target: East South Corridor - Evaluate Caribbean Initiative System Performance
Report on updates for the Caribbean Initiative and evaluate system performance.

Target: West Corridor - Evaluate System Performance on SEA Taxiway
Communicate and report on updates for the SEA taxiway realignment and associated runway closure.

Target: Northeast Corridor Arrival and Departures
Expand consistent usage of defined and existing capping and tunneling for departures/arrivals to/from the NEC

Target: Northeast Corridor Feasibility Study
Conduct feasibility study to create process to reduce and/or eliminate passback Miles-in-Trail (MIT) for departures from NY.

Initiative: Commercial Surveillance
Conduct routine surveillance activities to identify weaknesses, analyze root causes of system deficiencies, examine safety trends, regulatory deficiencies and safety management development in order to become more proactive in our approach to safety in Commercial Aircraft.

Activity: ATO: NTSB Recommendations
AVS will continue to coordinate with other lines of business and lead ongoing agency efforts to effectively address NTSB safety recommendations issued to the FAA.

Target: NTSB Recommendations
Program offices will provide AVP a response memo for 59 of the 117 open NTSB Recommendations that have not received an update since October 1, 2017.

Activity: ATO: FAA Safety Recommendations
AVS will continue to coordinate with other lines of business and lead ongoing agency efforts to effectively address internal FAA safety recommendations and safety recommendations issued to the FAA by foreign aviation authorities.

Target: FAA Safety Recommendations
Provide an update memo or a final response for 58 of the 80 FAA Safety Recommendations that were issued before January 1, 2016. This is dependent upon program offices, across the FAA, providing responses by September 1, 2019.
Target: FAA Safety Recommendations
Program Offices will ensure that AVP receives an initial response memo within 90 days of issuance (85% of the time).

Initiative: Risk-Based Analysis
Provide an accurate picture of risk in the NAS. By discovering and addressing issues based on risk, as opposed to solely non-compliance, we will become more predictive vs reactive in resolving hazards in the NAS.

Activity: Aviation Risk Identification and Assessment (ARIA) - Airborne Risk Detection
Complete coordination and implementation activities to facilitate conversion from a compliance based airborne event detection system to a risk based airborne event detection system.

Target: Requirements
Identify requirements for Comprehensive Electronic Data Analysis and Reporting (CEDAR) and Falcon replay tool changes needed to support risk based event detection processes.

Target: Infrastructure Requirements
Identify infrastructure requirements and obtain necessary infrastructure resources to run Aviation Risk Identification and Assessment (ARIA) system.

Target: Develop Training
Develop training for personnel impacted by transition to risk based event detection.

Target: Identify and Modify
Identify and modify FAA policy (JO 7210.632, ATO Occurrence Reporting, JO 7210.633, ATO Quality Assurance Program, JO 7210.634, ATO Quality Control, JO 7050.1, Runway Safety Program) and agreements, as necessary to address risk based event detection.

Activity: Aviation Risk Identification and Assessment (ARIA) - Future Risk Detection Capability
Continue to develop and validate Aviation Risk Identification and Assessment (ARIA) safety tool algorithms to facilitate risk based event detection for surface operations and precursor events to controlled flight into terrain (CFIT).

Target: Train
Train Quality Assurance (QA) validation specialists on the risk based detection algorithm and methodology for evaluating identified surface safety events and documenting feedback for improvement.
Target: Produce
Continue to refine surface risk detection algorithm, addressing identified feedback/requirements and implementing necessary changes, needed for final testing phase.

Target: Develop
Develop methodology for CFIT risk detection algorithm.

Activity: Airborne Safety Metric
Develop preliminary risk based airborne safety metric.

Target: Provide
Provide subject matter experts (SMEs) to develop and review of Airborne Safety Metric.

Target: Socialize
Socialize the new metric with various offices within ATO and other lines of business (LOBs) as necessary prior to the metric implementation.

Target: Track SRER
Reduce risks in flight by limiting the rate of the most serious losses of standard separation to 10 or fewer for every thousand (0.01) losses of standard separation within the National Airspace System (NAS).

Activity: Technical Safety Metric
Develop preliminary risk based technical safety metric.

Target: Provide
Provide subject matter experts (SMEs) to develop and review of Technical Safety Metric.

Target: Socialize
Socialize the new metric with various offices within ATO and other lines of business (LOBs) as necessary prior to the metric implementation.

Initiative: Safety Management System
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.

Activity: ATO: Potential/Emerging Safety Issues
Facilitate potential safety/emerging issues through the appropriate FAA Safety Risk Management process.

Target: ATO: Potential/Emerging Safety Issues
Facilitate at least three FAA safety risk assessments and document the progress of the assessments in the Hazard Identification Risk Management, and Tracking (HIRMT) tool.
Activity: ATO: U.S. State Safety Program Update
Revise the U.S. State Safety Program to align with International Civil Aviation Organization (ICAO) requirements outlined in Annex 19.

Target: ATO: U.S. State Safety Program Update
Finalize the State Safety Program (SSP) and deliver to the FAA Safety Management System (SMS) Committee in preparation for external and internal coordination with appropriate stakeholders.

Initiative: Data Standardization
Improve the collection, management, and integration of safety data on transportation-related fatalities and serious injuries, and their precursors, to enhance safety analysis across the agency.

Activity: ATO: Aviation Safety Data Governance Standardization Team
Establish agency-wide, aviation safety data governance requirements.

Target: ATO: Aviation Safety Data Governance Standardization Team
Deliver an agency-wide assessment of safety data governance standards and requirements to the FAA Safety Data and Analysis Team (SDAT) and the FAA Safety Management System (SMS) Executive Council.

Activity: ATO: Hazard Library Tactical Team
Provide the agency a centralized point of reference for hazard identification information and safety-related work products.

Target: ATO: Hazard Library Tactical Team
Release Hazard Library, populated with 14 CFR Part 121 hazard data and information, to the FAA Safety Data and Analysis Team (SDAT) and the FAA Safety Management System (SMS) Executive Council.

Initiative: Commercial Air Carrier Fatality Rate
Reduce the commercial air carrier fatalities per 100 million persons on board by 50% over 18-year period (FY08-FY25). FY19 Target: 5.9.
Activity: Wide Area Augmentation System (WAAS) Ph 4 Seg 1

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).

Target: Augmentation for GPS WAAS Phase 4 Segment 1
Complete Release 4 Correction & Verification (C&V) Safety Computer Validation and Development.

Target: Augmentation for GPS WAAS Phase 4 Segment 1
Install Safety Computer at the first WAAS Master Station (WMS) site.

Target: Augmentation for GPS WAAS Phase 4 Segment 1
Install Safety Computer at the last WAAS Master Station (WMS) site.

Target: Augmentation for GPS WAAS Phase 4 Segment 1
Complete Release 5 GUS Processor (GPT) SC Validation & GEO 6 Cutover.

Initiative: Technical Workforce Development
Learner centric training environment.

Activity: Air Traffic Recurrent Training

Complete one Air Traffic Web based and Instructor-Led recurrent training package.

Complete one Air Traffic web based and Instructor-Led recurrent training.
**Activity: Technical Operations refresher training.**  
Determine Technical Operations refresher training needs based on AJW requirements.

**Target: Technical Operations Refresher Training Assessment Strategy.**  
Collaborate with Technical Operations to establish an assessment strategy for identifying job tasks requiring refresher training.

**Target: Chiller Vendor Training.**  
Deliver chiller vendor training to the field.

**Initiative: Visual NavAids - ALSIP Continuation**  
Approach Lighting System Impr (ALSIP) Continuation

**Activity: Visual NavAids - ALSIP Continuation**  
Procure Medium Intensity Approach Lightning (MALSR) Systems.

**Target: Visual NavAids - ALSIP Continuation**  
Replace one (1) Medium Intensity Approach Lighting System.

**Initiative: Visual NavAids for New Qualifiers (VNNQ)**

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 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.

**Activity: Visual NavAids for New Qualifiers (VNNQ)**  
Procure and Install Precision Approach Path Indicator (PAPI) Systems.

**Target: Visual NavAids for New Qualifiers (VNNQ)**  
Procure two (2) Precision Approach Path Indicators (PAPI) Systems.
Target: Visual NavAids for New Qualifiers (VNNQ)
Install two (2) Precision Approach Path Indicator (PAPI) systems.

Initiative: Wind Shear Detection Services (WSDS)
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.

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 unsupportable 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.

Target: Wind Shear Detection Service (WSDS) - Work Package 1
Install last WSP.
Initiative: Terminal Doppler Weather Radar (TDWR)

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.

Activity: TDWR Sustainment Phase 2

Terminal Doppler Weather Radar (TDWR) Service Life Extension Program (SLEP) Work Package 2 will maintain the TDWR service availability requirements as identified in NAS Requirements Document, NAS-RD-2013. Though it is anticipated that the TDWR will be replaced by NextGen Surveillance and Weather Radar Capability (NSWRC), the TDWR must be properly maintained until the 2030 timeframe. TDWR SLEP Work Package 2 will address high failure rates, and obsolescence issues with antenna controllers, circuit boards, transmitter components, workstations, servers, routers, and facility grounding.

Target: TDWR Sustainment Phase 2
Complete Direct Digital Controller (DDC) Replacement First Article Testing.

Target: TDWR Sustainment Phase 2
Complete Wind Shear Ribbon Replenishment First Article Testing.

Target: TDWR Sustainment Phase 2
Complete the Antenna Controller Replacement First Article Testing.

Target: TDWR Sustainment Phase 2
Complete Grounding Refurbishment Implementation.

Initiative: Aeronautical Information Management (AIM)

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.
Activity: AIM Modernization Segment 2
AIMM Segment 2 (S2) will provide the infrastructure, via the Aeronautical Common Service (ACS), for an enterprise-based approach for AI processing and dissemination. AIMM S2 will establish the ACS as the trusted access point of integrated AI for internal and external consumers in the NAS. The ACS will: - Provide an enterprise-level infrastructure platform leveraging System Wide Information Management (SWIM), internationally recognized exchange standards, and web services to deliver AI across the NAS with native functionality to process, transform, filter, and publish tailored AI as services to end use applications; - Expand the distribution of NOTAMs included as part of the FNS; - Improve distribution of Special Activity Airspace (SAA) relevant information among stakeholders. Digital management of SAA will facilitate calculation of airspace usage and availability metrics in support of efficiency of air traffic management, analysis of SAA usage, integration with industrial partners, and scheduling automation; - Provide access to Airports Geographic Information System (GIS) data for critical information about airports; - Fully leverage the SWIM Common Support Services infrastructure to deliver quality AI using common standards and services; - Modernize the NAS Resource (NASR) system with AIMM S2 capabilities and service; - Implement a Cloud Computing eligible software solution. AIMM S2 will deploy the following integrated enterprise capabilities: (1) Aeronautical Information Query and Subscription Service (AIQS), (2) Aeronautical Information Integration (AII), (3) Spatial Information Mapping (SIM), and (4) Aeronautical Information Data Analytics (AIDA).

Target: AIM Modernization Segment 2
Complete Developer System Test

Initiative: Runway Safety Area - Navigation Mitigation
Where practical, upgrade Runway Safety Areas to meet standards.

Activity: Runway Safety Area (RSA) Navigation Mitigation Phase I
This program will take the corrective action on those Navigation systems that are not in compliance with the Runway Safety Area requirements. The scope of the work to be accomplished will range from the installation of frangible connections on identified structures to the relocation of facilities within RSA if no other solution is available.

Target: Runway Safety Area (RSA) Navigation Mitigation Phase I
Complete remaining Phase I RSAs.

Target: Runway Safety Area (RSA) Navigation Mitigation Phase I
Provide PMO the final RSA Phase I completion report.

Activity: Runway Safety Area (RSA) Navigation Mitigation Phase II
Runway Safety Area (RSA) Sustainment 2 program will correct FAA-owned facilities and equipment (F&E) that are not in compliance with RSA Standards defined in the Advisory Circular 150/5300-13A and not part of the RSA Phase I effort. The scope of the work to satisfy the language of Title 14 Code of Federal Regulations (CFR) Part 139 (Certification of Airports) will range from the installation of frangible connections on identified structures to the relocation of facilities within and outside the RSA.
Target: Runway Safety Area (RSA) Navigation Mitigation Phase II
Initiate twenty-five (25) RSA Phase II projects.

Target: Runway Safety Area (RSA) Navigation Mitigation Phase II
Complete one (1) RSA Phase II Project.

Initiative: Risk Continuum
Enable a dependable, sustainable, data-driven approach for assessing risk in the NAS.

Activity: Evolve DIAAT
Analyze the current SRM Process to determine areas of subjectivity in the Describe-Identify-Analyze-Assess-Treat (DIAAT) process.

Target: Identify Challenges
Identify challenges in safety analyses and determine areas of subjectivity.

Target: Draft Changes
Draft language to incorporate methods to reduce instances of subjectivity throughout the DIAAT.

Activity: Risk Continuum Alternatives
Refine preliminary risk continuum effort to reduce subjectivity in the safety risk analysis process.

Target: Review Alternatives
Review potential solutions presented in the workshops and develop a draft alternatives methodology.

Target: Draft Risk Continuum Alternatives Proposal
Draft a Risk Continuum Alternatives proposal for review and approval.

Activity: Risk Continuum Methodology
Develop and calibrate Risk Continuum methodology.

Target: Refine Distance Metrics
Refine the Methodology development of Risk Continuum introducing distance metrics from the Triggering Event to the Most Credible Outcome.

Target: Calibrate Risk Continuum Methodology
Calibrate the Risk Continuum methodology using current NAS Operations data.
Initiative: Advanced Data Systems and Analytics
Identification of hidden aviation risk. Ability to ask better questions and make smarter decisions. By creating a better understanding and application of available aviation data. Laying the foundation for machine learning and artificial intelligence to become a smarter organization.

Activity: AJI Safety Application Hosting
Develop a viable and secure analytics infrastructure to host reports and tools.

Target: Development and Staging
Complete move of safety applications in development and staging environment.

Target: Production
Complete move of safety applications in production environment.

Target: Coordinate Hosting Requirements
Coordinate hosting requirements for CEDAR / TARP / ARIA and drive AJI-1 management decision on whether to move these applications, partly or wholly, to AJR-G.

Target: Complete Hosting
Pending the decision on Target 3, complete hosting of CEDAR / TARP / ARIA.

Activity: Safety Analytical Tools & Analytics
Develop a viable and secure analytics infrastructure to produce reports and tools.

Target: Identify New AJI Applications
Collaborate with stakeholders to identify new AJI application or application revision requirements. Report monthly on new requirements.

Target: Application Development Plan
Receive management approval and priority for new development. Complete development plan with target dates for new AJI applications or application revisions - report monthly on new development plans.

Target: Implement Approved Applications
Implement approved applications or revisions. Report monthly on implementation status.

Activity: Advanced Analytics
Develop advanced analytics to support effective risk management.

Target: Incorporate RIAT Changes
Compare results of Surface Safety MOR Automation process with manual process and incorporate changes to RIAT process, as appropriate.
Target: Develop New Safety Metrics
Explore applicable data sources to study the feasibility of a comprehensive safety performance metric for airborne environment.

Target: Identification of latent aviation risk.
Develop a safety risk mitigation strategy leveraging machine learning, text mining, voice-to-text analysis, artificial intelligence, and other advanced data analytics skills.

Target: Data Analytics Platform
Develop requirements for data analytics platform and conduct alternatives analysis.

Initiative: Common Support Services Weather (CSS-Wx)
Common Support Services - Weather (CSS-Wx) will be the single source of FAA weather information and establishes enterprise level common support services within the National Airspace System (NAS). CSS-Wx Improves weather information management and user access; provide new interface standards and formats.

Activity: Common Support Services Weather (CSS-Wx)
Common Support Services - Weather (CSS-Wx) will be the single source of FAA weather information and establishes enterprise level common support services within the National Airspace System (NAS). CSS-Wx Improves weather information management and user access; provide new interface standards and formats.

Target: CSS-Wx
Conduct Site Surveys at 25 sites.

Target: CSS-Wx Work Package 1
Complete Initial Operational Capability (IOC) at Key Site.

Initiative: Next Generation Weather Processor (NWP)
NextGen Weather Processor (NWP) Work Package 1 Increases NAS efficiency and safety by improving weather product generation, translation, and display for aviation weather users.

Activity: NextGen Weather Processor (NWP) Work Package 1
NextGen Weather Processor (NWP) Work Package 1 Increases NAS efficiency and safety by improving weather product generation, translation, and display for aviation weather users.

Target: NextGen Weather Processor (NWP) Work Package 1
Complete the Factory Acceptance Test.

Infrastructure
Invest in Infrastructure to Ensure Safety, Mobility, and Accessibility and to Stimulate Economic Growth, Productivity and Competitiveness for American Workers and Businesses.
Project Delivery Planning Environment Funding and Finance
Facilitate expanded infrastructure development, modernization, and construction in both rural and urban communities by fostering more efficient and collaborative planning and construction techniques, accelerating project approval, leveraging all sources of funding, and promoting innovative financing while maintaining environmental stewardship.

Initiative: NextGen
Support National Airspace System (NAS) modernization and evolution through infrastructure improvements, technology, information sharing, and community engagement.

Activity: Exploration of Northeast Corridor (NEC) Procedural and Traffic Management Capabilities
ANG-C will support the pre-implementation Northeast Corridor (NEC) NextGen Advisory Committee (NAC) priorities through concept exploration and operational assessment activities. This activity will cover procedural solutions and traffic flow management solutions to achieve the goal of deconflicting airports and improving throughput in the NEC.

Target: Preliminary Concept of Operations for the Multiple Airport Route Separation (MARS)
Complete preliminary Concept of Operations for the Multiple Airport Route Separation (MARS) concept. This will be done in support of the NEC pre-milestone to "conduct concept exploration for simultaneous operations on widely spaced approaches to different airports."

Activity: Action plan to minimize risk to the Automatic Dependent Surveillance-Broadcast (ADS-B) mandate.
Ensure operational readiness for the Automatic Dependent Surveillance-Broadcast (ADS-B) Airspace Rule effective date of 1/1/2020.

Target: ADS-B Activities Requirements
Define the operational integration and implementation activities necessary to be prepare for the 1/1/2020 effective date of the ADS-B rule.

Target: Fiscal Year 2019 Activity Completion
Complete the activities scheduled for Fiscal Year 2019.

Activity: Noise and Community Involvement
Develop a procedural communication campaign that results in better coordination and collaboration across lines or business, staff offices and stakeholders to address a wide range of concerns including aircraft noise.

Target: Community Engagement Focused Seminars and/or Workshops
Continue to facilitate a series of Agency-wide, community engagement focused seminars and/or workshops that solidify standard operating procedures.
Initiative: Ground Based Navigation
The sustainment and optimization of Ground Based Navigation Aids to support performance based navigation.

**Activity: Deliverables - Very High Frequency Omni-directional Range (VOR) Minimum Operational Network (MON)**
VORMON program is designed to remove 30% of the current VORs from the contiguous United States by 2025 to enable aircraft to continue to navigate and land during Global Positioning System (GPS) outages.

**Target: Deliverables - Very High Frequency Omni-directional Range (VOR) Minimum Operational Network (MON)**
Discontinue at least 15 VORs.

**Activity: Deliverables - DME/VOR/TACAN (DVT)**
Explore the ability to sustain the Distance Measuring Equipment (DME)/ Very High Frequency Omni-directional Range (VOR) / Tactical Air Navigation (TACAN) (DVT) navigation aids and enter into contracts or partnerships with industry to provide the navigation services.

**Target: Deliverables - DME/VOR/TACAN (DVT)**
Release the Request for Information (RFI) for the DVT sustain program to support industry engagement at Industry Day to develop innovative FAA-Industry solutions for the program.

**Target: Deliverables - DME/VOR/TACAN (DVT)**
Conduct DVT Industry Day.

**Target: Deliverables - DME/VOR/TACAN (DVT)**
Complete a DVT Strategy Decision for the supportability of DME and VORTAC systems to formalize the program strategy and to obtain approval to proceed.

**Activity: Deliverables - NextGen Distance Measuring Equipment (DME) Program**
For the NextGen DME Program, install 124 DMEs by 2031 to enable Area Navigation (RNAV) 1 capability for aircraft to continue Performance Based Navigation (PBN) operations during Global Positioning System (GPS) outages.

**Target: Deliverables - NextGen Distance Measuring Equipment (DME) Program**
Complete the installation of two DME systems.

Initiative: Reduction of Legacy and Underutilized IFPs
Complete National Procedure Assessment (NPA) activities supporting the reduction of legacy and underutilized IFPS and implementation of a resilient NAS navigational infrastructure under the PBN NAS Navigation Strategy.
Activity: Complete National Procedure Assessment (NPA) activities supporting the reduction of legacy and underutilized IFPs
Complete all IFP activities associated with the reduction of 500 IFPs

Target: Complete all IFP activities associated with the reduction of 500 IFPs
Complete all IFP activities associated with the reduction of 500 IFPs

Initiative: NAS Voice Recorder

Activity: NAS Voice Recorder
NAS Voice System (NVR)-Vendor Selection Evaluation Report

Target: NAS Voice System (NVR)-Vendor Selection Evaluation Report

Life Cycle and Preventive Maintenance
Keep the Nation’s transportation infrastructure secure and in a state of good repair by maintaining and upgrading existing systems in rural and urban communities.

Initiative: Capital Project Integration
Corporate Project Integration (CPI) is a business management process that delivers integrated Operations (OPS) and Facilities & Equipment (F&E) projects. CPI ensures integration and outreach occurs across the entire FAA when aligning projects impacting the NAS. CPI supports awareness of all impacts occurring at field facilities concurrently. This allows the FAA to capitalize on planned projects to reduce resource drain, save money, and reduce risk to the NAS.

Activity: Support development of Capital Project Integration (CPI) processes
ATO Mission Support Services will manage the CPI portfolio and ensure processes and goals are communicated effectively across the FAA and ensure CPI goals are being met.

Target: Support development of Capital Project Integration (CPI) processes
Deliver CPI outreach and training documents to increase awareness of CPI processes and CPI objectives across the FAA.

Target: Support development of Capital Project Integration (CPI) processes
Facilitate stakeholder meetings to identify project integration areas, CPI processes, 2019 goals, and areas of improvement for CPI.
Initiative: Management of Technical Operations
Provide operational and financial management and oversight to the Technical Operations Service Unit.

Activity: Management of Technical Operations
Provide operational and financial management and oversight to the Technical Operations Service Unit.

Target: Management of Technical Operations
Provide operational and financial management and oversight to the Technical Operations Service Unit.

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.

Activity: Maintain facilities in the Eastern Service Area to ensure NAS reliability
Complete scheduled activities to ensure optimal system availability

Target: Maintain facilities in the Eastern Service Area to ensure NAS reliability
Track and maintain core airport NAS reliability of at least 99.7%.

Initiative: Central Service Area (AJW-C)
Execute the mission of Technical Operations Services: Ensure effective NAS operation; establish Service Unit goals, strategize budgets and priorities; allocate and manage resources; meet performance targets, and supply services, as requested, to meet the requirements of the Service Units. Develop technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operation of the NAS. Complete scheduled activities to ensure optimal system availability and reliability.

Activity: Maintain facilities in the Central Service Area
Complete scheduled activities of preventive maintenance, equipment modifications and restoration activities.

Target: Maintain facilities in the Central Service Area
Track and maintain core airport NAS reliability of at least 99.7%.
Initiative: Western Service Area (AJW-W)
Execute the mission of Technical Operations Services: Ensure effective NAS operation; establish Service Unit goals, strategies, budgets and priorities; allocate and manage resources; meet performance targets and supply services, as requested, to meet the requirements of the Service Units. Develop technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operation of the NAS. Complete scheduled activities to ensure optimal system availability. Provide emergency planning and response; event and outage tracking. Conduct NAS Technical Evaluation Program (NASTEP), non-Fed, and joint surveillance system inspections. Provide engineering/technical support, service/system performance trend analysis, test equipment management, safety and environmental compliance support, as well as NAS defense program support.

Activity: Maintain facilities in the Western Service Area
Track and maintain NAS key performance parameters.

Target: Maintain facilities in the Western Service Area
Track and maintain core airport NAS reliability of at least 99.7%.

Activity: Support employee development in the Western Service Area
Provide training management support to Technical Operations personnel.

Target: Support employee development in the Western Service Area
Partner with Technical Operations (AJW-W) to ensure at least 80% of available Front Line Manager Operational Workshop (FLMOW) quota are utilized.

Initiative: Aircraft Related Equipment Program, M12.00-00
The Aircraft Related Equipment Program ensures the FAA flight inspection aircraft fleet, composed of 26 aircraft, are equipped with systems required for inspecting, certifying, modernizing, and sustaining the National Airspace System and evolving NextGen requirements. This program provides the technical equipment upgrades and/or replacements to existing aircraft, avionics, flight inspection mission equipment and support systems to meet current and future performance requirements.

Activity: FAA Aircraft Fleet ADS-B Equipage
Complete ADS-B equipage of FAA Flight Program Aircraft Fleet (for all aircraft to be retained by the FAA following the FAA Flight Program Fleet Assessment/Modernization Study).

Target: FAA Aircraft Fleet ADS-B Equipage

Target: FAA Aircraft Fleet ADS-B Equipage
Complete ADS-B equipage of two (2) CL-601 aircraft.
Target: FAA Aircraft Fleet ADS-B Equipage
Complete ADS-B equipage of two (2) King Air 300 aircraft by December 31, 2018.

Initiative: ARTCC Modernization - F06.01-00
Multi-year facility modernization and sustainment program that addresses physical plant requirements for the FAA's 21 ARTCCs as well as the Combined Control Facilities (CCF) 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.

Activity: ARTCC Modernization
Multi-year facility modernization and sustainment program that addresses physical plant requirements for the FAA's 21 ARTCCs as well as the Combined Control Facilities (CCF) 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.

Target: ARTCC Modernization

Initiative: ATCT / TRACON Modernization - F01.01-00
ATCT/TRACON facilities will be modernized to address operational and safety issues, including improving the visibility of the entire airport surface from the cab, improving accessibility, removing hazardous materials and upgrading structures to meet current seismic standards. Facility improvements must be completed with minimal impact on existing operations.

Activity: ATCT / TRACON Modernization
ATCT/TRACON facilities will be modernized to address operational and safety issues, including improving the visibility of the entire airport surface from the cab, improving accessibility, removing hazardous materials and upgrading structures to meet current seismic standards. Facility improvements must be completed with minimal impact on existing operations.

Target: ATCT / TRACON Modernization
Complete 50 improvement projects per year that were initiated in previous years.

Initiative: Fuel Storage Tanks - F13.01-00
The FAA Fuel Storage Tank (FST) Program replaces active bulk liquid and pressure vessel storage systems that support FAA operations across the NAS. The FST program's inventory includes over 3,000 TANK systems primarily supporting engine generator operations. Replacements are managed in accordance with a published lifecycle guideline.
Activity: Fuel Storage Tanks
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.

Target: Fuel Storage Tanks
Replace, modernize, or upgrade 75 NAS storage tank systems selected in accordance with FST program and ATC Facilities’ prioritization processes.

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.

Activity: FAA Buildings and Equipment Sustainment Support - Unstaffed Infrastructure Sustainment
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.

Target: FAA Buildings and Equipment Sustainment Support - Unstaffed Infrastructure Sustainment
Complete 92 unstaffed infrastructure sustainment projects.

Initiative: Power Systems Sustainment Support - F11.01-01
The Electrical Power Systems Sustainment Support (PS3) (Power) program pursues 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 improving the quality, reliability, and availability of electrical power provided to NAS electrical communication, navigation, and surveillance equipment.
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.

**Target: NAS Batteries**

Sustain existing NAS power systems by completing 85 battery replacement projects.

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 552 UPS units with an expected service life cycle of 15 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 5, 7, or 20-year cycle, depending on type and manufacturer.

**Target: Uninterruptible Power Supply (UPS)**

Sustain existing NAS power systems by completing 18 UPS replacement projects.

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.

**Target: Direct Current (DC) Power Systems**

Sustain existing NAS power systems by completing 20 Direct Current Backup System (DCBUS) replacements projects.

Activity: En Route Power Systems

The FAA operates power systems at 21 air route traffic control centers (ARTCCs). Because of the critical role of these enroute centers in the NAS any failure would cause a complete loss of critical power and loss of all air traffic control services. This includes automation, surveillance and communication services, and would result in the delays and cancellations. Each ACEPS has a useful service life of 20 years and a new installation would have a payback period of less than 6 months.

**Target: Direct Current (DC) Power Systems**

Sustain existing NAS power systems by completing one total ARTCC critical and essential power system Type 2 phase 1 project.
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.

Target: Lightning Protection Grounding, Bonding, and Shielding (LPGBS)
Sustain existing NAS power systems by completing Lightning Protection Grounding, Bonding, and Shielding (LPGBS) sustainment projects at 4 facilities.

Activity: Power Cable
Seventy-five percent of all power cables in the NAS are well beyond the condition and age in which commercial power companies would continue to operate. Initial cable installations were expected to last 30 years. The power cable replacement program aims to extend the life of newly installed cables to 60 years.

Target: Power Cable
Sustain existing NAS power systems by completing 8 power cable replacement projects.

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.

Target: Engine Generators
Sustain existing NAS power systems by completing 35 engine generator replacement projects.
**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 (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.

**Activity: Complete Technical Refresh Upgrades**

Complete technical refresh modernizations at security level 1 and 2 facilities, per FAA Order 1600.69

**Target: Complete Technical Refresh Upgrades**

Complete technical refresh modernizations at 25 sites.

**Initiative: Mobile Asset Management Program (MAMP) - F31.01-01**

The Mobile Asset Management Program (MAMP) provides continuity of operations during facility outages and provides mobile asset support during facility modernization efforts. Mobile Assets provides for the continuity of 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.

**Activity: Mobile Asset Management Program**

Design and build 2 Mobile Asset Staging Areas

**Target: Design and build 2 Mobile Asset Staging Areas**

Conduct JAI at Boise, ID Mobile Asset Staging Area (MASA).

**Initiative: Long-Range Radar Improvement - 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 FAA's en route control centers and other users (e.g., Department of Defense and Homeland Security). As facilities reach the end of their designed service life they require renovation and upgrades to maintain required level of service. The scope of the LRR Infrastructure Improvements Program includes renovation and upgrades of HVAC system, electrical system, building, tower structure, and facility ground and access.
Activity: Long-Range Radars
Upgrade and sustain long-range radars.

Target: Upgrad and sustain long-range radars
Complete 7 total HVAC and power distribution system projects and 15 sustainment projects (including roof replacement, plumbing, employee safety, hazmat abatement, building improvement, and access road repair projects).

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.

Activity: Decommissioning
Complete real property disposal for all service areas.

Target: Decommissioning
Complete 65 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.

Initiative: Engineering Services
Provides engineering services for the design, integration, construction, and installation of NAS hardware, software, and firmware. 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.

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.
Target: ESA Engineering Services
Clear 70% of agreed upon Non-As Built, Non-Reimbursable project, JAI Exceptions assigned to the AJW-2E Organization within 120 days of District Statement of Acceptance signature date.

Target: ESA Engineering Services
Clear 70% of agreed upon As Built, Non-Reimbursable project, JAI Exceptions assigned to the AJW-2E Organization within 180 days of District Statement of Acceptance signature date.

Target: ESA Engineering Services
Maintain a 75% On-Time Performance based on Current Baseline Schedule for AJW-2E Projects.

Target: ESA Engineering Services

Target: ESA Engineering Services
Complete an Integrated Risk Management Checklist (IRMC) for 85% of projects at AJW-2E Tier 1 facilities.

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.

Target: CSA Engineering Services
Clear 70% of agreed upon Non-As Built, Non-Reimbursable project, JAI Exceptions assigned to the AJW-2C Organization within 120 days of District Statement of Acceptance signature date.

Target: CSA Engineering Services
Clear 70% of agreed upon As Built, Non-Reimbursable project, JAI Exceptions assigned to the AJW-2C Organization within 180 days of District Statement of Acceptance signature date.
Target: CSA Engineering Services
Maintain a 75% On-Time Performance based on Current Baseline Schedule for AJW-2C Projects.

Target: CSA Engineering Services

Target: CSA Engineering Services
Complete an Integrated Risk Management Checklist (IRMC) for 85% of projects at AJW-2C Tier 1 facilities.

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 Joint Acceptance Inspection (JAI) Program Management.

Target: WSA Engineering Services
Clear 70% of agreed upon Non-As Built, Non-Reimbursable project, JAI Exceptions assigned to the AJW-2W Organization within 120 days of District Statement of Acceptance signature date.

Target: WSA Engineering Services
Clear 70% of agreed upon As Built, Non-Reimbursable project, JAI Exceptions assigned to the AJW-2W Organization within 180 days of District Statement of Acceptance signature date.

Target: WSA Engineering Services
Maintain a 75% On-Time Performance based on Current Baseline Schedule for AJW-2W Projects.

Target: WSA Engineering Services
Target: WSA Engineering Services
Complete an Integrated Risk Management Checklist (IRMC) for 85% of projects at AJW-2W Tier 1 facilities.

Initiative: AJW-13 NAS Integration and 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.

Activity: Maintenance Support Program
Field Spares Program

Target: Field Spares Program
Visit, mark, train and record field spare inventories at least 4 per quarter at GNAS facilities.

Activity: Remote Monitoring and Logging System Sustainment
Initiate Procurement

Target: Initiate Procurement
Initiate procurement of NRN equipment for the 23 ARTCC sites.

Activity: Maintenance Support Program
Spare parts are managed through the Field Spares Inventory Program (FSI) and Supply Chain Optimization (SCO).

Target: Shared Service Partnership Agreement
Complete Shared Service Partnership Agreement (SSPA) for logistics and supply support relationship with the Logistics Center.

Initiative: National Test Equipment Program
The National Test Equipment Program (NTEP) is responsible for the purchase, calibration, maintenance, and management of FAA test equipment at over 41,000 sites. The program ensures 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.

Activity: National Test Equipment Program (NTE)
Test Equipment
Target: National Test Equipment Program

100 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.

Initiative: 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.

Activity: Manage Radio Frequency Assignments

Manage radio frequency spectrum to satisfy NAS requirements.

Target: Manage Radio Frequency Assignments

For 90% of FAA frequency requirements, obtain Frequency Transmit Authorizations (FTA's) from NTIA within 90 days from the time that the requirement is identified.

Target: Manage Radio Frequency Assignments

Provide a response to 90% of radio frequency coordination requests within 30 days from the date that a complete coordination request package is received

Target: Manage Radio Frequency Assignments

When a complete Department of Defense (DoD) Interrogation Friend or Foe (IFF) exercise package is received with the required lead time, provide an exercise concurrence message to the DoD at least 30 days prior to the start of the event for 100% of all IFF exercises

Target: Manage Radio Frequency Assignments

Complete the development of and implement to production the capability for personnel at all FAA facilities that require Frequency Transmit Authorizations (FTA's) to be able to complete modifications/updates, delete actions, and initiate action for new FTA requirements through the WebFTA internet portal.

Target: Manage Radio Frequency Assignments

Begin implementing the staffing plan for the military team by obtaining a military reimbursable replacement and hiring/training at least two additional federal employees so that the exponential increase in GPS jamming, Electronic Attack, Counter-improvised explosive devices, and Counter-unmanned aeronautical systems requirements can continue to be supported.
Initiative: NAS QUAL ASSURANCE & PERF GROUP (WA8E00000)

The Quality Assurance and Performance Division has two main functions -- Quality Assurance and Performance Analysis. We strive to ensure a safe and efficient National Airspace System (NAS) through the effective management and operation of the infrastructure, providing quality service delivery and optimal utilization of resources. We provide FAA management with information to make decisions supporting safe, effective, and efficient operation of the NAS.

Activity: National Oversight to the NASTEP Program
Prepare national oversight to the NAS Technical Evaluation Program.

Target: NAS Technical Evaluation Program
Ensure 10% of NASTEP eligible Tech Ops facilities are visited annually.

Activity: Improve NAS Performance Reporting Policies
Develop and/or improve NAS performance policy compliance.

Target: Improve NAS Performance Reporting Policies
Review and validate accuracy of 10% of all the National Airspace Performances Reporting System desk guides and Line Frequency (LF) example sheets.

Target: Improve NAS Performance Reporting Policies
Complete 2 audits to verify logging practices are compliant with policy.

Activity: National Oversight to the RMLS Program
Provide e-Technical Performance Record functionality in Remote Monitoring and Logging System tool.

Target: National Oversight to the RMLS Program
Develop and validate accuracy of 25% the GEMPOP equipment populated profiles for the RMLS Program.

Initiative: Remote Monitoring and Logging System - Technical Refresh
Technical refresh for the remote monitoring and logging system (RMLS)

Activity: Remote Monitoring and Logging System - Technical Refresh
Administer technical support to manage and maintain NAS systems. Provide technical assistance for restoration/on-site requests when required.

Target: Remote Monitoring and Logging System - Technical Refresh
Complete RMLS NLN Tech Refresh installations at AOCC and POCC.
Target: Remote Monitoring and Logging System - Technical Refresh
Complete familiarization training sessions on RMLS NLN Tech Refresh changes for RMLS OCC System Administrators.

Initiative: Technical Operations - Operational Risk Management
Increase focus on Operational Risk Management and operational awareness among service providers while performing NAS activities.

Activity: Operational Risk Management
Increase focus on Operational Risk Management and operational awareness among service providers while performing NAS activities.

Target: Operational Risk Management
Reduce FY19 code 89-5 outages, attributable to lack of coordination, by 25% from FY18 level.

Target: Operational Risk Management
Increase focus on Operational Risk Management and operational awareness among service providers while performing NAS activities. Complete ORM Draft language for 6000.15h Change 1.

Target: Operational Risk Management
Increase focus on Operational Risk Management and operational awareness among service providers while performing NAS activities. Distribute 8 infORM documents this fiscal year. Provide 10 ORM briefings to Tech Ops and other LOB organizations.

Target: Operational Risk Management
Increase focus on Operational Risk Management and operational awareness among service providers while performing NAS activities. Plan, develop, and distribute one Operational Safety Focus Event

Initiative: Resiliency - Disaster Preparedness
Resiliency: continue to harden facilities and systems and to improve our emergency response capabilities for situations such as hurricanes, wildfires, and large-scale power outages.

Activity: Resiliency
Develop National Airspace System Resiliency Model

Target: Resiliency
Develop Beta NAS Resiliency Model.

Target: Resiliency
Current Risk Response: update the current response approach employed to address the resiliency risk.
Target: Resiliency
Planned Risk Response: update the planned response approach employed to address the resiliency risk.

Target: Resiliency
Additional Risk Response: update the additional response approach employed to address the resiliency risk.

Initiative: AJW-1X Technical Services Group
Policy

Activity: Perform Reliability Centered Maintenance
Perform Reliability Centered Maintenance (RCM) analysis on NAS Systems and provide analysis to second level engineering for review and implementation.

Target: Perform Reliability Centered Maintenance
Assess on no less than 4 NAS systems for RCM by the end of FY19.

Activity: General Maintenance Handbook
Update Order 6000.15H, General Maintenance Handbook for NAS Facilities, to include ORM guidance, SAL, PM Task Glossary Updates, and Critical Maintenance Identification.

Target: General Maintenance Handbook
Complete draft revision of 6000.15H, Change 1 by end of FY19.

Target: General Maintenance Handbook
Complete draft revision to order 6700.20, by end of FY19.

Initiative: Operational Risk Management
Improve the Air Traffic Organization's (ATO) operational planning and communication to reduce the recurrence and impact of avoidable events.

Activity: Support Operational Risk Management (ORM)
Collaborate with Air Traffic Organization (ATO) partners to manage operational risk and mitigate the likelihood and severity of an undesired event having a negative impact on National Airspace System (NAS) operational safety.

Target: Support Operational Risk Management (ORM)
Participate in an annual Operational Risk Management (ORM) meeting with Technical Operations (AJW-W) and the Service Center (AJV-W) to discuss ORM principles, events, and preventative actions to improve the safety and efficiency of the National Airspace System (NAS).
**Activity: Support Operational Risk Management (ORM)**

Collaborate with Air Traffic Organization (ATO) partners to manage operational risk and mitigate the likelihood and severity of an undesired event having a negative impact on National Airspace System (NAS) operational safety.

**Target: Support Operational Risk Management (ORM)**

Participate in an annual ORM meeting with Air Traffic Services (AJT-W) and Technical Operations (AJW-W) to discuss ORM principles, events, and preventative actions to improve the safety and efficiency of the National Airspace System (NAS).

**Initiative: NAS Security and Enterprise Operations, AJW-B**

Maintain the current mission, vision, and core values as NAS Security and Enterprise Operations (NASEO) to ensure that the management team meets the mission, vision, and core values.

**Activity: NAS Security and Enterprise Operations, AJW-B**

NAS Security and Enterprise (NASEO fully implemented as planned as part of the recent organizational realignment that created a Cyber Group level.

**Target: NAS Security and Enterprise Operations, AJW-B**

Perform a gap analysis of all High controls for NAS systems and Services that are categorized as a FIPS 1989 High. While some of the high controls may eventually be tailored out, the purposes of the gap analysis is to ensure that controls identified are appropriate.

**Initiative: Network Operations Group, AJW-B100**

Provide operational oversight and maintenance of assigned global enterprise systems and networks supporting the aviation community.

**Activity: WAAS Team, AJW-B160**

Provide operational oversight and maintenance of assigned Wide Area Augmentation System (WAAS) East/West global enterprise systems/networks and mitigate impact to the NAS for both scheduled and unscheduled events.

**Target: WAAS Team, AJW-B160**

In accordance with 6000.15, the Wide Area Augmentation System (WAAS) Operations Teams will perform site inspections of 7 facilities with FAA owned equipment and leased services located at contractor and international sites.

**Target: WAAS Team, AJW-B160**

Complete a minimum of 98% of WAAS certifications within identified schedules and conditions.
Target: WAAS Team, AJW-B160
Complete 95% of all assigned preventative maintenance tasks for the WAAS O&M Subsystem (WOMS) and associated logging requirements as specified in Order J0 6882.2A Maintenance of Wide Area Augmentation System. Due September 30, 2019

Activity: Operations Teams, AJW-B110, B120, B130
Provide operational oversight of Network Enterprise Management Center assigned global enterprise systems/networks and maintain services.

Target: Operations Teams, AJW-B110, B120, B130
Maintain FAA Weather and Flight Movement products and maintain operational availability of the NAS Message Replacement (NMR) and Weather Message Switching center Replacement (WMSCR) services at/or above 90.% (combined average).

Activity: TFMS / NAIMES Team, AJW-B170
Provide operational oversight and maintenance of assigned NAS Aeronautical Information Management Enterprise System (NAIMES) and Traffic Flow Management System (TFMS) global enterprise systems/networks.

Target: TFMS / NAIMES Team, AJW-B170
Relocate an TFMS Disaster Recovery function into FAA physical space and within FAA Trusted Internet Connection (TIC) boundary.

Initiative: Telecommunications Group, AJW-B200
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.

Activity: FAA Telecommunications Services, AJW-B200, AJW-B210, AJW-B220, AJW-B230, AJW-B240
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.

Target: FAA Telecommunications Services, AJW-B200, AJW-B210, AJW-B220, AJW-B230, AJW-B240
Ensure that the FAA Telecommunications Infrastructure (FTI) network meets or exceeds an aggregate availability of .9999 for dual-threaded NAS operational services.
Initiative: National Operations, AJW-B300

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.

Activity: Operations Control Center, AJW-B320, AJW-B330, AJW-B340

There are three Operations Control Centers (OCC) within the NASEO organization, each OCC domain encompasses approximately one-third of the contiguous United States. The Atlantic OCC (AOCC) located in Hampton, GA, Mid-States OCC (MOCC) in Olathe, KS, and Pacific OCC (POCC) located in San Diego, CA. The three centers provide a 24/7 operational oversight with a focus on ensuring NAS infrastructure service delivery, providing strategic and tactical management of the National Airspace System (NAS) infrastructure availability through coordinated and collaborative decision-making processes in order to meet the immediate NAS challenges of today, and into the future.

Target: Operations Control Center, AJW-B320, AJW-B330, AJW-B340

Develop OCC transition plan addressing SOPs, training, staffing, workloads, scheduling, infrastructure changes and timelines.

Target: Operations Control Center, AJW-B320, AJW-B330, AJW-B340

Complete implementation of Standard OCC SOPs and perform internal evaluation to ensure standardization.

Target: Operations Control Center, AJW-B320, AJW-B330, AJW-B340

Develop OCC Training Guides, accomplish updated training.

Activity: Enterprise Control Center, AJW-B350

The Enterprise Control Center Team is responsible for the oversight and NAS impact mitigation of emerging NextGen services. The team is comprised of (3) specialized units providing subject matter expertise and support in their assigned discipline, the SWIM Enterprise Control Center (SECC) located in Hampton, GA, the Voice and Data Communications Enterprise Control Center (VECC) in Olathe KS, and the Navigation and Surveillance Enterprise Control Center (NECC) in San Diego, CA.

Target: Enterprise Control Center, AJW-B350

SWIM Enterprise Control Center (SECC) to assist with monitoring and logging of Low Altitude Authorization & Notification Capability (LAANC) events for nine (9) new User Subscriber Services (USS), and support of LAANC services to Non-Federal Air Traffic Control Towers.
Target: Enterprise Control Center, AJW-B350
SWIM Enterprise Control Center (SECC) to monitor and log events for Common Support Services - Weather (CSS-Wx), Aeronautical Information Management Modernization (AIMM), NAS Common Reference (NCR), Terminal Flight Data Manager (TFDM).

Target: Enterprise Control Center, AJW-B350
Voice and Data Communications Enterprise Control Center (VECC) to assist with rollout, implementation, monitoring, and logging of enroute controller-pilot data link communications (CPDLC) events.

Target: Enterprise Control Center, AJW-B350
Navigation and Surveillance Enterprise Control Center (NECC) to assume all Automatic Dependent Surveillance-Broadcast (ADS-B) and Wide Area Multilateration (WAM) service monitoring, logging, and NOTAM management. NECC will assume reporting of GPS anomalies and elevated solar events.

Activity: NAS Cyber Operations, AJW-B360
The NCO ensures the integrity, availability and security of the NAS through cyber security monitoring, incident detection and response, and collaborative analysis to minimize cybersecurity risk to acceptable levels as determined by the Authorizing Official (AO)/AODR (Authorizing Official Designated Representative).

Target: NAS Cyber Operations, AJW-B360
Maintain NAS Cyber Operations monitoring capability of at least 99%.

Initiative: NAS Information Security Group, AJS-B400
Mitigate 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.

Activity: Complete Information System Security Documents and Testing
Provide risk management system authorization, governance, and testing for NAS cyber operations.

Target: Complete Information System Security Documents and Testing
Complete 65% of ISS Authorization Documents in accordance with the FY19 ATO Authorization and ISCM Schedule (SCD, SSP, ISCP, or NSCP, ISCP), Test Plan and Results.

Target: Complete Information System Security Documents and Testing
Complete 65% of ISS Testing in accordance with FY19 ATO ISCM Testing Schedule.
Activity: Information Security

Address information security.

Target: Complete Information System Security Documents and Testing
Identify and document all key ISS personnel within each Service Unit and ensure that 100% of identified personnel complete ISS Role-Based Specialized Training.

Target: Complete Information System Security Documents and Testing
Develop a Wireless Policy that addresses the security requirements for WiMAX, LTE, FOMS, Satellite and Bluetooth/WiFi.

Initiative: Operations Programs, AJW-B600

Support NEO business operations through effective formulation and execution of funds, efficient resource utilization, and by administering proper certification, safety and required training needs. Provide tactical operational coordination to support NAS Operations and emergencies. Provide programmatic support to NAS operations and systems and improve strategic safety reporting and communications. Promote a safe and secure NAS by enhancing information security systems and identifying safety risk management processes.

Activity: Program Control Team, AJW-B610

Provide business operations support to the NASEO Directorate ensuring efficient and effective allocation and utilization of resources within the main focus areas of financial management, staffing and resource management, training, and contracts.

Target: Program Control Team, AJW-B610
Build/Formulate and execute an Operational Programs, Program Control Team Dashboard.

Target: Program Control Team, AJW-B610
Build and award two new contracts from the existing Sysnet contract.

Activity: Tactical Operations Programs, AJW-B620

Provide tactical operational program support to NAS Operations in such areas as: Technical Operations Aircraft Accident (TOAAR) Program; Technical Operations National Field Incident Response (FIR) Program; Technical Operations' Headquarters Continuity of Operations (COOP) Program; Strategic Event Coordination (SEC) Program; Infrastructure Services as Needed (ISAN) component of the ATO Efficiency Report Online (AERO) portal; National Maintenance Alert (NMA) and Maintenance Moratorium Program; the Equipment Related Delays, Significant Event Report (SER), Lessons Learned, and Surface Incidents Programs; Technet.faa.gov portal; and the maintenance of the Remote Monitoring and Logging System (RMLLS) National Operations Control Center (NOCC) Node and Data Repository, NASEO Configuration Management.
Target: Tactical Operations Programs, AJW-B620
Conduct a Field Incident Response (FIR) program review with each of the Service Areas. Update Order 1920.5 Technical Operations Field Incident Response (FIR).

Target: Tactical Operations Programs, AJW-B620
Update Order 6030.41 Notification of Facility and service Interruptions and other Significant Events.

Target: Tactical Operations Programs, AJW-B620
Conduct an Aircraft Accident program review with each of the three Operational Control Centers (OCC). Deliver the "Technical Operations Response to Aircraft Accident" course to required OCC Team Leads. Support AJI in the final development of the new Technical Operations Field Response to Aircraft Accidents eLMS course.

Target: Tactical Operations Programs, AJW-B620
Administer one annual national Strategic Event Coordination (SEC) committee meeting. Support AJI in the final development of the new Ground Based Navaids for the NAS (GBNN) eLMS course.

Target: Tactical Operations Programs, AJW-B620
Complete 95% of all assigned preventative maintenance tasks, and 100% of all modifications for NOCC RMLS Node and Data Repository.

Initiative: Flight Program 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.

Activity: Flight Program Operations (NAS maintenance/sustainment)

Target: Flight Program Operations (NAS maintenance/sustainment)
Complete 93% of unscheduled restoral inspections at core airports within 48 hours when requested by Air Traffic Services (AJT).

Target: Flight Program Operations (NAS maintenance/sustainment)
Complete 97% of all periodic flight inspections at core airports before the expiration date of the periodic interval.
Initiative: Capital Program Integration

Capital Program Integration (CPI) is a business management process that delivers integrated Facilities and Equipment (F&E) programs and projects. It improves the decision making capability of employees that results in effective and efficient National Airspace System (NAS) implementation.

Activity: Support the Capital Program Integration (CPI) process in the Western Service Area (WSA)

Western Service Area (WSA) Service Units and Lines of Business will partner on Capital Program Integration (CPI) processes to ensure shared accountability for agency priorities.

Target: Support the Capital Program Integration (CPI) process in the Western Service Area (WSA)

Partner with Airports (ARP), Air Traffic Services (AJT-W), and Technical Operations (AJW-W), on a Capital Program Integration (CPI) effort in Seattle, Washington, as an opportunity to promote integration of projects between the Lines of Business to minimize the impact on National Airspace System (NAS) operations.

Activity: Support the Capital Program Integration (CPI) process in the Western Service Area (WSA)

Western Service Area Service Units and Lines of Business will partner on Capital Program Integration (CPI) processes to ensure shared accountability for agency priorities.

Target: Support the Capital Program Integration (CPI) process in the Western Service Area (WSA)

Partner with Airports (ARP), Technical Operations (AJW-W), and the Western Service Center (AJV-W) on a Capital Program Integration (CPI) effort in Seattle, Washington, as an opportunity to promote integration of projects between the Lines of Business to minimize the impact on National Airspace System (NAS) operations.

Initiative: Engineering and Infrastructure Services

Develop Architecture Review Boards packages.

Activity: Enterprise Engineering and Infrastructure Services

Develop Architecture Review Boards packages.

Target: Enterprise Engineering and Infrastructure Services

Develop 24 Architecture Review Board (ARB) packages and conduct 12 ARB meetings in providing engineering services to support major program APB milestones.

Initiative: Security Authorization

Conduct activities for CINP security authorization packages.
Activity: Security Authorization Packages
Complete Security Authorization Packages

Target: Complete Security Authorization Packages
Complete and submit 80% of ISSE managed documents required for CINP system security authorization packages (including new systems if funding / staff is provided as needed).

System Operations and Performance
Enhance reliable and efficient movement of people and goods by promoting effective management and ensuring leadership in securing data and in sharing information across the transportation system.

Initiative: Average Daily Capacity
Maintain an average daily capacity for core airports arrivals and departures.

Activity: Airport & Airspace Analysis
Conduct fast-time simulation modeling and analysis in support of airport construction projects and other requests to evaluate impact at the facilities and on the NAS as needed.

Target: Annual Service Volume Studies
Complete one annual service volume study at IAH and one annual service volume study at HOU.

Target: Simulation Modeling and Analysis
Support the ATO focal point (AJR-1) coordinate the 3-6 month outlook of planned airport construction activities and potential impacts by conducting simulation modeling and analysis of construction projects, delivering interim technical briefings and reports, participating in monthly and quarterly meetings at LAX, LGA and TUS.

Target: Modeling and Analysis Support
Provide modeling and analysis to other organizations in support of cross cutting initiatives as requested and agreed.

Target: Average Daily Capacity
Maintain an average daily capacity for core airports of 59,303, or higher, arrivals and departures.
Activity: System Events and Analysis
Provide analytical support of NAS Operations for ATO leadership, the FAA and strategic partners.

Target: Initial Trajectory Based Operations (iTBO) Pre-Implementation Report
Produce iTBO pre-implementation report on PHL. Report will describe the progression of iTBO capabilities at PHL (past and future), characterize the expected benefits of the progression, describe current performance in accordance with the iTBO success criteria and identify how iTBO capabilities are expected to improve performance.

Target: Develop iTBO Analytical Capabilities
Continuing development of Initial Trajectory Based Operations (iTBO) analytical capabilities to assess both the implementation iTBO capabilities and to provide support for analysis of NAS operations for broader reasons such as SWAP season review, performance trend analysis, etc.

Target: Flight Service Analysis
Produce a comprehensive list of all flight events captured, calculated or required but not currently captured by AJR-G. Classify each event with regards to amount of use, stability and accuracy. Upon completion of list, produce a prioritized worklist of flight events to develop or reengineer.

Target: Achieve NAS On-Time Arrivals
Achieve a NAS on-time arrival rate of 88% at Core airports and maintain through FY 2019.

Target: Monitor On-Time Arrivals
Monitor On-Time arrival rates at Core airports.

Target: Operational Readiness Support
Provide support to AJR-X as needed with their Operational Readiness activities.

Activity: Planning, Finance, Contracts, and Administration
Provide standardized business services to the Performance and Analysis Directorate (AJR-G) while ensuring proper stewardship of allocated resources through internal control programs.

Target: Financial Analysis
Develop, manage and provide oversight in the areas of OPS and F&E budgets, contracts and contract spending, and capital program requirements.
Target: Business and Administrative Support
Develop, manage and provide oversight in the areas of human resources, policies, business planning, and administrative support for Performance Analysis.

Activity: Reporting Dashboards to the Aviation Community
Provide updates to the Airline Common Metrics Application and DDSO offices that improve daily and strategic performance reviews.

Target: Common Metrics Dashboard
Deliver update to the VP/Common Metrics Reporting Dashboard.

Target: Performance Report Delivery
Deliver performance report automation capability to DDSO offices.

Activity: Data & Information Management
Support the coordination, facilitation, and strategic planning to support development and implementation of data and information management standards, orders, and best practices that align with agency and national policies on data protection, storage, retention, and distribution. The program promotes principles of data governance, data release, data policy, cyber data security, and lifecycle data management.

Target: Technology Transition Plan
Participate in SWIM technical interchange meetings to migrate "data.faa.gov" to new SWIM Cloud Distribution Service (SCDS) concept. Develop draft transition plan and integrate access agreement terms of service into SCDS.

Target: Analysis of FAA Order 1200.22
Examine FAA Order 1200.22 to ensure completeness and accuracy of current processes in handling data requests against current agency distribution practices. Develop white paper outlining proposed Order updates.

Target: Develop Web Service
Develop initial Block Aircraft Registration Request (BARR) administration web service intake capability. Transition web capability to FAA AIT domain hosting service.
Activity: Strategic Infrastructure and Resource Management

Consolidate resources, standardize a software suite, establish engineering standards, and provide scalable development and test environments upon which the Office of Performance Analysis can deploy existing and new services. The consolidation of resources includes services offered by FAA Cloud Services (FCS) and migration to those services. Developing and applying Engineering Standards to applications are required for robust delivery of services that meet both functional and operational requirements. Providing scalable development and test environments with an FCS environment enables DevOps teams to deploy improved products with decreased technical risk to critical production environs, and minimizes the amount of technical overhead.

Target: System Architecture
Create a system architecture with distinct test, development, deployment, and production environments.

Target: NAS Data Warehouse
Consolidate redundant external data interfaces into the NAS Data Warehouse.

Target: Applications Transition
Transition applications to the FAA Cloud Services infrastructure.

Activity: Technical Baseline Management

Establish and register a Configuration Control Board to provide a structured approach to lifecycle management of products, services, configurable items, requirements, and change requests for the Integrated Strategy. The CCB will be chartered and registered under the FAA NAS CCB per Order 1800.66, to apply CCB standard operating procedures in the execution of a CM plan. Apply system engineering disciplines to develop a technical baseline documenting the services, capabilities, system architecture, network topology, data flow and definitions. The technical baseline serves as a basis for a service roadmap toward a desired architecture to meet future capabilities.

Target: Integrated System Baseline Document
Draft an integrated system baseline document containing the current system architecture.

Activity: Operational Data Management

Establish a Data Quality Management program to perform quality assurance including the identification of best practices, monitoring of data utility and value, and auditing of quality requirements. Establish a data quality control plan including the measurement and reporting of quality metrics. Establish a process-improvement program that implements and recommends improvements to the data and source systems. Specific examples may include, but are not limited to, the addition of VIP and Staffing as primary causal factors, and recommendations to the NTML to improve the entry of data. Continued generation of Overflights Fee operational data.
**Target: Data Quality Control and Monitoring Plan**
Develop a data quality control and monitoring plan to track data availability, reliability, and stability for operational data and for facility reported metrics.

**Target: OPSNET Updates**
Issue updates to the list of available OPSNET impacting conditions and to the corresponding FAA Orders.

**Activity: Data Acquisition**
Identify, collect and store new datasets that contribute to the comprehensive view of flight operations, and those datasets that provide the context required to understand the circumstances and behaviors of the NAS that impact flight operations. Datasets may include, but not limited to, TBFM, ADS-B, DataComm, Staffing, Weather (Convective, Lightning, Winds, etc.). Engage with the SWIM program office to identify opportunities for emerging requirements.

**Target: NAS Data Warehouse Technical Transfer**
Complete technical transfer of MITRE's post-processed TBFM performance data to the NAS Data Warehouse.

**Activity: Capital Investment Programs**
Lead the capital investment programs through the JRC process. Incorporate principles of consolidation, inter-operability, modularity, and open architecture into the DVARS design and requirements. Capitalize on existing capabilities within the DVARS design and requirements. Achieve a DVARS FID2 JRC by Q3 FY19. Refine low-level requirements, conduct a market survey, and develop an acquisition strategy for OPSNET Replacement program to achieve an IID JRC by Q4 FY19. Position the programs for potential deployment to FAA Enterprise Services.

**Target: Systems Review**
Complete the System Requirements and System Specification Review.

**Target: DVARS Preliminary Design**
Produce a DVARS Preliminary Design Document.

**Target: DVARS Critical Design**
Produce a DVARS Critical Design Document.

**Target: DVARS FID**
Achieve DVARS Final Investment Decision #2.
**Target: OPSNET IID**
Achieve OPSNET Replacement Initial Investment Decision.

**Activity: Validation and Implementation of Advanced Algorithms**
Support the design and implementation of advanced flight trajectory, flight event, and metrics reporting algorithms. Creation and maintenance of a data structure recording the full range of trajectories, identified flight events, geo-referenced facility and airspace data, weather data, traffic flow management data, communications data, staffing data, and other data sets describing NAS conditions.

**Target: Flight Trajectory Generation**
Productionize NAS Data Warehouse flight trajectory generation.

**Activity: AJR-G Support for Plan, Execute, Review, Train, and Improve (PERTI) Strategy**
Continue to provide strategic and Program Management support to the AJR-1 PERTI Operations team to ensure continuation of products and support. Conduct analysis of other advanced planning products and available metrics for advanced planning applicability. Provide update (as needed) to PATH tool for historical TMI data mining.

**Target: PERTI Program Management Support**
Provide Program Management support to PERTI Operations to develop contract strategies for resources to support the Operation and monitor work progress

**Target: Volume Forecast Modeling**
Provide volume forecast demand data modeled for the FY19 Snowbird season to the Advance Planning team and the larger Snowbird Planning team.

**Target: PAT Tool Update**
Deliver update to the PATH tool for historical TMI data mining.
Initiative: Advanced Technologies and Oceanic Procedures (ATOP)

The ATOP program replaced oceanic air traffic control systems, updated procedures, and modernized the Oakland, New York, and Anchorage Air Route Traffic Control Centers (ARTCCs), which house these oceanic automation systems. A support system was also installed at the William J. Hughes Technical Center (WJHTC). ATOP fully integrates flight data processing, detects conflicts between aircraft, provides data link and surveillance capabilities, and automates the previous manual processes. A technology refresh for the automation system was completed in 2009 for all three operational sites and the WJHTC labs. This technology refresh activity increased system performance, capacity, and usability, and made improvements to software functionality. The ATOP program will continue to deliver safety and efficiency enhancements through FY 2017 for evolutionary improvements to the ATOP 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. The system performance data has been analyzed, a baseline has been established, and a fuel savings performance model has been developed.

Activity: Advanced Technologies and Oceanic Procedures (ATOP)

The ATOP Sustainment 2 program, formally known as ATOP Tech Refresh 2, will procure and replace the current hardware, upgrade the operating system from AIX to Linux, and integrate the new technology with the baseline ATOP applications. ATOP Technology Refresh reduces maintenance and logistics costs, and supports incorporation of software changes and new capabilities to support future NextGen, Surveillance and Broadcast Service (SBS), and other NAS improvements.

Target: Advanced Technologies & Oceanic Procedures (ATOP) Sustainment 2 - T27 Release (Linux Port) Available for Operational Use.

Advanced Technologies & Oceanic Procedures (ATOP) Sustainment 2 - T27 Release (Linux Port) Available for Operational Use.

Activity: Advanced Technologies and Oceanic Procedures (ATOP)

Advanced Technologies and Oceanic Procedures (ATOP) - Enhancement 1.

Target: Advanced Technologies & Oceanic Procedures (ATOP) Enhancement 1 (E1) - Complete Directorate Approval of Implementation Strategy and Planning Document (ISPD).

Advanced Technologies & Oceanic Procedures (ATOP) Enhancement 1 (E1) - Complete Directorate Approval of Implementation Strategy and Planning Document (ISPD).

Initiative: Traffic Flow Management System (TFMS) Enhancement 4

TFMS Enhancement 4 is developing two capabilities, Improved Demand Predictions (IDP) and Integrated Departure Route Planner (IDRP). IDP will improve TFMS demand prediction of air traffic NAS resources. IDRP will deliver strategic/tactical forecasts of departure route and fix status due to convective weather and volume for specific terminals. It provides traffic managers with semi-automated resolution algorithms to "solve" departure constraints.
Activity: Traffic Flow Management System (TFMS) Enhancement 4

TFMS adds new capabilities and improvements via the TFMS Enhancement process. TFMS Enhancement 4 (G05A.05-03), approved by the FAA Joint Resources Council (JRC) on June 21, 2017, will provide new NextGen Midterm TFM/CATM capabilities between FY 2017 and FY 2022. Improved Demand Prediction (IDP) will be the first capability and will improve TFMS demand prediction. Integrated Departure Route Planning (IDRP) will be adapted for six metroplex areas: New York (N90); Chicago (C90); Dallas (D10); Philadelphia (PHL); Potomac - DC Metro (PCT); and Southern California (SCT). TFMS Ingestion of Weather Data will replace the legacy Corridor Integrated Weather System (CIWS) Data Distribution System (CDDS) prototype with the new System Wide Information System (SWIM) Common Support Services - Weather (CSS-Wx) service.


Initiative: Traffic Flow Management System (TFMS) Sustainment 2

TFMS Sustainment 2 will replace TFMS equipment at air traffic facilities. The support of the current field equipment ended in 2014 and now requires in-kind hardware replacement for a technology refresh. Hardware will be replaced at over 88 Traffic Flow Management (TFM) equipped Air Traffic Control facilities around the country including Traffic Management Units (TMUs) at En Route Centers, Terminal Radar Facilities, and Air Traffic Control Towers. The program achieved Final Investment Decision on June 18, 2014.

Activity: Traffic Flow Management System (TFMS) Sustainment 2 - (A05.01-13)

Per the signed decision from the FAA Acting Administrator dated June 11, 2018, TFMS Sustainment 2 should continue on its original baselined schedule and report the delta as a schedule variance. TFMS will perform the following:

Target: Traffic Flow Management System (TFMS) - Tech Refresh formal Operational Test & Evaluation (OT&E) at the William J. Hughes Technical Center (WJHTC) completed.

Target: Complete installation of Traffic Flow Management Remote Site (TRS) equipment at first operational site.

Complete installation of Traffic Flow Management Remote Site (TRS) equipment at first operational site.
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 insures 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 and In Service Decision (ISD) was achieved on August 7, 2018. This initiative also includes planning for ASR-11 Sustainment 3.

Activity: Solution Implementation for ASR-11 Tech Refresh Segment 2.
Solution Implementation for ASR-11 Tech Refresh Segment 2.

Target: Airport Surveillance Radar Model 11 (ASR-11) Tech Refresh Segment 2 - Site Control Data Interface (SCDI) kit installations at 10 sites.

Airport Surveillance Radar Model 11 (ASR-11) Tech Refresh Segment 2 - Site Control Data Interface (SCDI) kit installations at 10 sites.

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.

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.
Target: Flight Data Input Output (FDIO) - Make available to the field 100 Replacement Flight Strip Printers.

Flight Data Input Output (FDIO) - Make available to the field 100 Replacement Flight Strip Printers.

Initiative: Standard Terminal Automation Replacement System - Sustainment 1 (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 STARS Sustainment 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

Activity: Standard Terminal Automation Replacement System - Sustainment 1 (TAMR Phase 1), A04.01-01

Complete critical activities to PMOs Marquee Programs.

Target: Terminal Automation Modernization and Replacement (TAMR) STARS Sustainment 1 - Complete Initial Operating Capability (IOC) at 39th site.

Terminal Automation Modernization and Replacement (TAMR) STARS Sustainment 1 - Complete Initial Operating Capability (IOC) at 39th site.
Target: Terminal Automation Modernization and Replacement (TAMR) STARS Sustainment 1 - Complete 4 Equipment Deliveries.
Terminal Automation Modernization and Replacement (TAMR) STARS Sustainment 1 - Complete 4 Equipment Deliveries.

Target: Terminal Automation Modernization and Replacement (TAMR) STARS Sustainment 1 - Complete 5 Contractor Acceptance Inspections (CAI).
Terminal Automation Modernization and Replacement (TAMR) STARS Sustainment 1 - Complete 5 Contractor Acceptance Inspections (CAI).

Initiative: ASR-9 Sustainment 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 Sustainment 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 2035.

Activity: ASR-9 Sustainment 2 - (CIP#: S03.01-09)
Solution Implementation in support of Sustainment 2.

Target: ASR-9 Sustainment 2
Initiative: Terminal Automation Modernization Replacement (Phase 4)
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 4 will complete the convergence to a single automation platform in the Terminal domain.

Activity: Terminal Automation Modernization Replacement (Phase 4)
Complete critical activities to PMOs Marquee Programs.

Target: Terminal Automation Modernization Replacement (Phase 4)
Terminal Automation Modernization and Replacement (TAMR) Phase 4 - Complete Initial Operating Capability (IOC) at last site (ARTS IIE).

Target: Terminal Automation Modernization Replacement (Phase 4)
Terminal Automation Modernization and Replacement (TAMR) Phase 4 - Complete Operational Readiness Date (ORD) at the 83rd site (ARTS IIE).

Target: Terminal Automation Modernization and Replacement (TAMR) Phase 4 - Complete Initial Operating Capabilities (IOC) at 2 sites (ARTS IE).
Terminal Automation Modernization and Replacement (TAMR) Phase 4 - Complete Initial Operating Capabilities (IOC) at 2 sites (ARTS IE).
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 decision support capabilities will promote safe and efficient airport operations in managing 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. In addition, there are a number of legacy systems that TFDM will replace which would lead to greater efficiency and cost avoidance. The systems included are Advanced Electronic Flight Strips (AEFS), Surface Movement Advisor (SMA), Airport Resource Management Tool (ARMT), Departure Spacing Program (DSP), and Electronic Flight Strip Transfer System (EFSTS). 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.

Activity: FLEX Terminal Flight Data Manager

TFDM G06A.03-01

Target: Terminal Flight Data Manager (TFDM) - Build 1 Development Test (DT) complete.
Terminal Flight Data Manager (TFDM) - Build 1 Development Test (DT) complete.

Target: FLEX Terminal Flight Data Manager
Complete the Terminal Flight Data Manager (TFDM) Build 2 Early User Involvement Events (EUIE).

Target: FLEX Terminal Flight Data Manager
Complete the Terminal Flight Data Manager (TFDM) hardware installations and Site Acceptance Test (SAT) at 2 support sites, FAA Aeronautical Center (FAAAC) and FAA Logistics Center (FAALC).
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 mi

Activity: M54.01-01 Traffic Alert and Collision Avoidance System (TCAS)
Traffic Alert and Collision Avoidance System (TCAS).

Target: M54.01-01 Traffic Alert and Collision Avoidance System (TCAS)
Airborne Collision Avoidance System X (ACAS X) - Update and Publish Standards and Recommended Practices (SARPS).

Target: M54.01-01 Traffic Alert and Collision Avoidance System (TCAS)
Airborne Collision Avoidance System X (ACAS X) - Initiate groundwork for Technical Standard Order (TSO) and Advisory Circular (AC) documentation scheduled for FY 2020.
Initiative: Time-based Flow Management

TBFM uses Time Based Metering (TBM) system uses time-based metering to better utilize NAS capacity by improving traffic flow management of aircraft approaching and departing congested airspace and airports. TBFM has been deployed and is operational at the 20 Air Route Traffic Control Centers (ARTCCs) and adapted for most major airports served by those centers. TBFM is a vital part of the NAS and enhances air traffic operations, by reducing delays and increasing efficiency of airline operations. Enhancements to the TBFM system will directly support NextGen Portfolio concepts. TBFM Enhancement 1 (formerly Work Package 3) (G02A.01-06) will continue to provide time-based metering solutions across all phases of flight to include terminal airspace. TBFM Enhancement 1 is a follow-on phase of TBFM Work Package 2 that will implement additional NextGen concepts, such as optimized descent during time-based metering and Terminal Sequencing and Spacing (TSAS) to provide efficient sequencing and runway assignment by making the metering plan visible to the Air Traffic Control (ATC) terminal and extending time based metering to the runway. The TSAS capability will extend the aircraft’s trajectory plan into the terminal airspace up to the runway to enable better predictability and accuracy for support of advanced Performance Based Navigation (PBN) procedures such as Required Navigation Performance (RNP). Also in TBFM Enhancement 1 is the expansion of the Integrated Departure/Arrival Capability (IDAC) to additional locations. IDAC streamlines and automates the monitoring and scheduling process for aircraft departures. It identifies departure demands and available slots, assigns the slots to the aircraft and de-conflict departures. This increases efficiency for departure operations. The design, development and deployment of these concepts and enhancements will occur during the 2015-2022 timeframe and support the following current NextGen Operational Improvements: Improved Management

Activity: Time-based Flow Management

Time Based Flow Management (TBFM) Enhancement 1 (G02A.01-06).

Target: Time-based Flow Management

Time Based Flow Management (TBFM) - Second Integrated Departure Arrival Capability (IDAC) site deployed.

Target: Time-based Flow Management

Time Based Flow Management (TBFM) - Integration and Test (IT) at William J. Hughes Technical Center (WJHTC) completed.

Activity: Time Based Flow Management (TBFM) Sustainment 1 (G02A.01-07)

Time Based Flow Management (TBFM) Sustainment 1 (G02A.01-07)

Target: Time Based Flow Management (TBFM) Sustainment 1 (G02A.01-07)

Complete the Time Based Flow Management (TBFM) Sustainment 1 Investment Analysis Plan (IAP) for Investment Analysis Readiness Decision (IARD).
Initiative: En Route Automation Modernization (ERAM) Sustainment 2, G01A.01-10

ERAM provides automation services for the en route domain at the 20 Continental United States (CONUS) Air Route Traffic Control Centers (ARTCCs). National support and test capabilities for ERAM reside at the William J. Hughes Technical Center (WJHTC). The FAA Academy provides training services for Technical Operations and Air Traffic personnel. Equipment that constitute the ERAM computing platform must be periodically refreshed to sustain system operations. The ERAM Technology Refresh 2 (TR2) program is a multi-year effort addressing high priority ERAM sustainment issues. This effort is the second major ERAM tech refresh addressing key sustainment shortfalls, stemming from critical ERAM display subsystem equipment end-of-service life and technology obsolescence. In addition TR2 will address processing capacity limitations of the backroom flight data processor. Display System (DS) equipment used to control traffic at ARTCCs that must also undergo tech refresh. Backroom flight data processing capacity must be increased. Current equipment used to display air traffic to controllers is based on outdated analog technology and must be replaced with digital display equipment. The Radar (R)-Position and Data (D)-Position processor will be replaced and will also include an operating system upgrade. Related equipment upgrades such as display record/playback software/workstation and R-Position KVM switches are necessary to support the transition from analog to digital display technology.

Activity: En Route Automation Modernization (ERAM) Sustainment 2, G01A.01-10

En Route Automation Modernization (ERAM) Sustainment 2.

Target: En Route Automation Modernization (ERAM) Sustainment 2, G01A.01-10

En Route Automation Modernization (ERAM) Sustainment 2 - Deploy "Full" Software Release.

Target: En Route Automation Modernization (ERAM) Sustainment 2, G01A.01-10

En Route Automation Modernization (ERAM) Sustainment 2 - Complete installation of "Early D" equipment components at 5 additional sites.

Initiative: Offshore Automation Phase 1, A38.01-01

The overall strategy for the Offshore Automation Phase 1 program is pending final decision with the Joint Resource Council (JRC) by mid October 2018. The phased approach is to help determine a cost-effective, technically beneficial way to provide all four offshore facilities with a standardized Flight Data Processing (FDP) that will enable a future automation replacement system. Phase 1 of the Offshore Automation is proposed to replace the Flight Data Processing (FDP) systems and associated infrastructure at up to three (3) offshore facilities and standardize the FDP systems across all facilities [Anchorage Air Route Traffic Control Center (ARTCC), AK (ZAN); Honolulu Control Facility, HI (ZHN/HCF) - Replace; Guam Center Radar Approach Control (CERAP), GU (ZUA) - Replace; San Juan Center Radar Approach Control, PR (ZSU) - Replace]. Phase 2 conducted in parallel with Phase 1, performs analysis to determine appropriate ATC system(s) to support offshore facilities and agency standardization goals.
Activity: Offshore Automation Phase 1, A38.01-01
Offshore Automation Phase 1.

Target: Offshore Automation - Submission of Offshore Phase 1 cost estimate to complete the October 2018 JRC request.
Offshore Automation - Submission of Offshore Phase 1 cost estimate to complete the October 2018 JRC request.

Initiative: Internal Work Initiative: ADS-B NAS Wide Implementation - Baseline Services & Applications (G02S.03-01)
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.

Activity: Internal Work Initiative: ADS-B NAS Wide Implementation - Baseline Services & Applications (G02S.03-01)

Target: Internal Work Initiative: ADS-B NAS Wide Implementation - Baseline Services & Applications (G02S.03-01)
Complete 16 Terminal Separation Services Initial Operating Capabilities (IOCs).

Target: Internal Work Initiative: ADS-B NAS Wide Implementation - Baseline Services & Applications (G02S.03-01)
Achieve Airport Surface Surveillance Capability (ASSC) Initial Operating Capability (IOC) at 2 sites.

Target: Internal Work Initiative: ADS-B NAS Wide Implementation - Baseline Services & Applications (G02S.03-01)
Release of Service Availability Prediction Tool (SAPT) v. 4.0 Industry Evaluation.


Target: Internal Work Initiative: ADS-B NAS Wide Implementation - Baseline Services & Applications (G02S.03-01)

Define all the operational integration and implementation activities to be prepared for the 1/1/20 effective date of the Automatic Dependent Surveillance - Broadcast (ADS-B) rule.

Target: Internal Work Initiative: ADS-B NAS Wide Implementation - Baseline Services & Applications (G02S.03-01)

Automatic Dependent Surveillance - Broadcast (ADS-B) - Complete the activities scheduled for Fiscal Year 2019.

Initiative: Enterprise Information Display System (E-IDS), A03.05-03

The Enterprise Information Display System (E-IDS) will provide an enterprise-level platform that replaces multiple types of Information Display Systems (IDS) in the En Route, Terminal, Traffic Flow and Offshore domains with standard functionality and common hardware/software in a virtualized environment. IDSs are separate from primary displays, and their purpose is to provide Air Traffic Controllers, Front Line Managers, and Traffic Management Coordinators with supplemental but operationally essential information for controlling aircraft. IDSs were introduced in the terminal domain in the 1990’s and rely on obsolete technology and interfaces with facility-centric, inefficient data organization, and manual update methods. Access to information through trusted sources varies from facility to facility depending upon the type of IDS model and whether the facility has a direct interface to source data. The Terminal environment includes three distinct systems, each with a different hardware/software configuration: IDS-4, Automated Surface Observing System Controller Equipment-IDS and NAS Information Display System. En Route includes a system called En Route Information Display System that provides non-tactical information to FAA personnel in Air Route Traffic Control Centers (ARTCC). Traffic Flow domain is present in both Terminal and En Route environments consisting of large monitors that display real-time, high-level traffic and Traffic Flow Management information. The Alaska ARTCC has developed its own IDS, the ATC Automated Information Display. In some cases, vendor-supplied information may be the only source available. These limitations make it cumbersome for users to search, retrieve, and display information. It adds additional workload to both controllers who use the systems and data managers who maintain the systems. Multiple types of information retrieval and display systems create inefficient maintenance activities necessary to sustain all system variations. Each

Activity: Enterprise Information Display System (E-IDS), A03.05-03

Enterprise Information Display System (E-IDS).
Target: Enterprise Information Display System (E-IDS), A03.05-03
Submit Enterprise Information Display System (E-IDS) Chief Financial Officer (CFO) Package for CFO Review and Approval.

Target: Enterprise Information Display System (E-IDS), A03.05-03
Submit Enterprise Information Display System (E-IDS) Final Program Requirement Document (fPRD) for approval.

Initiative: Airport Surveillance Radar Model-9 (ASR-9) Sustainment 3, S03.01-12
The ASR-9 Sustainment 3 program replaces or upgrades obsolete ASR-9 hardware and software to ensure the continued operation of the radar system. This is an ongoing program that is accomplished in phases to address obsolescence and supportability issues. The Sustainment 3 program will sustain the service life of all 135 ASR-9 systems; 121 operational sites, seven (7) Department of Defense (DoD) sites, and seven (7) support systems. The ASR-9 system is a non-cooperative (primary) surveillance radar that provides aircraft position and weather information to automation systems for air traffic controllers in terminal airspace. The ASR-9 system supports aircraft separation standards, air traffic operational efficiency, and improves safety at congested airports. The ASR-9 also provides data under Memorandum of Agreements with the DoD and Homeland Security, through the Defense Radar Program, and to the Department of Treasury and National Weather Service through separate agreements. The DoD uses ASR-9 surveillance data to monitor and detect non-transponder equipped intruders in terminal airspace. The system was procured in the mid-1980s, fielded between 1989 and 1994, and has significantly exceeded the expected 20-year lifecycle. Future ASR-9 sustainment efforts are dependent upon ongoing supportability assessments to ensure ASR-9s remain operational through their designated lifecycle. The Final Investment Decision (FID) for ASR-9 Sustainment 3 was approved on March 28, 2018. Implementation is planned to begin in 2019 and continue through 2025.

Activity: Airport Surveillance Radar Model-9 (ASR-9) Sustainment 3, S03.01-12

Target: Airport Surveillance Radar Model-9 (ASR-9) Sustainment 3, S03.01-12
Airport Surveillance Radar Model 9 (ASR-9) Sustainment 3 - DCE System Support Modification Release - GPS Antenna
The ERAM Enhancements 2 program provides software enhancements for the en route sector controller team. It is a multi-year effort to improve the efficiency and effectiveness of en route sector operations through enhanced trajectory management and improved collaboration between the Radar Position (R-Side) and Radar Associate Position (D-Side) controllers. It also involves upgrades to flight data management and system support functions. Current automation capabilities are limited in providing the requisite accuracy, consistency, and usability needed during high demand scenarios which can result in decreasing the efficient use of airspace. ERAM Enhancements 2 will develop and implement improvements to en route automation and procedures, building upon existing ERAM capabilities and leveraging previous NextGen pre-implementation activities. Final Investment Decision (FID) was achieved in December 2016. Prime contractor system engineering, software development, and implementation activities are ongoing and per the original baseline, were planned to complete in FY 2023; however, due to recent funding adjustments a baseline change will be required along with revisions to the program milestones. A preliminary allocation of each enhancement to a specific ERAM release has been determined, however refinements are ongoing. The specific enhancements are listed below and will be deployed as a series of ERAM releases throughout the program lifecycle.

**Conflict Probe Enhancements** - Improve Conflict Probe through better representation of the adherence bounds used to determine the need for computing a new aircraft trajectory, minimize false alerts, and apply a 3-nautical mile separation standard; **International Common Harmonization** - Expand the automated coordination of flight data and aircraft control with the Canadian Air Navigation Service Provider (NavCanada); **ERAM Adaptation Refinements** - Improve the ability of the Air Route Traffic Control Center (ARTCC) support personnel

**Activity: En Route Automation Modernization (ERAM) Enhancements 2, G01A.01-08**

En Route Automation Modernization (ERAM) Enhancements 2.

**Target: En Route Automation Modernization (ERAM) Enhancements 2, G01A.01-08**

Deploy En Route Automation Modernization (ERAM) Adaption Refinement Capabilities.

**Target: En Route Automation Modernization (ERAM) Enhancements 2, G01A.01-08**

Initiative: En Route Automation Modernization (ERAM) Sustainment Technology Refresh 3-4, G01A.01-11

ERAM Sustainment 3 program is the third currently planned technology refresh update to the ERAM equipment sustainment program. The program will replace the remaining ERAM infrastructure hardware, network equipment, and operating system at operational, training, and support environments that were not replaced in the ERAM System Enhancement / Technology Refresh and ERAM Sustainment 2 programs. The ERAM Sustainment 3 program also includes security adaptation to align security and network communication features with current FAA Telecommunication Infrastructure standards. Execution of the ERAM Sustainment 3 program will be from FY 2019 to FY 2025. This program is scoped for the following ERAM infrastructure items: Enterprise Storage and Tape Backup units replacement; IBM P5/6 Series processors (Flight Data Processor/Surveillance Data Processor Servers) running AIX (Operational Systems, Support, and En Route System Support Complex (ESSC)) replacement; ARTCC and support environment ERAM Network Equipment (i.e., Application Local Area Network); ESSC Servers, Configuration Management, and Support tools replacement; Selected Security / Plan Of Action and Milestones items: Provide maintenance support for edge security devices (Enterprise Router Firewall is end of support in 2020) Provide centralize (channel) network device management (Radius on Security Workstation) Support OS for all ERAM (step up to Red Hat Enterprise Linux) En Route Information Display System servers, workstations, and networks sustainment/replacement; and $Low Resolution Keyboard/Video/Mouse switches for D-Side replacement. Three separate national site waterfall schedules are planned to implement the full complement of ERAM Sustainment 3 equipment at all operational sites. The priority of the equipment implementation will be determined during the FID phase. The program is planned to start in FY 2019 assuming achievement of Final Investment Decision (FID) in Q2 CY2019.

Activity: En Route Automation Modernization (ERAM) Sustainment Technology Refresh 3-4, G01A.01-11

En Route Automation Modernization (ERAM) Sustainment Technology Refresh 3-4.

Target: En Route Automation Modernization (ERAM) Sustainment Technology Refresh 3-4, G01A.01-11

En Route Automation Modernization (ERAM) Sustainment 3 - Complete Initial Business Case Analysis Report (BCAR).

Initiative: Common Terminal Digitizer (CTD)

Common Terminal Digitizer (CTD)

Activity: Common Terminal Digitizer (CTD)

Common Terminal Digitizer (CTD)
Target: Achieve Common Terminal Digitizer (CTD) Initial Operating Capability (IOC) at remaining six Terminal Automation Modernization Replacement (TAMR) sites.

Achieve Common Terminal Digitizer (CTD) Initial Operating Capability (IOC) at remaining six Terminal Automation Modernization Replacement (TAMR) sites.

Initiative: Standard Terminal Automation Replacement System (STARS) Sustainment 2
Standard Terminal Automation Replacement System (STARS) Sustainment 2

Activity: Standard Terminal Automation Replacement System (STARS) Sustainment 2 (A04.01-03)
Standard Terminal Automation Replacement System (STARS) Sustainment 2 (A04.01-03)

Target: Standard Terminal Automation Replacement System (STARS) Sustainment 2 (A04.01-03)

Target: Standard Terminal Automation Replacement System (STARS) Sustainment 2 (A04.01-03)

Initiative: Mode Select (Mode S) Sustainment 2
Mode Select (Mode S) system is a cooperative (secondary) surveillance radar system that provides aircraft target data to automation and display systems for air traffic controllers in En Route and Terminal airspace. The Mode S system has exceeded its 20 year life cycle and is experiencing decreased operational availability and performance deterioration as a result of decreased availability of replacement parts due to obsolescence. The Mode S sustainment will mitigate issues of obsolescence, reliability and maintainability by the procurement of specific lowest replaceable units (LRUs). The refurbishment of the five foot beacon antenna through the procurement of piece parts will reinforce the FAA Depot inventory of spares and replenishment.

Activity: Mode Select (Mode S) Sustainment 2
Delivery of pieces parts from vendors for the refurbishment of antenna. Due May 31, 2019

Target: Mode Select (Mode S) Sustainment 2
Mode Select (Mode S) Sustainment 2 - Depot replenishment completed.
Initiative: Terminal 2nd Level Engineering
Terminal 2nd Level Engineering

Activity: Terminal 2nd Level Engineering
Terminal 2nd Level Engineering

**Target: Terminal 2nd Level Engineering**

**Target: Terminal 2nd Level Engineering**

**Target: Terminal 2nd Level Engineering**
Secure and protect Simulation Data Services/Simulation Driver Radar Recorder (SDS/SDRR) systems at the William J. Hughes Technical Center (WJHTC).

**Target: Terminal 2nd Level Engineering**
Replace Standard Terminal Automation Replacement System (STARS) developer Virtual Private Network (VPN) with secure Terminal Services Operational Support Environment (TS OSE) solution.

**Target: Terminal 2nd Level Engineering**

**Target: Terminal 2nd Level Engineering**

**Target: Terminal 2nd Level Engineering**
Initiative: En Route and Oceanic 2nd Level Engineering Support
En Route and Oceanic 2nd Level Engineering Support

Activity: En Route and Oceanic 2nd Level Engineering Support
En Route and Oceanic 2nd Level Engineering Support

Target: En Route and Oceanic 2nd Level Engineering Support
Implement the NAS Enterprise Security Gateway (NESG) infrastructure to support all AJM-25 and AJM-24 systems.

Target: En Route and Oceanic 2nd Level Engineering Support
Implement Quarterly reports for AJM-25 Safety and Security.

Target: En Route and Oceanic 2nd Level Engineering Support
Deploy SLE Tools SPOT version 2.2.

Target: En Route and Oceanic 2nd Level Engineering Support
Upgrade NASQuest to Red Hat Enterprise Linux v7.5 Operating System.

Initiative: AJR-X Operational Readiness
Establishes procedures, requirements, and responsibilities regarding Operational Contingency Plans within the NAS to ensure safe and efficient use of available airspace, equipment, tools, technology, and workforce resources during significant events. Responsible for defining & designing, deploying, and sustaining all Operational Contingency Plans for air traffic control facilities throughout the United States. Manages and maintains contingency program policies, standards, strategies, plans, health assessments, and training. Works with all stakeholders (internal and external to Government) to ensure that contingency requirements (current and future) are aligned nationally and internationally to ensure effective contingency measures are in place during significant events.

Activity: NAS Enterprise Service Thread
Serve as a focal point for the initiation of a comprehensive review of NAS capabilities at facilities and how they relate to the respective Operational Contingency Plan(s) (OCPs). Identify any existing potential risks or gaps that could prevent the use of existing OCPs and document the gaps between the existing NAS system(s) and the existing OCP. Provide recommendations to improve the NAS systems, document the service benefits, and potential risks.
Target: Gap analysis of contingency capabilities of NAS enterprise systems
Develop a draft plan for a full-scale system gap analysis.

Activity: Operational Contingency Evaluation & Exercise Procedure
Serve as the ATO primary office conducting contingency plan evaluations and exercise procedures to ensure plan viability, familiarity, and document any gaps that may exist within the Operational Contingency Plan (OCP).

Target: Operational Contingency Evaluation & Exercise Procedure (OCEEP) Standard Operating Procedure (SOP)
Finalize OCEEP SOP guidance.

Target: Nationally Lead Exercises
Conduct 10 nationally lead exercises at 10 selected facilities to ensure Operational Contingency Plan familiarity.

Activity: Tool Replacement and Contingency Plan Alternatives
Serve as the focal point for the Operational Contingency Plan tool replacement and alternatives analysis for advanced technologies. Focus on advocating for improvements in existing equipment and looking for opportunities to improve contingency through NAS Modernization.

Target: Operational Contingency Plan (OCP) Tool Replacement
Develop a draft for the procurement and development of an OCP tool to replace the Automated Contingency Tool.

Target: Oceanic Operational Contingency Plan (OCP)
Complete draft alternatives analysis report and recommendations for Oceanic Operational Contingency Plans.

Activity: Improve ATO Operational Contingency Plans and response to significant events
Complete annual Operational Contingency Plan (OCP) rebuilds, reviews, reports and training per the established OCP waterfall.

Target: Operational Contingency Plan (OCP) Training
Complete Operational Contingency Plan (OCP) Training Video to include purpose, scope, audience, training vehicles, timeframes, deployment, and metrics to measure effectiveness.
Target: Existing NAS Needs
Complete report on existing NAS needs assessment requests within the Corporate Work Plan (CWP) for contingency related needs.

Target: Operational Contingency Plan (OCP) Rebuilds
Complete Operational Contingency Plan (OCP) rebuilds at 12 sites.

Target: Operational Contingency Plan (OCP) Reviews
Complete Operational Contingency Plan (OCP) Reviews and Reports for 50 sites.

Initiative: AJR FY19 Priorities
Provide innovative, holistic and collaborative solution to improve the safety, security and efficiency of the NAS.

Activity: AJR-F PERTI Support - Expand advanced planning to surrounding Air Navigation Service Providers (ANSPs)
Expand the planning work underway in surrounding ANSPs including the Caribbean Region, Mexico and Canada to be included in the advanced planning process.

Target: Snowbird Season Advanced Planning Process
Coordinate advanced planning meeting(s) Telcon / Webinar with SENEAM and with CADENA for snowbird season advanced planning process.

Target: TMI Advanced Planning Initiatives
Coordinate meeting(s) Telcon / Webinar with NAV Canada for Toronto Pearson International Airport (CYYZ) and other Traffic Management Initiatives (TMIs) for advanced planning.

Target: Support Global PERTI
Support a global PERTI operational plan through education and collaboration with neighboring Air Navigation Service Providers (ANSPs).

Activity: Operational Contingency Evaluation & Exercise Procedure
Support contingency plan evaluations and exercise procedures to ensure plan viability, familiarity, and document any gaps that may exist within the Operational Contingency Plan (OCP).
Target: Support Operations Contingency
Support an operational contingency plan exercise with another Air Navigation Service Provider (ANSP).

Target: Support Contingency Exercise Procedures
Support development of an operational contingency exercise procedures plan with another Air Navigation Service Provider (ANSP).

Initiative: Joint Air Traffic Operations Command (JATOC)
Improve coordination of information through the Joint Air Traffic Operations Command (JATOC) created at the Air Traffic Control Command Center (ATCSCC). Streamline the ATO's collection, processing and dissemination of information that is critical to effective response, and recovery from, incidents in the NAS. Reduce the flow of incomplete, untimely, and redundant incident information to the ATO Offices Group and senior FAA management during NAS incidents. Enhance and streamline the communication of timely and accurate operational information to the ATO Officers Group, senior FAA management, and other appropriate stakeholders in order to support effective decision-making in response to NAS incidents. Enhance the ATO's interaction with external stakeholders during NAS incidents.

Activity: JOINT AIR TRAFFIC OPERATIONS COMMAND (JATOC)
JATOC creates a single stream of operational reporting of events and air traffic incidents in the NAS to ATO leadership via information sharing.

Target: JATOC Standard Operating Procedures (SOP's)
Publish JATOC SOP no later than October 31, 2018.

Target: JATOC Training
Deliver training to all ATO Watch Officer (AWO) staff and other operational personnel to create system awareness on various automation platforms that enable research of Air Traffic Management response data.

Target: JATOC Conduct Improvement Exercises
Conduct regular exercises to improve incident operations action and communications.

Target: JATOC Automation Platform
Establish an automation platform to share incident information between all JATOC elements to coordinate and disseminate messages and reports to senior leadership.
Target: JATOC Communication
Complete an ATO-wide communication plan to include mission, goals, improved efficiencies, and branding.

Target: Operational Readiness Support
Provide support to AJR-X as needed with their Operational Readiness activities.

Activity: Global Collaborative Decision Making
Provide leadership to the Global Collaborative Decision Making process. 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.

Target: Promote and Expand Global CDM
Participate in Global Collaborative Decision Making (CDM) and International Air Traffic Flow Management (ATFM) through discussion forums and exchange programs with other Air Navigation Service Providers (ANSPs), while promoting acceptance of U.S. ATFM technology, procedures and processes. Promote international efforts such as Civil Air Navigation Services Organization (CANSO) and International Civil Aviation Organization (ICAO) involvement.

Target: Flight Data Exchange Assessments:
Support the development of flight data exchange agreements between the FAA and other Air Navigation Service Providers (ANSP) through bilateral meetings as requested.

Target: Caribbean CDM
Serve as NAS Operations focal point for Caribbean initiatives to include Central and South American Regions.

Target: Global PERTI
Support a global PERTI advanced operational plan through education and collaboration with neighboring Air Navigation Service Providers (ANSP's).
Activity: Provide Leadership to Collaborative Decision Making
Ensure airport and airspace capacity are more efficient, predictable, cost-effective, environmentally sound, 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 safety, accessibility while increasing the capacity of the nation's aviation system.

Target: Provide ATFM Operational Expertise
Provide provision of 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) through the CDM Steering Group (CSG) process.

Target: CDM Project Improvements
Conduct Collaborative Decision Making (CDM) sub-team meetings to ensure CDM projects provide efficient, predictable and cost-effective improvements to the NAS.

Target: CDM General Session
Conduct annual Collaborative Decision Making (CDM) General Session to ensure CDM guidance and procedures are aligned with agency goals and customer needs in an annual report structure with key deliverables.

Activity: Facility Automation and Infrastructure Support
Review and evaluate facility automation and infrastructure support operations to improve the NAS and Air Traffic Control System Command Center (ATCSCC) facility performance.

Target: ATCSCC Infrastructure
Oversee and integrate facility infrastructure.

Initiative: Support Operational Support Risk Management (ORM) - AJV-C
Improve the Air Traffic Organization's (ATO) operational planning and communication to reduce the recurrence and impact of avoidable events.

Activity: Operational Support Risk Management (ORM) - AJV-C
Collaborate with the Air traffic Organization (ATO) partners to manage operational risk and mitigate the likelihood and severity of an undesired event having a negative impact on National Airspace System (NAS) Operational Safety.

Target: ORM training
AJV-C Management Team will receive ORM training regarding ORM principles, events, and preventative actions to improve the safety and efficiency of the National Airspace (NAS). Training completion rate 95%.
Initiative: Future Flight Services Program
Deliver the draft program management plan to the program manager.

Activity: Future Flight Services Program
Deliver the draft program management plan to the program manager.

Target: Future Flight Services Program
Deliver the draft business case analysis report (BCAR) to the program manager.

Target: Future Flight Services Program
Deliver the draft transition/deployment plan for PMO review.

Initiative: Visual NavAids - RVR
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.

Activity: Visual NavAids - RVR
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.

Target: Runway Visual Range (RVR)
Complete installation of Runway Visual Range systems at ten (10) locations.

Target: Runway Visual Range
Procure forty-two (42) auxiliary equipment components for Runway Visual Range (RVR) Systems.
**Initiative: Visual NavAids - Sustain, Replace, Relocate**

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 Me

**Activity: NavAids Sustain, Replace, Relocate (NSRR)**

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).

**Target: Visual NavAids - Sustain, Replace, Relocate**

Procure three (3) ALSF-2 Replacement Lamp Monitoring System (RLMS) kits.

**Target: NavAids Sustain, Replace, Relocate (NSRR)**

Install five (5) Replacement Lamp Monitoring Systems (RLMS).

**Initiative: Visual NavAids - Replace VASI with PAPI**

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.
Activity: Procure and Replace Precision Approach Path Indicator (PAPI) Systems.
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.

**Target: Visual NAV Aids - replace VASI with PAPI**
Procure fourteen (14) Precision Approach Path Indicators (PAPI) systems.

**Target: Replace VASI with PAPI**
Replace fourteen (14) Visual Approach Slope Indicator (VASI) with Precision Approach Path Indicators (PAPI) systems.

Initiative: Ground Based Nav Aids - ILS
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: Instrument Landing Systems (ILS)
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.

**Target: Ground Based Nav Aids - ILS**
Procure three (3) ILS systems and ancillary equipment.

**Target: Ground Based Nav Aids - ILS**
Complete three (3) Instrument Landing Systems (ILS) replacement projects.

Initiative: Ground Based Nav Aids - Distance Measuring Equipment (DME)
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.

Activity: Sustain Distance Measuring Equipment (DME) Systems.
Procure and Install Sustain Distance Measuring Equipment (DME) Systems.

**Target: Sustain Distance Measuring Equipment (DME)**
Complete installation of twenty (20) DME establish/sustain projects.
Target: Procure Distance Measuring Equipment (DME) Systems
Procure twenty (20) DME systems.

Initiative: Ground Based NavAids - VORTAC
This program relocates VOR and VORTAC facilities and/or improves the VOR operational performance. The VOR and VORTAC (a combination of VOR and Tactical Air Navigation (TACAN) system) provide navigational guidance for civilian and military aircraft in both the en-route and terminal areas.

Activity: Ground Based NavAids - VORTAC
The VOR and VORTAC (a combination of VOR and Tactical Air Navigation (TACAN) system) provide navigational guidance for civilian and military aircraft in both the en-route and terminal areas. As the FAA transitions gradually to performance based navigation (PBN), a VOR Minimum Operational Network (MON) will be retained to serve as a backup to satellite navigation and define VOR routes and procedures for legacy users. The VORs that are in the MON as well as the VORTACs must remain in service and may be relocated, technologically refreshed, or replaced. Currently 100 percent of the VORTAC systems are over 30 years old and beyond their service life.

Target: Complete Very High Frequency Omni-directional Range/TACAN (VORTAC) project
Initiate one (1) dopplerization project for one (1) Very High Frequency Omni-Directional range (VOR) facility.

Initiative: NextGen DME Support for PBN Strategy
The NextGen Distance Measuring Equipment (DME) Program will provide a backup to Global Navigation Satellite System (GNSS) as part of a resilient navigation infrastructure to enable transition to a Performance Based Navigation (PBN) NAS.

Activity: NextGen DME Support for PBN Strategy
The NextGen Distance Measuring Equipment (DME) Program will provide a backup to Global Navigation Satellite System (GNSS) as part of a resilient navigation infrastructure to enable transition to a Performance Based Navigation (PBN) NAS.

Target: Install DME Systems
Install two (2) DME systems.

Initiative: FTI Sustainment
FTI Sustainment

Activity: FTI Sustainment
FTI Sustainment
Target: FTI Sustainment
Implementation of Mission Support replacement firewall appliances to NAS Enterprise Security Gateway (NESG) locations

Initiative: Terminal Voice Switch
Terminal Voice Switch Replacement (TVSR) II - The TVSR program manages NAS voice communications systems in the terminal environment through system replacements and continued sustainment efforts. These activities allow continuous availability of the following NAS services: air-to-ground communications between controllers and aircraft, ground-to-ground communications between controllers, and emergency back-up communications.

Activity: Terminal Voice Switch Sustainment 2
The TVSR program has been in place for more than 25 years. TVSR has historically undertaken deployments and sustainment efforts as required to keep the terminal switches operational. TVSR I started in FY89, and TVSR II started in FY95. Voice switches managed by the TVSR program include RDVS I, RDVS II, RDVS IIA, ETVS, STVS, and IVSR. RDVS, ETVS, and STVS were deployed in the 1990's and early to mid-2000's. IVSR began deploying in 2005 and the IVSR contract with Frequentis, USA is now the only voice switch procurement vehicle available. The TVSR program office also manages Voice Switch By-Pass (VSBP) efforts; VSBP provides backup capabilities at terminal facilities

Target: Terminal Voice Switch Sustainment 2
Delivery of new Interim Voice Switch Replacement (IVSR) voice switch at four (4) sites.

Initiative: Runway Visual Range Enhanced Low Visibility Operations
Ensure safe and efficient transition of aircraft from en route to terminal airspace with appropriate sequencing and spacing.

Activity: Enhanced Low Visibility Operations (ELVO) Phase II
RVR Enhanced Low Visibility Operations (ELVO Phase II) - Improve capacity and efficiency in low visibility conditions.

Target: Enhanced Low Visibility Operations (ELVO) Phase II
Publish three (3) Special Authorization (CAT) II procedures.

Initiative: Improve Harmonization of Commercial Space Operations with Air Traffic Management (ATM) Security
Ensure ATM security issues and requirements are taken into consideration for planned space vehicle operations.

Activity: Improve Methods to Assess National Security Implications for Commercial Space
This activity develops improved methods for assessing national security implications for planned space vehicle operations.
Target: Analyze Commercial Space Launch Schedules
Develop strategies to analyze commercial space launch schedules to identify potential conflicts and coordination needs regarding security sensitive activities.

Economic Competitiveness and Workforce
Enhance reliable and efficient movement of people and goods by promoting effective management and ensuring leadership in securing data and in sharing information across the transportation system.

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.

Activity: Memorandum of Cooperation with the European Commission
The Amendment (Appendix 2 to Annex 1) of the FAA/European Commission Memorandum of Cooperation (MOC) establishes a Performance Analysis Review Commission which develops common measures and produces 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.

Target: NextGEN SESAR Deployment Performance Improvements
Develop report on case studies of performance improvements resulting from NextGen and SESAR deployment.

Activity: Memorandum of Cooperation with the Civil Aviation Authority of Singapore
Serve as FAA lead for Performance Analysis work items under Memorandum of Cooperation (MOC) with the Civil Aviation Authority of Singapore (CAAS). Under the MOC, FAA and CAAS jointly develop and assess common procedures for capacity, efficiency and predictability measures. This work is also used to foster common performance metrics for the Asia-Pacific region including support for the ICAO Asia-Pacific Planning and Implementation Group (APANPIRG).

Target: Joint Performance Reporting Updates
Produce updates to joint performance reporting.

Target: Asia/Pacific Region Performance Analysis
Produce performance analysis reporting recommendations for Asia/Pacific region.
Initiative: Support FAA’s Global Leadership Initiatives
ATO International coordinates with a number of international organizations and working groups to achieve ATO’s global strategies for air traffic management harmonization, standardization, advocacy and technical and operational support.

Activity: Europe
Under the existing Memorandum of Cooperation with Single European Sky Advanced Research (SESAR), deliver the following products:

**Target: Advanced Planning for the 2019 CCOM**
FAA/SESAR Joint Undertaking Coordination Committee Meeting (CCOM) will forward a work plan and proposed deliverables for the 2019 calendar year to the EXCOM Secretariat 30 days prior to the 2019 Executive Committee (EXCOM) meeting.

**Target: HRIO Risk Registry**
The Coordination and Deployment Committees to identify the initial harmonization objectives for the HRIO risk registry.

Activity: Asia/Pacific
Continue to exercise regional leadership, including partnering with other regional organizations such as the International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Civil Air Navigation Service Organization (CANSO), and Air Navigation Service Providers (ANSPs). Ensure that ATO activities in the region support the FAA’s international strategy.

**Target: Cyber-Security Workshop**
Conduct a cyber-security workshop/tabletop exercise with a regional partner Air Navigation Service Providers (ANSPs).

**Target: Regional Seminar**
Host a regional performance measurement workshop/seminar.

**Target: FAA Telecom Connectivity to ICAO**
Ensure initial connectivity of FAA telecommunications infrastructure to the International Civil Aviation Organization (ICAO) Common Regional Virtual Private Network (CRV).
FY 2019 ATO Business Plan

Activity: ICAO and Americas
Continue to exercise regional leadership, including partnering with other regional organizations such as the International Civil Aviation Organization (ICAO) North America, Central America, and Caribbean (NACC) Regional Office, International Air Transport Association (IATA), Civil Air Navigation Service Organization (CANSO), and Air Navigation Service Providers (ANSPs). Ensure that ATO activities in the region support the FAA's international strategy.

Target: ICAO Electronic Air Navigation Plan

Target: ICAO Contingency Plan Strategy
Develop strategy in coordination with the International Civil Aviation Organization (ICAO) North America, Central America, and Caribbean (NACC) Office and AJR-X for a contingency plan for the region.

Target: ATO Participation in the ICAO 40th Assembly
Develop strategy and objectives for ATO participation in the International Civil Aviation Organization's (ICAO) 40th Assembly, September 24-October 4, 2019. Work with ATO offices to develop working papers and positions to support overall United States Government effort.

Innovation
Lead in the Development and Deployment of Innovative Practices and Technologies that improve the Safety and Performance of the Nation's Aviation System.

Development of Innovation
Encourage, coordinate, facilitate, and foster world-class research and development to enhance the safety, security, and performance of the Nation's transportation system.

Initiative: Commercial Space - Integration Planning
Identify and plan for the integration of space operation activities into the NAS. Complete 80% of ATO Commercial Space Business Plan Targets.

Activity: Commercial Space - ATO Oversight
Identify and plan for the integration of space operation activities into the NAS. Complete 80% of ATO Commercial Space Business Plan Targets.

Target: Commercial Space - ATO Oversight
Complete 80% of ATO Commercial Space Business Plan Targets.
Initiative: Commercial Space in ATO

The space industry continues to research the development of new launch vehicles that have various performance characteristics. These new launch vehicles may necessitate changes in airspace structure, operating procedures, and standards in order to integrate these operations in ways that do not cause an undue burden on other NAS users. These diverse vehicle types have different operating characteristics that will pose new challenges for the NAS. Demand forecasts project continued growth for space-based activities in the areas of commercial human spaceflight, research, testing, education, satellite deployment, remote sensing, and point-to-point transportation.

Activity: Acceptable Level of Risk

Ensure that airspace in the vicinity of space vehicle aircraft hazard areas meets the air traffic organization's acceptable level of risk.

Target: ALR Radar Implementation Training.
Develop Training materials and Brief ATC facilities on ALR implementation radar procedures.

Target: ALR Non-Radar Implementation Training.
As part of deployment of ALR, explore most viable options for ALR implementations in oceanic (non-radar) environment and begin the preparations work for the development of the associated ATC procedures.

Activity: Commercial Space Safety Risk Management

Complete all requested Safety Risk Management (SRM) assessments of space vehicle operations in the NAS beyond fly back missions to ensure that airspace in the vicinity of space vehicle aircraft hazard areas meet the air traffic organization's target level of safety.

Target: Commercial Space Data Support.
Coordinate data to support safety assessments of non-legacy space vehicle operations and/or supporting air traffic procedures and technologies. Provide a final status report in August 2019.

Target: Commercial Space Safety Assessments.
Facilitate/Lead safety assessment of non-legacy space vehicle operations and/or air traffic supporting procedures and technologies. Provide a final status report in August 2019.

Activity: Air Traffic Controller Training on Acceptable Level of Risk (ALR) for Commercial Space Operations

Develop and deliver Air Traffic Controller training on Acceptable Level of Risk (ALR) for Commercial Space Operations.
**Target: Analysis of current ALR mandatory briefing items and training.**
Conduct analysis of the current mandatory briefing items on ALR. Prepare report of findings and recommendations for developing web-based training.

**Target: Web-based Training on Commercial Space ALR.**
Develop Web-based training for ATC on Commercial Space ALR.

**Target: Deliver training.**
Deliver training to the field.

**Initiative: Commercial Space - AJV**
Examine characteristics of space vehicle operations and determine whether changes are needed to airspace.

**Activity: Commercial Space - AJV-1 - Procedures and Standards**
Reviewer and Revises ATO LOA requirements for spaceports and operators in current FAA orders and regulations (i.e. 7210.3, 7400.2, 14 CFR Part 400). This activity provides a standard LOA template that includes the specific requirements for space vehicle operations and ensures responsibilities are clearly defined. If necessary, this activity will recommend revisions to 14 CFR Part 400.

**Target: Commercial Space - AJV-1 - Procedures and Standards**
Provide a standard LOA template that includes the specific requirements for space vehicle operations and ensures responsibilities are clearly defined.

**Target: Commercial Space - AJV-1 - Procedures and Standards**
Develop policy and process for ATC facilities to analyze NAS impact of proposed commercial space launch and reentry sites (spaceports) using the TARGETS Spaceport Site Assessment Plug-in.

**Target: Commercial Space - AJV-1 - Procedures and Standards**
Participate with System Operations Services (AJR) and Air Traffic Services (AJT) to develop policy and process for ATO NAS impact analysis of proposed commercial space launch and reentry sites (spaceports).

**Initiative: Airspace Authorizations**
The FAA will enable the safe integration of Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS)
**Activity: Part 107 Authorizations**
The FAA will enable the safe integration of Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS) while refining processes that allow UASs to operate

**Target: Part 107 Authorizations**
Reduce the time for processing both manual and automated Part 107 authorizations by at least 10%, to an average of 45 days.

**Target: Part 107 Authorizations**
Reduce the time for processing manual Part 107 Airspace Authorizations by at least 10%, to an average of 86 days.

**Initiative: Reduce Cybersecurity Risk across the NAS**
Progressively improve the NAS risk posture by implementing centralized processes and funding.

**Activity: Consolidate ATO Cybersecurity Funds**
Consolidate both F&E and OPS cyber-related risk management/mitigation resources to ensure transparency and accounting for cyber investments

**Target: Consolidate ATO Cybersecurity Funds**
Identify Plan of Action and Milestones (POAMs) to be remediated in FY19 and centralize associated funding for both F&E and Ops programs.

**Target: Consolidate ATO Cybersecurity Funds**
Establish an ATO governance board who will determine the risk-based investment decisions for existing system-level POAMS.

**Initiative: Cyber Security - Vulnerability Management Processes**
Evolve mitigation strategies to safely secure FAA infrastructure to reduce cybersecurity risks by determining the likelihood of a security breach and potential impacts to networks and systems.

**Activity: Vulnerability Management Processes**
Protect and defend FAA information, information systems and networks to mitigate risks to the FAA mission and services.

**Target: Vulnerability Management Processes**
Address 80% of Internet Protocol (IP) based high value risks within 30 days. Continue to provide information to the Cybersecurity Steering Committee to assure consistent risk acceptance decisions. (IWC - ATO, ANG, ASH, AVS)
Initiative: Cyber Security in the Aviation Ecosystem

The FAA will develop strong relationships with external commercial and Government partners to enable a more informed threat and defense capability, and leverage information and defense actions needed to protect FAA systems and networks.

Activity: Cyber Security in the Aviation Ecosystem

Build and maintain relationships with external partners in Government and Industry to sustain and improve cybersecurity in the aviation ecosystem.

Target: Cyber Security in the Aviation Ecosystem

Support submission of engagement agreement to DHS to permit the conduct of a Risk and Vulnerability Assessment (RVA) of the AVS Registry. (IWC - ATO, ANG, ASH, AVS)

Target: Cyber Security in the Aviation Ecosystem

Brief the Aviation Government Coordinating Council (AGCC) and Aviation Sector Coordinating Council (ASCC) on FAA cybersecurity efforts to enable greater information sharing. (IWC - ATO, ANG, ASH, AVS)

Initiative: Commercial Space - AJV-8

Space Vehicle Launch Procedures and Reentry Operations: This activity reviews and develops procedures for space operations using the FAA’s Acceptable Level of Risk (ALR) concept and mitigations.

Activity: Space Vehicle Launch and Reentry Operations

This activity reviews and develops procedures for space operations using the FAA’s Acceptable Level of Risk (ALR) concept and mitigations.

Target: Space Vehicle Launch and Reentry Operations

Provide standards and procedures support to update and develop procedures and FAA Orders to address mitigations included in the FAA’s Acceptable Level of Risk (ALR) concept in the Radar environment.

Target: Space Vehicle Launch and Reentry Operations

Provide standards and procedures support to update and develop procedures and FAA Orders to address mitigations included in the FAA’s Acceptable Level of Risk (ALR) concept in the Oceanic environment.

Initiative: UAS and Integrated Pilot Program (Coordination )

The FAA will enable the safe and secure integration of Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS).
Activity: ATO: UAS Integration Pilot Program
Through the UAS Integration Pilot Program (UAS IPP), the FAA will partner with state, local, and tribal governments to undertake projects that will provide the necessary data to inform future rulemaking activities, processes and procedures.

Target: ATO: UAS Integration Pilot Program
Demonstrate capability for advanced UAS operations by enabling 5 distinct Beyond Visual Line of Sight operations and 3 distinct Operations Over People operations.

Activity: ATO: Unmanned Traffic Management
The FAA, in partnership with NASA and industry, will work to develop a framework that enables the automation of traffic management for unmanned aircraft.

Target: ATO: Unmanned Traffic Management
Complete UTM Pilot Program Flight Tests and Demonstration.

Initiative: AJV-7 Innovation - AIMM SG3, UAS, CSS-FD, and TBFM WP4
AJV-7 will be assisting in the innovation work concerning AIMM SG3, UAS, CSS-FD, and TBFM WP4.

Activity: Time Based Flow Management TBFM WP4
Complete efforts for IARD, Transfer to PMO, and Support PMO in FID activities

Target: CATM WP4 IARD
Complete deliverables required for TBFM WP4 IARD.

Target: CRV Operating Model roles and responsibilities
Provide subject matter expertise, to PMO, based on CVR Operating Model roles and responsibilities in support of TBFM WP4 FID.

Activity: Unmanned Aircraft Systems (UAS)
Support ANG in Concept activities

Target: Integrated UAS Operations concepts based on CVR Operating Model roles and responsibilities
Provide subject matter expertise to ANG for Integrated UAS Operations concepts based on CVR Operating Model roles and responsibilities.

Target: UTM concepts based on CVR Operating Model roles and responsibilities
Provide subject matter expertise to ANG for UTM concepts based on CVR Operating Model roles and responsibilities.
Initiative: NAS Automation for Commercial Space
Execute the Commercial Space Data Integration Program through Mission Analysis phase of the Acquisition Management System.

Activity: Space Integration Capabilities WP1 (SIC WP1)
Leading for PMO effort to achieve IARD

Target: ROM Cost Estimate based of our Range of Alternatives Analysis
Develop ROM Cost Estimate based of our Range of Alternatives Analysis. Cost estimations will include development of system modifications, interface development or enhancements, system display modifications, or other functional changes necessary to implement the functional requirements associated with that capability.

Target: Artifacts for successful IARD
Artifacts for successful IARD fully prepared and ready for final coordination.

Initiative: Strategic Flow Management Engineering Enhancements (CIP#: G05A.01-02)
Strategic Flow Management Engineering Enhancements supports (SFMEE) to incorporate individual projects into a work package, and these individual projects are supported by other funding programs and perform concept engineering to mitigate TFM shortfalls. SFMEE supports the development of products and artifacts for the work package to meet requirements of an acquisition management system (AMS) investment.

Activity: Collaborative Air Traffic Management (CATM) WP5
Complete efforts for IARD, Transfer to PMO, and Support PMO in FID activities

Target: CATM WP5 IARD.
Complete deliverables of CATM WP5 without going through IARD approval process.

Initiative: Strategic Partnerships and Summits
Leverage our relationships with other FAA offices, industry and academia to improve the training we deliver.

Activity: Partnering Summit (Air Traffic Control)
Conduct annual summit with Air Traffic Control.

Target: Air Traffic Control Summit.
Conduct Air Traffic Control Summit.

Target: Report from Air Traffic Control Summit.
Publish outcomes and recommendations from the Air Traffic Control Summit.
Activity: Partnering Summit (Technical Operations)
Conduct annual summit with Technical Operations.

Target: Technical Operations Summit.
Conduct Technical Operations Summit.

Target: Report from Technical Operations Summit.
Report from Technical Operations Summit.

Formalize Relationships with Air Traffic-Collegiate Training Initiative (AT-CTI) Schools.

Target: Maintenance Plan for AT-CTI Program.
Develop and Implement a Maintenance Plan for the AT-CTI Program.

Target: AT-CTI Stakeholder Meeting.
Conduct an AT-CTI Stakeholder Meeting.

Initiative: Unmanned Aircraft Systems (UAS) Integration into the NAS
The departmental policies concerning UAS integration into the NAS is distinct from other Air Traffic National Service providers in that the United States seeks full integration of UAS rather than segregation of UAS from other aircraft while still satisfying all safety concerns and maintaining NAS integrity and efficiency. The Command Center is in the key position to not only be the key player in this challenge but has the duty to bring its comprehensive knowledge of NAS complexity to the policy implementation discussion.

Activity: Unmanned Aircraft Systems (UAS) Integration into the NAS
Departmental Policy concerning UAS Integration into the NAS is distinct from other Air Traffic National Service Providers, in that the United States seeks full integration of UAS, rather than segregation of UAS from other aircraft, while still satisfying all safety concerns and maintaining NAS integrity and efficiency. The Command Center is a key player in this challenge, and has the duty to bring its comprehensive knowledge of NAS complexity to the policy implementation discussion.

Target: Develop and maintain the UAS Communications Roster
Develop and maintain the UAS Communications Roster to identify at least one National Operations Manager (NOM) and one National Traffic Management Officer (NTMO) as having collateral duties to stay engaged with UAS activities.
Initiative: Commercial Space

The space industry is currently researching the development of new launch vehicles that have various performance characteristics. These new launch vehicles may necessitate changes in airspace structure, operating procedures, and standards in order to integrate these operations in ways that do not cause an undue burden on other NAS users. These diverse vehicle types have different operating characteristics that will pose new challenges for the NAS. Demand forecasts project continued growth for space-based activities in the areas of commercial human spaceflight, research, testing, education, satellite deployment, remote sensing, and point-to-point transportation.

Activity: Integrate New NAS Space Entrants

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

Target: Participate in the development of an Agency-level Space Concept of Operations (CONOPS)

Participate in the development of an Agency-level Space Concept of Operations (CONOPS) for airspace integration.

Target: Integration of Commercial Space Operations

Assess and implement a planning & management process that supports improved integration of current space operations, including the strategic vision and collaborative solutions to operational conflicts. Refine the Joint Space Operations Group (JSpOG) Standard Operating Procedures (SOP) roles and responsibilities and brief during regular internal FAA meetings with stakeholders affected by commercial and government space activities.

Target: Collaboration with the Office of Commercial Space (AST)

ATCSCC Space Operations continues to collaborate with AST on the development of the Space Data Integrator. AJR will contribute to the development and refinement of the requirements for this prototype. This is a long-term project that will likely run into 2020.

Initiative: ATO Space Vehicle Planning and Space Vehicle Operations

Develop standard methodology and tools to assess NAS spaceport and space operations. Automate ATC processes for handling space vehicle operations.

Activity: Develop Automated Capability to Assess Impact of Space Vehicle Operations on NAS Users and Resources

This activity develops a methodology and proof-of-concept tool to assess the impact on the NAS and NAS users, such as additional mileage flown or delay time, from proposed space launch and reentry hazard areas.

Target: Collaborate with Industry Partners

ATCSCC Space Operations continues to collaborate with industry partners to define the metrics for NAS impact assessment analysis.
Target: Collaborate with FAA internal stakeholders
Collaborate with AST and ANG-C5 to identify and develop capabilities to automate debris hazard assessments using a hazard analysis tool.

Initiative: 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.

Activity: Development of and Support for Operational ATM Security Procedures
Support ATM security operations such as National Hurricane Operations Plan (NHOP), Open Skies Treaty Flights, Global Positioning System/Identification, Friend or Foe/Electronic Attack (GPS/IFF/EA) testing, Special Interest Flights (SIF), diplomatic flights, call signs, and other domestic and foreign aircraft overflight security requirements through the development of and support for operational ATM security procedures in FAA directives, non-regulatory guidance publications, and Standard Operating Procedures (SOPs).

Target: ATM Security Procedures
Assess Operational Air Traffic Management (ATM) security procedures in 1) FAA System Operations Security directives and publications for accuracy and effectiveness; 2) non-AJR-2 directives and publications; 3) non-ATO directives and publications; and 4) non-FAA interagency partners and FAA Lines of Business (LOBs). Coordinate or initiate changes as needed.

Activity: Support Interagency Operational ATM Security Policy, Planning and Coordination
Support interagency operational Air Traffic Management (ATM) security planning, policy, and coordination for Open Skies Treaty flights, Global Positioning System/Identification, Friend or Foe/Electronic Attack (GPS/IFF/EA) testing, Special Interest Flights (SIF), diplomatic flights, call signs, and other domestic and foreign aircraft overflight security requirements.

Target: Treaty and National Security Policy Support
Serve as FAA point of contact for operational policy, planning and coordination for Open Skies Treaty flights in the United States. Participate in and serve as FAA point of contact for other treaty and national security policy support ad hoc meetings and working groups.

Target: GPS/IFF/EA and Commercial Space Activity Planning, Coordination and Support
Support policy, planning, coordination and tracking of Electronic Attack (EA), Global Positioning System (GPS), and Identification Friend or Foe (IFF) test and commercial space launch and recovery activity within the NAS to mitigate impact of these activities on the NAS. Participate in internal and interagency meetings on GPS, IFF, EA, and commercial space activities.
Target: Formal Agreements with Other Agencies
Support ATM security operations by developing, reviewing and/or revising Memorandums of Agreement (MOAs), Memorandums of Understanding (MOUs), Letter of Agreement (LOAs), and Joint Concept of Operations (J-CONOPS). Participate in internal and interagency meetings to facilitate coordination of formal agreements with other agencies.

Target: Interagency Support
Serve as the FAA point of contact for interfacing with interagency partners concerning support of national security, aviation security, intelligence and law enforcement mission sets. Coordinate interagency policy for aircraft entering, exiting, and operating within US territorial airspace. Conduct or participate in interagency working groups and meetings regarding operational ATM security issues.

Activity: Support for FAA Programs Affecting Operational ATM Security
Support operational ATM security aspects of FAA Call Sign policy and processing. Support operational ATM security aspects of classified and sensitive unclassified operations in the NAS by developing and coordinating requirements for the protection of the sensitive flight data (SFD) associated with such flights; maintain and update the filter files and process used to execute the protection of SFD. Provide administrative support for operational ATM security-related software, databases and web sites.

Target: Domestic Aircraft Identification Security Program
Serve as the FAA point of contact for developing and implementing call sign security procedures for Department of Defense (DoD) and Federal, State and Local (FSL) government and 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. Serve as interface with the ICAO for Government ICAO three letter designators and telephonies.

Target: Management of Sensitive Flight Data (SFD) Protection Program
Serve as the FAA point of contact for developing and implementing policy and procedures for the protection of FAA collected or generated flight data associated with sensitive flights, which are the classified and sensitive unclassified operations conducted in the NAS for the purposes of national defense, homeland security, intelligence and law enforcement. Coordinate with NAS program offices to implement AJR-2 Sensitive Flight Data (SFD) filtering files and process. Work to incorporate the SFD protection requirements in the appropriate FAA baseline documents, to possibly include the NAS Requirements Document (NAS-RD), the Acquisition Management System (AMS) process, and the Joint Resources Council (JRC) baseline checklist.
Target: Web Site and Database Management Support

[PRN site, SIF database, support for SOSC, special call sign list for 7110.67] 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), Automated Airspace Detection System (AADS) the Sensitive Flight Data (SFD) identification process, Traffic Flow Management System (TFMS), Aircraft Situation Display to Industry (ASDI), Aeronautical Data Exchange (ADX), Jeppesen FliteStar, AVS Web Operations Safety System (WebOPSS), online flight trackers, SkyWatch, NextGen, and other data systems required by AJR-2 for security assistance and support.

Target: Controlled Unclassified Information (CUI) Implementation Support

Serve as the FAA operational ATM security POC in meetings, workgroups and initiatives related to policy on the categorization and protection of Sensitive Flight Data (SFD) associated with the classified and sensitive unclassified missions conducted in the NAS for the purposes of national defense, homeland security, intelligence and law enforcement.

Activity: Support NextGen and Interagency ATM Security Harmonization Initiatives

Ensure interagency operational ATM security issues and requirements are taken into consideration as the FAA develops and matures policies and strategies to move forward with NextGen and globalization of ATM.


Serve as the FAA operational ATM Security POC in meetings and discussions regarding NEXTGEN system flight data security and interagency OPSEC requirements and issues, particularly meetings and issues related to ADS-B/Mode S flight data security.

Target: Radar Strategy Development and Support

Serve as the FAA operational ATM security POC in meetings, workgroups and initiatives related to FAA radar strategy Joint Surveillance System (JSS) strategy, and interagency radar strategy.

Target: Cyber Security Strategy Development and Support

Serve as the FAA operational ATM security POC in meetings, workgroups and initiatives related to the unauthorized disclosure of Sensitive Flight Data (SFD) associated with the classified and sensitive unclassified flights in the NAS conducted for the purposes of national defense, homeland security, intelligence and law enforcement.
Target: NAS Data Release Strategy Development and Support

Serve as the FAA operational ATM security POC in meetings and discussions regarding NAS data release security issues, particularly with regard to Sensitive Flight Data (SFD). Perform NAS Data Release Board (NDRB) evaluator functions. Review agency agreements, such as MOAs, IAAs, etc., pertaining to NAS data release of SFD to ensure operational ATM security requirements are met.

Activity: Operational Lead for Air Traffic Organization’s (ATO’s) Crisis Response, Planning, and Execution

Strengthen the ATO’s response to disasters and other significant incidents through the development, exercise, and execution of plans and procedures for: the activation of the national Air Traffic Organization (ATO) Significant Incident Response Team (ASIRT), including, as needed, the use of the ATO Incident Response Management Center (AIRMAC); interaction with the three Service Center Significant Incident Response Groups (SIRGs); and cooperation with interagency partners, specifically including support to the U.S. Department of Transportation’s National Response Program (NRP) and work with the Federal Emergency Management Agency (FEMA).

Target: ATO Significant Incident Representative

Represent ATO in matters concerning significant incidents (e.g. weather, man-made disasters) which exceed normal operational capabilities; matters and issues concerning communicable disease, pandemic influenza, and public health risk interests and emergencies; and matters and issues concerning Man Portable Air Defense Systems (MANPADS) and the Interagency MANPADS Working Group (IMWG). Refine ATO significant incident management procedures, to include finalizing, as well as integration with the emerging Joint Air Traffic Operations Center (JATOC) concept, guidance that extends from initial alert, deactivation and after-action activities (e.g., FAA Orders, ATO Notices/regulations, and internal Standard Operating Procedures (SOPs) and checklists. Utilize real world crisis, as well as exercises to develop After Action Reports (AAR) and Corrective Action Plans (CAP) to refine procedures.

Target: Coordinate Emergency Staffing

Coordinate ASIRT staffing of the AIRMAC, National Response Coordination Center (NRCC) Emergency Support Function (ESF-01) aviation element, and other ATO incident management nodes (e.g., Air Access Response Cell (AARC) as required to respond to disasters and other significant incidents. Refine threat/hazard specific procedures to facilitate ATO response efforts.

Target: FAA Crisis Response Working Group

Represent AJR-2 in meetings of the FAA headquarters Crisis Response Working Group (CRWG), including those convened for international threat situations and significant incidents. Provide follow-up plans regarding CRWG activities and recommendations, as well as, an annual compliance report.
Target: Exercise and Contingency Planning
Lead ATO for all exercise and contingency planning. Develop and conduct regular ATO exercises to explore the organization's ability to effectively respond to significant incidents. Participate in FAA and National Level Exercise (NLE) planning meetings, to include all phases and other exercise planning forums when required. Publish an integrated exercise calendar.

Target: Operational Readiness Support
Provide Support to AJR-X as needed with their Operational Readiness activities.

Activity: Utilize and Promote Security and Crisis Response Automation Platforms
Strengthen the ATO's ability to protect and respond to threats in the Air Domain through utilization of security and crisis response automation platforms. Enhance these platforms, as well as develop and field new system, in order to substantially improve security capabilities to meet the changing threat environment.

Target: Automation Platform Training
Equip and train AJR-2 personnel on automation platforms that enable research of Air Traffic Management (ATM) security and crisis response related data.

Target: Security Data Analysis
Analyze data in security related databases available in AJR-2 automation platforms to support operational and other programmatic needs.

Target: Crisis Response Training
Equip and train other ATO offices and external partners on crisis response automation platforms and their functionalities as needed to support partnership efforts.

Target: Automation Platform Analysis
Analyze crisis response automation platforms to identify and address capabilities deficiencies.

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 (ATSCs).
**Target: Intercept Operations**

Conduct, at least biannually, reviews using the Department of Defense’s (DOD's) intercept operations reports. Further, identify actions to be taken by FAA to further 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 Department of Defense (DOD), Department of Homeland Security (DHS), and internal FAA representatives. The result and actions taken will be briefed to appropriate FAA executives.

**Target: Classified Operations Mitigation**

Conduct, at least biannually, reviews of actions taken by FAA to further 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.

**Target: Law Enforcement Flight Activities**

Conduct, at least biannually, reviews of law enforcement flight activity reports. 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.

**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.

**Target: Educational Briefings**

Conduct educational briefings and seminars to law enforcement (LE) and non-LE agencies; other first responders; domestic stakeholders; user groups and the public on aviation security operational procedures and requirements. Include in report any issues that developed and recommended actions.

**Target: Provide Airspace Security Expertise**

Deploy qualified liaisons to selected high profile events to provide onsite airspace security expertise and monitoring capability, and to provide assistance with aviation security/safety issues as required. Include the frequency and outcome of each deployment.

**Activity: Operationalize Air Domain Related Intelligence**

Translate, as appropriate, 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.
Target: Airspace Security Measures
Plan, coordinate and monitor the execution of airspace security measures for national defense, law enforcement, and homeland security exercises and missions. Complete monthly reviews.

Target: Intra-Group Exercise Coordination
AJR-25 will plan and coordinate Department of Homeland Security (DHS) and other law enforcement (local, state, federal) aviation missions and exercises in close cooperation with 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.

Target: Conduct Air Traffic Security Operations
Air Traffic Security Coordinators (ATSCs) will conduct air traffic security operations for national defense and homeland security missions; as well as leverage all intelligence provided by FAA and other channels to monitor airspace and track flights (domestic and international) in the National Airspace System (NAS). Conduct daily review of Skywatch logs and monthly review of operations for results and analysis.

Target: Security Information Sharing
The System Operation Support Center (SOSC) will share pertinent aviation security information internally and externally. 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. SOSC actions will be reviewed monthly to verify accuracy.

Initiative: Enterprise Solutions and Engineering
The Time-Division Multiplexing to Internet Protocol (TDM-to-IP) Migration program will begin the systems interface development work in order to modernize National Airspace System (NAS) Systems to be IP-compatible. More than 90 percent of the 23,000 services obtained under the FAA Telecommunications Infrastructure (FTI) contract are TDM-based. FTI makes extensive use of the infrastructure of commercial Telecommunications carriers to reach more than 4,000 facilities operated by the FAA within the Continental United States (CONUS) and outside the CONUS (OCONUS).

Activity: Enterprise Solutions and Engineering: TDM-IP Migration
Modernize the system communications interface of NAS systems to be IP-compatible as part of the standard technology refresh process: As these carriers phase-out TDM-based infrastructure and migrate to IP-based technology, the potential impacts to the FAA are significant because the majority of NAS services are dependent upon the precision timing, deterministic performance, and low latency of TDM-based services.
**Target: TDM-IP Migration**
Complete program engineering TDM to IP Evaluation and establish program level agreements for 12 legacy TDM based NAS systems.

**Initiative: Instrument Flight Procedures Automation (IFPA)**
The Instrument Flight Procedures Automation (IFPA) program develops instrument flight procedures that provide pilots with approach and departure paths into and out of airports that are clear of obstacles such as cell towers, buildings, and trees. The Aeronautical Information Services (AIS, AJV-5) organization within the Air Traffic Organization’s (ATO) Mission Support Services (AJV), provides support services to Air Traffic Advisory, Airspace Management, Infrastructure Management, Navigation, and Separation Assurance Services to ensure standard development, evaluation, and certification of airspace systems, procedures, and equipment for customers worldwide. The IFPA program focuses on the acceptance, coordination, design, development, flight inspection, charting and publication of Instrument Flight Procedures (IFPs).

**Activity: IFPA Sustain 1**
The CDR demonstrates that the maturity of the APWS design is appropriate to support proceeding with full scale development, integration, and test. It is complete when the IFPA Program Office determines that action items resulting from the review are sufficiently completed.

**Target: IFPA Sustain 1**
Complete the Aeronautical Information System (AIS) Production Workflow System (APWS) Last Iteration Development Test.

**Target: IFPA Sustain 1**
Complete the Last Iteration Functional Integration Testing for Aeronautical Information System (AIS) Production Workflow System (APWS).

**Initiative: System Operations Security**
Provide policy, planning, and management for all aspects of ATM operational security in the National Airspace System (NAS), including Presidential movement, classified programs, crisis and emergency response, Special Use Airspace, and military activities.

**Activity: Strategic Air Traffic Management Security Activities of the NAS**
Develop and coordinate strategic air traffic management (ATM) security policy and planning. Conduct ATM security research.

**Target: Business Planning and STIs**
Develop annual business plan and Short Term Incentives (STIs) for AJR-2 in compliance with FAA and internal guidelines.
Target: Business Plan Tracking and Reporting
Complete monthly AJR-2 Business Plan update tracking and reporting in Simplified Program Information Reporting and Evaluation (SPIRE) system. Immediately report targets identified as Yellow or Red status to execute and monitor an action plan for remedy.

Target: Budget and Expenditures
Oversee and track AJR-2 budget expenditures. Ensure completion of quarterly budget management reports and contract purchase requests in correct quarter.

Target: Identify Office Requirements
Track and identify AJR-2 Directorate office requirements to include: authorization/staffing status and issues; office telecommunications/automation requirements and shortfalls.

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.

Target: Protective Security Measures
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.

Target: VIP Movements
Develop, coordinate, and implement airspace restriction plans for Very Important Person (VIP) movements in the National Airspace System (NAS). Identify and report on all VIP movement planning efforts, to include issues identified and resolution.

Target: Support Center Activities Review
Track and review System Operations Support Center (SOSC) activities on a monthly basis to ensure they are completed timely and accurately. Provide monthly report on trend analysis of statistical data and any issues, when requested to the Director of 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).

Target: VIP Movement Coordination
Complete at least 90% of VIP movement coordination packages at least 36 hours before the movement is scheduled to occur.
Activity: Communications Security (COMSEC) and Information Security (INFOSEC)
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.

Target: Review Classified Aviation Operations
Plan, coordinate, execute, monitor, and review national defense and homeland security classified aviation operations through our established interagency network to provide airspace security planning and support, and to mitigate the impact of classified operations on the National Airspace System (NAS).

Target: Communications Security Program
Execute the Communications Security (COMSEC) project plan to assure ATO’s COMSEC needs for the protection of National Security Information (NSI) are met. Ensure that the project plan, all reviews, reports and the semi-annual inventory inventories are completed IAW FAAO 1600.8. Completion will be evidenced by successful COMSEC audit.

Target: Personnel Security Requirements
Manage personnel security requirements (validate clearances and complete visit access requests) in compliance with FAAO 1600.1E. Validate personnel access level requirements and justify authorizations. Complete a monthly report on personnel security activities by 20th day of following month.

Target: Coordinate Classified Operations
Coordinate and execute national defense, homeland security, and classified aviation operations through established interagency network to provide air traffic support, and to mitigate impact of classified operations on national airspace system.

Initiative: UAS Outreach/Communications - ATO
Working with the public, UAS stakeholders, and airspace users.

Activity: AJR-2 UAS Outreach/Communications
Working with the public, UAS stakeholders, and airspace users to identify and develop implementation strategies to facilitate the integration of security and emergency operations related UAS operations into the NAS.

Target: Security and Emergency Operations
Collaborate with other security and emergency operations organizations within the U.S. and internationally to develop procedures for expedited authorizations of security and emergency operations, UAS activities, and national aviation systems.
Target: UAS Support
Provide support to classified operations of UAS.

Initiative: UAS Research & Development - ATO
Solutions to unresolved or potential issues associated with airspace integration.

Activity: AJR UAS Research & Development
Collaborate with FAA/UAS stakeholder offices to identify and resolve issues related with security constraints regarding UAS and access to the NAS as it relates to security and crisis response.

Target: UAS Security Criteria
Develop strategies to integrate security criteria into Low Altitude Authorization and Notification Capability (LAANC) and other UAS authorization automation.

Initiative: UAS Policies/ Procedures - ATO
Procedures that must be developed to enable the airspace integration goals.

Activity: AJR UAS Policies/ Procedures
Develop requirements to establish iCAMMS initial capability procedures.

Target: iCAMMS
Develop iCAMMS capability.

Target: Hostile UAS Evaluation
Evaluate techniques to mitigate errant or hostile UAS.

Initiative: UAS Systems - ATO
Any infrastructure development or modifications to enable safe operations.

Activity: AJR UAS Systems
Any infrastructure development or modifications to enable safe operations.
**Target: Collaborate with Security Organizations**
Collaborate with other security and emergency operations organizations within the U.S. and internationally. (automation support).

**Target: Provisional iCAMMS**
Develop provisional iCAMMS capability.

**Initiative: Improve Efficiency of Global Air Transportation Services (ATS)**
Improve the efficiency of global ATS by managing air transportation across international boundaries in a manner that is operationally efficient and seamless, with fully harmonized procedures and technologies using the best practices of the industry.

**Activity: Support ICAO ATM Security**
Meet 95% or greater of 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.

**Target: Interagency Group on International Aviation**
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.

**Target: ICAO/CANSO Regional Forum Support**
Participate in, and support appropriate ICAO, CANSO and regional forums (including the ICAO Aviation Security [AVSEC] Panel), to strengthen operational ATM security capabilities. Provide leadership and insight to project FAA support for operational air traffic management (ATM) security, and civil/military cooperation. In addition, participate in forums that enable harmonization of operational ATM security issues for FAA NEXTGEN systems with systems of other ANSPs. Provide status/compliance report to Director, AJR-2 monthly.

The FAA IFPA program is a mixed lifecycle information technology tool suite, with technology refresh segments underway which upgrade both commercial off the shelf (COTS) hardware and software. The IFPA tool suite provides functionality for aeronautical information specialists to design, develop and maintain IFPs for navigation, including airport landings and departures, and the enroute environment. In FY17, the program entered its second segment of authorized technology refreshes, as part of a twenty year lifecycle, ranging from 2012-2032. Segment 2 focuses on the tech refresh of the Instrument Procedure Development System (IPDS) software and associated personal computer hardware, as well as the tech refresh of enterprise server hardware. During Sustainment 2, the IPDS tool will complete its migration to the Terminal Area Route Generation, Evaluation and Traffic Simulation (TARGETS) tool platform, supporting both space-based (performance based) and ground based (conventional) navigation design capabilities.

Activity: Refresh IFPA COTS Computer Server Hardware

Refresh IFPA COTS Computer Server Hardware

**Target:** Refresh all IFPA COTS computer server hardware

Refresh all IFPA COTS computer server hardware

Activity: IFPA Tech Refresh: Implement Components of Conventional Nav Design Capabilities for IAPA

Implement components of Conventional nav design capabilities for IAPA

**Target:** Implement components of Conventional Nav Design Capabilities for IAPA

Implement components of Conventional Nav Design capabilities for IAPA under the TARGETS platform

Activity: IFPA Tech Refresh: Deliver Capabilities for Automated Obstacle Evaluation

Deliver capabilities for automated obstacle evaluation and implement

**Target:** IFPA Tech Refresh: Deliver Capabilities for Automated Obstacle Evaluation

Deliver Capabilities for automated obstacle evaluation and implement

Deployment of Innovation

Accelerate and expand the deployment of new technologies and practices by reducing barriers to innovation and actively promoting innovations that enhance the safety and performance of the Nation’s transportation system.

Initiative: Spectrum

As part of a cross-agency team, the FAA will assess the feasibility of making bandwidth available for reallocation for non-federal use through the Spectrum Efficient National Surveillance Radar (SENSR) program.
Activity: Execute SENSR program
Assess the feasibility to improve utilization of radio spectrum and make it available for shared or non-federal use through means such as consolidating surveillance radars through initiatives such as the Spectrum Efficient National Surveillance Radar (SENSR) whose goal is to provide up to 50 MHz of spectrum in the 1300-1350 MHz band for Federal Communications Commission (FCC) auction in support of the 2015 Spectrum Act.

**Target: Submit Updated SENSR Pipeline Plan.**
Submit Updated SENSR Pipeline Plan.

**Target: Complete Request for Information (RFI) 2.0 Synopsis Report.**
Complete Request for Information (RFI) 2.0 Synopsis Report.

Initiative: Very High Frequency Omni-directional Range (VOR) Minimum Operational Network (MON) Implementation
Complete all activities supporting the establishment of the VOR MON by 2025.

Activity: VOR Minimum Operating Network (MON) Implementation Program Phase 1
Continue implementation activities for the VOR MON program to include instrument Flight Procedures and Routes, Spectrum Implementation addressing co-located services and individual VOR Safety Risk Management process. Complete all activities supporting the establishment of the VOR MON by 2025.

**Target: VOR Minimum Operating Network (MON) Implementation Program Phase 1**
Complete the discontinuance of fifteen (15) Very high frequency Omni-directional Ranges (VORs).

Activity: VOR MON Implementation (AJV-1) Airspace Services
Support the VOR MON Program's discontinuance national goal of fifteen (15) VORs.

**Target: VOR MON Implementation (AJV-1) Airspace Services**
Initiate Part 71 rulemaking actions required, upon receipt of Service Center OSG recommendation packages, resulting from fifteen (15) VOR discontinuance determinations associated with the VOR MON program Phase 1 FY19 milestones.

**Target: VOR MON Implementation (AJV-1) Airspace Services**
Provide required PBN procedure support for the discontinuance of fifteen (15) VORs from the FY18 VOR MON waterfall schedule.

Activity: VOR MON Implementation (AJV-5) Aeronautical Information Services
VOR MON Implementation (AJV-5) Aeronautical Information Services. Support the VOR MON Program's discontinuance national goal of fifteen (15) VORs.
Target: VOR MON Implementation (AJV-5) Aeronautical Information Services
Complete all Instrument Flight Procedures (IFP) activities required in support of the national discontinue goal of fifteen (15) VORs.

Activity: VOR MON Implementation (AJV-C) Central Service Center
VOR MON Implementation (AJV-C) Central Service Center. Support the VOR MON Program's discontinuance national goal of fifteen (15) VORs.

Target: VOR MON Implementation (AJV-C) Central Service Center
Complete the JO 7400.2 NAVAID Discontinuance process to support the VOR MON Program's national discontinuance goal of fifteen (15) VORs.

Target: VOR MON Implementation (AJV-C) Central Service Center
Complete the instrument flight procedures preliminary design and coordination activities required to support the VOR MON Program's national discontinuance goal of fifteen (15) VORs.

Activity: VOR MON Implementation (AJV-E) Eastern Service Center
VOR MON Implementation (AJV-E) Eastern Service Center. Support the VOR MON Program's national discontinuance goal of fifteen (15) VORs.

Target: VOR MON Implementation (AJV-E) Eastern Service Center
Complete the JO 7400.2 NAVAID Discontinuance process to support the VOR MON Program's national discontinuance goal of fifteen (15) VORs.

Target: VOR MON Implementation (AJV-E) Eastern Service Center
Complete the instrument flight procedures preliminary design and coordination activities required to support the VOR MON Program's national discontinuance goal of fifteen (15) VORs.

Activity: VOR MON Implementation (AJW-1) Operations Support
VOR MON Implementation (AJW-1) Operations Support

Target: VOR MON Implementation (AJW-1) Operations Support
Complete engineering study for 3rd Generation Facility Central Processing Unit (FCPU).

Activity: AJF Flight Program Operations Support to VOR MON
AJF Flight Program Operations Support to VOR MON.

Target: AJF Flight Program Operations Support to VOR MON
Complete flight inspection support activities in accordance with the FY19 Service Level Agreement between AJM-324 and Flight Program Operations, to support the VOR MON Program's national discontinuance goal of fifteen (15) VORs.
Activity: VOR MON Implementation (AJV-W) Western Service Center
Support the VOR MON Program's discontinuance national goal of fifteen (15) VORs.

Target: VOR MON Implementation (AJV-W) Western Service Center
Complete the JO 7400.2 NAVAID Discontinuance process to support the VOR MON Program's discontinuance goal of fifteen (15) VORs.

Target: VOR MON Implementation (AJV-W) Western Service Center
Complete the instrument flight procedures preliminary design and coordination activities required to support the VOR MON Program's national discontinuance goal of fifteen (15) VORs.

Initiative: Wake Recategorization
In the past the degree to which two aircraft needed to be separated was based on aircraft weight. This capability replaces that model with newly approved wake turbulence categories that group aircraft more optimally based on their wake turbulence characteristics and the current fleet mix for U.S. airports.

Activity: Wake Recategorization
Implement Wake Recategorization at planned sites by the end of Fiscal Year (FY) 2019. This will be done in collaboration with AJV-8, AJM-2 and ANG-C.

Target: Wake Recategorization
Implement Wake Recategorization at the 24th, 25th and 26th facilities.

Target: Wake Recategorization
Implement Wake Recategorization at 2 additional sites.

Activity: Support the Implementation of Wake Recategorization at planned sites
Collaborate with AJT, AJM, and ANG-C to support the implementation of Wake Recategorization at 5 planned sites by the end of Fiscal Year (FY) 2019.

Target: Support the Implementation of Wake Recategorization at planned sites
Provide standards and procedures support in implementing Wake Re-Categorization at 3 planned sites.

Target: Support the Implementation of Wake Recategorization at planned sites
Provide standards and procedures support in implementing Wake Re-Categorization at 2 planned sites.

Target: Support the Implementation of Wake Recategorization at planned sites
Train the cadre trainers and support staff training at each selected facility.
Target: Support the Implementation of Wake Recategorization at planned sites
Provide onsite support during the first few days of RECAT operations at selected facilities.

Target: Support the Implementation of Wake Recategorization at planned sites
Collect post-implementation data at selected facilities to monitor performance changes.

Initiative: Northeast Corridor / NAC Recommendations - AJV
2019 Priority work Identified for Northeast Corridor and NAC Recommendations.

Activity: Northeast Corridor - AJV
Exploration of Northeast Corridor (NEC) Procedural and Traffic Management Capabilities.

Target: Northeast Corridor - AJV
Procedures - Conduct feasibility assessment of EoR simultaneous operations to 13R RNP and 13L ILS (Q2 CY19).

Target: Northeast Corridor - AJV
Procedures - Determine Viability and Model ZDC High Altitude Airspace Alternatives (Q3 CY19).

Target: Northeast Corridor - AJV
Procedures - Evaluate design alternatives to the GLDMN/NTHNS RNAV SIDs to address noise concerns (Q2 CY19).

Target: Northeast Corridor - AJV
Procedures - Conduct concept exploration of simultaneous operations on widely spaced approaches to different airports (Q2 CY19).

Target: Procedures - Implement Simultaneous Converging Instrument Approaches (SCIA) to PHL 9R and 17
Procedures - Implement Simultaneous Converging Instrument Approaches (SCIA) to PHL 9R and 17

Target: Procedures - Environmental Review for the use of Dispersal Headings for LGA 13 Departures
Procedures - Environmental Review for the use of Dispersal Headings for LGA 13 Departures
Target: Procedures - Feasibility Study for the Modified Missed Approach for LGA 22

Procedures - Feasibility Study for the Modified Missed Approach for LGA 22

Target: Complete concept assessment to deconflict LGA/EWR/TEB when on LGA 13ILS

Complete concept assessment to deconflict LGA/EWR/TEB when on LGA 13ILS

Target: Complete concept analysis for TEB RW19 RNAV SID for overnight operations

Complete concept analysis for TEB RW19 RNAV SID for overnight operations

Target: Evaluate LGA31 RNAV approach design alternatives that approximate LGA 31 EXPWY VIS approach and are usable for most operators

Evaluate LGA31 RNAV approach design alternatives that approximate LGA 31 EXPWY VIS approach and are usable for most operators

Target: Complete concept assessment for EWR 22L/29 arrival operations

Complete concept assessment for EWR 22L/29 arrival operations

Activity: NAC - Performance Based Navigation

Complete all Performance Based Navigation NAC Recommendations for the Fiscal Year.

Target: Las Vegas Metroplex 100% Design complete

Las Vegas Metroplex 100% Design complete

Initiative: Initial Trajectory Based Operations (iTBO)

Initial Trajectory Based Operations (iTBO)

Activity: Initial Trajectory Based Operations (iTBO)

Initial Trajectory Based Operations (iTBO)

Target: Initial Trajectory Based Operations (iTBO)

Develop the Initial Trajectory Based Operations (iTBO) Evolution Plan for the Northeast Operating Area.

Initiative: Consolidation and Realignment of FAA Services and Facilities (Section 804)

Examine existing services to implement a rebalancing of our operations. Reduce the infrastructure footprint, by consolidating and modernizing facilities.
Activity: Section 804: Consolidate six (6) TRACONs
Consolidation and Realignment of FAA Services and Facilities. Consolidate six (6) of the remaining 17 recommended TRACONs.

**Target: Consolidate one TRACON**
Consolidate one (1) out of the six (6) identified TRACONs.

**Target: Consolidate two additional TRACONs**
Consolidate the next two (2) identified TRACONs.

**Target: Consolidate the last three TRACONs**
Consolidate the last three (3) identified TRACONs.

Initiative: Air Traffic Services national policy and operational concerns
Collaborate across service units to resolve field concerns and provide subject matter expertise as necessary.

Activity: Initial Trajectory Based Operations (iTBO) Change Management
Optimize the Change Strategy plan for the next regional area implementation. TBO is Time Based Management (TBM) plus Performance Based Navigation (PBN).

**Target: Initial Trajectory Based Operations (iTBO)**
Develop and train the Change Strategy Team.

**Target: Initial Trajectory Based Operations (iTBO)**
Form and initiate training of the Field Implementation Teams at 3 sites.

Activity: The Northeast Corridor (NEC)
As part of the of the NAC initiative AJT is accountable for completing Time Based Flow Management (TBFM) refresher training for metering to PHL.

**Target: The Northeast Corridor (NEC)**
Implement Simultaneous Converging Instrument Approaches (SCIA) to PHL for runway 9R/17.

**Target: The Northeast Corridor (NEC)**
Conduct Safety Assessment of Simultaneous Converging Instrument Approaches (SCIA) operations with Area Navigation (RNAV) for PHL runway 9R/35.

**Target: The Northeast Corridor (NEC)**
Complete Time Based Flow Management (TBFM) refresher training for metering to PHL.
Activity: Standards & Procedures Support for Time Based Flow Management (TBFM)
To enhance the FAA’s efficiency and optimize demand and capacity by supporting the expansion of TBFM and its capabilities to additional locations.

**Target: Standards & Procedures Support for Time Based Flow Management (TBFM)**
Support future implementation of Time Based Flow Management (TBFM) capabilities by participating in two TBFM customer forums.

**Target: Standards & Procedures Support for Time Based Flow Management (TBFM)**
Support future implementation of Early Departure Scheduling in one facility for 2019.

**Target: Standards & Procedures Support for Time Based Flow Management (TBFM)**
Support the implementation of 2 Integrated Departure and Arrival Capability (IDAC) sites for 2019.

### Initiative: Publications to HTML via Coding
Convert three major AJV-8 publications to HTML through a styling and coding process to comply with Section 508/WCAG 2.AA mandates by the DOT and post the publications on the Air Traffic Procedures website, improving user experience, search capability, and increasing the accessibility of the publications.

**Activity: Publications to HTML via Coding**
Convert three major AJV-8 publications to HTML through a styling and coding process to comply with Section 508/WCAG 2.AA mandates by the DOT and post the publications on the Air Traffic Procedures website, improving user experience, search capability, and increasing the accessibility of the publications.

**Target: Publications to HTML via Coding**
Convert the Aeronautical Information Manual (AIM) to HTML and post on the Air Traffic Procedures website

**Target: Publications to HTML via Coding**
Convert FAA Order JO 7110.65, Air Traffic Control, to HTML and post on the Air Traffic Procedures website.

**Target: Publications to HTML via Coding**

### Initiative: Priorities in the Northeast Corridor
Priorities in the Northeast Corridor.
Activity: Priorities in the Northeast Corridor

Priorities in the Northeast Corridor.

**Target: Implement Time Based Flow Management (TBFM) Pre-Departure Scheduling at a Selected Airport.**

Implement Time Based Flow Management (TBFM) Pre-Departure Scheduling at a Selected Airport.

**Target: Time Based Flow Management (TBFM) - Improve Airborne Metering for Philadelphia (PHL).**

Time Based Flow Management (TBFM) - Improve Airborne Metering for Philadelphia (PHL).

Initiative: Voice Switching and Control System (VSCS) Tech Refresh Phase 3

Voice Switching and Control System (VSCS) controls the switching mechanisms allowing controllers to select the communication channel needed to communicate with pilots, other controllers, other air traffic facilities, and commercial telephone contacts. Controllers need to be able to quickly select the proper channel, to communicate with pilots, coordinate with other controllers and/or contact emergency services as necessary. The VSCS Technology Refresh program will replace/upgrade hardware and software components for the voice switching systems in all 21 en route air traffic control centers. The real time Field Maintenance/Testing System at the FAA William J. Hughes Technical Center (WJHTC) and the Training System at the FAA Academy will also be upgraded to perform the same as an operational site. These upgrades will ensure 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. To date, this program has replaced the VSCS internal control systems, updated the obsolete language used in some software programs, and replaced the VSCS Timing and Traffic Simulation Unit at the FAA WJHTC. This WJHTC test bed is being used to test the capabilities of the upgraded systems to determine if they meet the formal baseline requirements established for VSCS performance before they are deployed to operational field facilities. VSCS Technology Refresh Phase 3 (P3) will be dependent upon engineering analysis which will include Ground-to-Ground (G/G) node reduction efforts (approximately 10 nodes), Fiber Optic Tie Trunk (FOTT) power supply replacements (approximately 500 supplies), Local Area Network (LAN) Transceiver retrofits (approximately 7,000), and the PLM to C software conversion for the Air-to-Ground (A/G) switch. A Final Investment Decision for VSCS Technology Refresh P3 was approved Nov. 2012.

Activity: Voice Switching and Control System (VSCS) Sustainment 3

Design, develop, and test VSCS technical refresh hardware and software.
Target: Voice Switching and Control System (VSCS) Sustainment 3
Completion of the cutover switch power supply replacement Initial System Test at the WJHTC.

Initiative: Communications Facilities Enhancement
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.

Activity: Expand Communications Facilities Enhancement (CFE)
Expand Communications Facilities Enhancement (CFE)

Target: Expand Communications Facilities Enhancement (CFE)
Establish, replace, and/or upgrade four (4) CFE sites.

Initiative: Next-Generation VHF A/G Communications System (NEXCOM) - Segment 2-Phase 1
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.

Activity: Next-Generation VHF A/G Communication System (NEXCOM2) - Phase 2

Target: Next-Generation VHF A/G Communication System (NEXCOM2) - Phase 2
Achieve Operational Readiness Decision for 86 NEXCOM sites.

Target: Next-Generation VHF A/G Communication System (NEXCOM2) - Phase 2
Deploy 1000 radios.

Initiative: Airport Cable Loop Systems Sustained Support
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.

Activity: Airport Cable Loop Systems Sustained Support
Airport Cable Loop Systems Sustained Support. Install fiber optic cable loop.

Target: Airport Cable Loop Systems Sustained Support
Complete three (3) Airport Cable Loop projects.
Initiative: Aviation Surface Weather Observation Network (ASWON) Technology Refresh

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: ASWON portfolio (Programs: ASOS, AWOS, AWSS, SAWS, DASI, WEF, WME) in total account for seven, in-service, weather sensor programs that contribute to the 2016 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. The ASWON Portfolio serves and benefits every airport and every flight in the United States each flight day, by helping reduce delay, increase efficiency, and cope with severe weather.

Activity: Aviation Surface Weather Observation Network (ASWON) Sustainment 1

Target: Aviation Surface Weather Observation Network (ASWON) Technology Refresh

Complete F-420 Tech Refresh at 20 sites.

Initiative: Weather Radar Program NEXRAD

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 until 2030. 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.

Activity: NEXRAD- Sustainment 1

The NEXRAD SLEP program includes four projects as detailed below: Signal processor (replacement) Radar Transmitter (refurbishment) Radar pedestal (refurbishment) NEXRAD facilities including structures, buildings, security fences, and access roadways (refurbishment).

Target: NEXRAD- Sustainment 1

Install transmitter chassis refurbishment at 20 sites.
Target: NEXRAD- Sustainment 1
Install transmitter modulator refurbishment at 20 sites.

Initiative: GSA Enterprise Infrastructure Solution (EIS)
GSA Enterprise Infrastructure Solution (EIS)

Activity: Non-FTI/FENS Task Order
Non-FTI/FENS Task Order

Target: Non-FTI/FENS Task Order
Award Task Order of Non-FTI/FENS telecommunications services to GSA Enterprise Infrastructure Solutions (EIS)

Initiative: Integrated Enterprise Service Platform (IESP)
Integrated Enterprise Service Platform (IESP)

Activity: IESP- Enhance hosting capability
IESP- Enhance hosting capability

Target: IESP- Enhance hosting capability
Complete IESP Planned System Component replacement to enhance hosting capability and ensure future vendor and security support.

Initiative: Air Ground Media Gateway
Air Ground Media Gateway (AGMG)

Activity: Air Ground Media Gateway (AGMG) Development
Air Ground Media Gateway (AGMG) Development

Target: Air Ground Media Gateway (AGMG) Development
Complete test system installation of 11 gateways at the Tech Center.

Initiative: Enterprise Bandwidth Upgrades
Conduct a bandwidth assessment with the FAA Telecommunications Infrastructure (FTI) tiger team on non-NAS network to study overall usage, categorize types of traffic, and determine options for prioritizing traffic for optimal customer experience.

Activity: Enterprise Bandwidth Upgrades- Implementation
Conduct a bandwidth assessment with the FAA Telecommunications Infrastructure (FTI) tiger team on non-NAS network to study overall usage, categorize types of traffic, and determine options for prioritizing traffic for optimal customer experience.
Target: Enterprise Bandwidth Upgrades - Implementation
Implement upgraded bandwidth circuits at 80% of remaining FAA facilities approved by IT Shared Services Committee (ITSSC). (Phase 1, Phase II and Phase III installation).

Target: Enterprise Bandwidth Upgrades - Implementation
Continue to manage the health of the network using the Bandwidth Governance Board to determine when sites require upgrades and report quarterly on those sites, projects and their disposition.

Initiative: System Wide Information Management (SWIM)
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.

Activity: System Wide Information Management (SWIM)
SWIM is the NextGen focal information management and data sharing system. SWIM collects and disseminates information and provides services to the aviation community.

Target: SWIM Segment 2B
Complete STDDS Phase 2 Release 4 Initial Operational Capability.

Target: SWIM Segment 2B
Complete ESM Phase 3 Development.

Initiative: SWIIM Segment 2C
Develop Final Migration Plan for SWIM Cloud Distribution Services (SCDS).

Activity: SWIM Segment 2C
Develop Final Migration Plan for SWIM Cloud Distribution Services (SCDS).

Target: SWIM 2C
Complete key site verification acceptance testing report for SWIM Cloud Distribution Service (SCDS)

Initiative: Data Communications
Series of projects identified by as high priority for the immediate realization of NextGen benefits

Activity: Data Communications Segment 1 Phase 1
Data Communications S1 P1: Deploy DCNS

Target: Data Communications S1 P1: Deploy DCNS
Deploy Full Redundant Data Comm Network Service (DCNS) to the identified towers (10).
Target: Data Communications S1 P1: Deploy DCNS
Develop a loadability Solution for Runway SID/STARs.

Initiative: Data Comm - Segment 1 Phase 2 Initial En Route Svcs
Data Comm - Segment 1 Phase 2 Initial En Route Svcs

Activity: Data Comm - Segment 1 Phase 2 Initial En Route Svcs
Data Comm - Segment 1 Phase 2 Initial En Route Svcs

Target: Data Comm - Segment 1 Phase 2 Initial En Route Svcs
Achieve first-Site Initial Operational Capability (IOC).

Target: Data Comm - Segment 1 Phase 2 Initial En Route Svcs
Solution for Full Automation for the Confirm Assigned Route Capability.

Initiative: Data Comm - Full En Route Svcs
Completion of Data Comm Full En Route Services

Activity: Data Comm - Full En Route Svcs
Completion of Data Comm Full En Route Services

Target: Data Comm - Full En Route Svcs
Finish Full Service Contractor test preparation.

Initiative: Integrate UAS 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.

Activity: UAS Safety Analytics
Conduct Safety Analytics in support of UAS Integration in the NAS.

Target: UAS Hazard Table.
Develop the framework for updating the ATO SMS Hazard Table for UAS. Deliver final report.

Target: UAS Collision Hazard
Develop the framework to determine the hazard of collisions between manned aircraft and UAS. Deliver final report.

Target: UAS Collision Probability
Develop the framework to determine the probability of collision between manned aircraft and UAS. Deliver final report.
Activity: UAS Safety Risk Management
Provide SRM facilitation and data analysis support to the ATO UAS program.

Target: UAS SRM Services
Facilitate SRM panels, gather supporting data, and define safety performance targets for Expanded and Non-Segregated UAS Operations. Additionally, conduct SRMD peer review, obtain AJI approval, and coordinate with AOV for approvals, as required. Provide a final status report in August 2019.

Activity: UAS Safety Management System Policy
Review and assess SMS policy in order to apply to repeatable processes.

Target: UAS SMS Manual Changes
Identify gaps within the SMS Manual and Policy to validate and draft proposed SMS Manual changes.

Initiative: Regions (ARO) Support for Northeast Corridor (NEC)
Support agency efforts to harness NextGen capabilities at focused implementation sites to improve infrastructure, schedule reliability, and reduce delays within the Northeast Corridor.

Activity: Support Improvements in the Northeast Corridor (NEC)
Support ARO in providing program management support and coordination to assist in the prioritization of activities that support the Northeast Corridor Initiative. The Northeast Corridor includes Boston, NY, PHL and DC.

Target: Support Improvements in the Northeast Corridor (NEC)
Support improvements in the Northeast Corridor by working with the NextGen Advisory Committee (NAC) and NAC working groups as needed.

Initiative: FAA Enterprise Network Services (FENS)
The FAA has ongoing and evolving needs for highly-available and secure communications, information services, and networking capabilities that are essential to NAS operations and agency administration. The FAA has always depended on the commercial telecommunications sector to provide the needed solutions, contracting out these services through the FAA Telecommunications Infrastructure (FTI) program. The FAA Enterprise Network Services (FENS) program, which is intended as a follow-on program to FTI, will enable the FAA to continue to meet its communications, information services, and networking needs - while realizing cost benefits and keeping pace with the accelerating transition of the commercial telecommunications sector from existing time division multiplexing (TDM)-based technology to Ethernet and/or internet protocol (IP)-based services in the access and transport segments. In providing Ethernet/IP-based services instead of TDM-based services, FENS will provide the modern telecommunications infrastructure required to enable the FAA’s advanced information management requirements, as envisioned through the NextGen Mid-Term Concept of Operations (CONOPS).
Activity: FAA Enterprise Network Services (FENS)

Achieve Initial Investment Decision (IID) in support of FENS Screening Information Request (SIR) and fully analyze two alternatives - Integrated Service Delivery Model and Partitioned Service Delivery Model.

Target: FAA Enterprise Network Services (FENS)

Release the FENS Final Screening Information Request (SIR). Due 9/30/2019.

Accountability

Serve that Nation with Reduced Regulatory Burden and Greater Efficiency, Effectiveness and Accountability.

Regulatory Reform

Reduce current regulatory burdens and bureaucracy to ensure a safe, efficient, accessible, and convenient transportation system for people and commerce.

Initiative: Hiring Persons with Targeted Disabilities (PWTD)

The FAA lines of business and staff offices (LOBs/SOs) will work collaboratively to support the goal to increase the representation of PWTD in all FAA new hires.

Activity: ATO Aviation Development Program (ADP) Pilot Implementation

In FY2019, initiate the Aviation Development Pilot at designated (or selected) Air Route Traffic Control Centers (ARTCCs).

Target: Diversity and Inclusion Training

Conduct in-person diversity and inclusion training at participating ARTCC sites.

Target: Resume Repository

Develop a resume database for PWTD candidates to support the ADP selection pool.

Target: Community Partnership

Partner with at least 30 community organizations specializing in PWTD resources to further support ADP recruitment efforts.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO/Diversity and Inclusion Action Committee (EAC) to create, oversee and support a diverse and inclusive workplace.
Activity: ATO Ensure a Diverse and Inclusive Workforce

ATO will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.

- Assist in development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF).

- Provide EEO training to managers and employees.

- Managers engage in the mediation/facilitation process.

Target: Reasonable Accommodations (RA)/Reasonable Accommodations Management System (RAMS) Training

Ninety percent (90%) of all new managers and supervisors must complete Reasonable Accommodations (RA) and Reasonable Accommodations Management System (RAMS) training within one year of newly appointed supervisory position. This goal will be tracked on a bi-monthly basis through the EEO Action Committee (EAC) for Diversity and Inclusion.

Target: Reasonable Accommodations

Ensure 90% of ATO reasonable accommodation requests are processed within 25 business days or less

Target: Improve Participation/Outreach

Develop strategies to improve the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women by providing resources and data analysis to LOB/SOs to increase the workforce as compared to the civilian labor workforce (CLF) and/or MD-715, Part J). These strategies will address hiring, training, career progression opportunities and will be deployed and tracked through the EAC Workgroups.

Target: EEO Training

Monitor the delivery of EEO training to 70% of ATO managers and 20% of ATO employees.

Target: Mediation

Ensure that 75% of all ATO managers engage in mediation when requested by employees

Mission Efficiency and Support

Support mission requirements by efficiency and effectively planning for and managing human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and other mission support services.
Initiative: Modularize Training
Equip mission-ready controllers and technicians through training agility.

Activity: Complete Air Traffic Basics Blackboard Conversion
Convert Air Traffic Basics Instructor-Led Training to Blended Blackboard Delivery.

Target: Air Traffic Basics Blackboard Development.
Complete Air Traffic Basics Blackboard course development and conduct a First Course Conduct.

Target: AT Basics Blackboard Delivery.
Implement AT Basics Blackboard Delivery with the Academy.

Activity: Complete EnRoute 2-4 upgrade
Modularize and update Enroute Stages 2-4.

Target: EnRoute Stage 2 Course Development.
Complete EnRoute Stage 2 course development and conduct a First Course Conduct.

Activity: Complete Terminal Training Stages 2-5 upgrade
Modularize and update Terminal Stages 2-5.

Target: Terminal Stage 2 Course Development
Complete Terminal Stage 2 course development and conduct a first course conduct.

Activity: Facility Training Administrator (FTA) redesign
Modularize FTA training.

Target: TRAX Standalone Course.
Remove TRAX Instructor Led Training (ILT) from FTA and establish standalone TRAX course.

Target: Facility Training Administrator (FTA) Gap Analysis.
Conduct gap analysis for Facility Training Administrator.

Activity: Obstruction Evaluation Airport Airspace Analysis (OEAAA) Redesign
Modularize OEAAA.

Target: OEAAA Gap Analysis and Job Task analysis (JTA).
Complete OEAAA Gap Analysis and Job Task analysis (JTA).
Activity: Persons with Targeted Disability
Implement Persons With Targeted Disability Pilot (PWTD) program.

**Target: PWTD Pilot Program Curriculum.**
Establish a standard curriculum package for use in PWTD pilot program.

**Target: Deliver PWTD Training Program.**
Handoff PWTD training course material to Air Traffic Services for training at the first two identified EnRoute centers.

Activity: Mark 20/20A student throughput increase
Decrease backlog of Technical Operations Navigation Mark 20/20A training by 30%.

**Target: Non-EHOT/DoP Mark 20/20A Navigation Course First Course Conduct.**
Complete First Course Conduct and course validation activities on non-EHOT/DoP Mark 20/20A Navigation course.

**Target: Condensed Mark 20/20A Course.**
Implement condensed Mark 20/20A course at FAA Academy; issue new scheduled offerings to the field.

Activity: Common Principles Modularization
Modularize Common Principles course; reduce in-resident time for students by 60%.

**Target: Math Refresher and Basic Electronics Bypass Exams.**
Complete development of bypass exams for modularized Math Refresher and Basic Electronic courses.

**Target: Development of Math Refresher, Basic Electronics, and Troubleshooting Modularized Courses Material.**
Complete development of Math Refresher, Basic Electronics, and Troubleshooting modularized courses and conduct First Course Conducts.

**Target: New Common Principles (CP) Courses.**
Implement modularized CP courses; issue new scheduled offerings to the field.

Activity: JO 3000.57
Publish JO 3000.57, Air Traffic Organization Technical Operations and Personnel Certification Programs, revision for field use.

**Target: Adjudicate Comments for JO 3000.57.**
Adjudicate field comments.
Target: Submit JO 3000.57 for signature and publication.
Submit order for signatures and publish.

Activity: JO 3000.22
Publish JO 3000.22, Air Traffic Organization Technical Training Management Order.

Target: Adjudicate Comments for JO 3000.22.
Adjudicate field comments.

Target: Submit JO 3000.22 for signature and publication.
Submit Order for signatures to be published.

Activity: JO 3210.4
Publish JO 3120.4, Air Traffic Technical Training.

Target: Adjudicate Comments for JO 3120.4.
Adjudicate field comments.

Target: Submit JO 3120.4 for signature and publication.
Complete final draft of the order and explanation of changes. Submit final draft to VP for signature and publish.

Activity: Standardization of ATO training policy, taxonomy and curriculum development tools.
Initiate the standardization of ATO governance strategy, taxonomy and content migration.

Target: Standardized Operational Governance for ATO Training Development.
Implement standardized operational governance processes for training development within the ATO.

Target: Taxonomy for LCMS.
Implement approved taxonomy into Learning Content Management System.

Target: Validation of the IBM Cognitive Content Collator (C3).
Complete validation of the IBM Cognitive Content Collator (C3) for content migration.

Activity: Technical Operations Operational Risk Management (ORM) Training courses
Develop and Implement Operational Risk Management Training courses.

Target: Operational Risk Management (ORM) Training Requirements.
Collaborate with AJW ORM working group to define training requirement and implementation plan.
Target: Operational Risk Management Training Development.
Implement interim ORM training briefing items to meet field needs. Develop long-term ORM training plan.

Activity: Complete Air Traffic Basics Blackboard Conversion.
Convert Air Traffic Basics Instructor-Led Training to Blended Blackboard Delivery.

Target: Complete Air Traffic Basics Blackboard Conversion.
Support the development and completion of Air Traffic Basics Blackboard course development and conduct a First Course Conduct.

Target: Complete Air Traffic Basics Blackboard Conversion.
Support the Implementation of AT Basics Blackboard Delivery with the Academy.

Activity: Complete EnRoute 2-4 upgrade.
Modularize and update Enroute Stages 2-4.

Target: Complete EnRoute 2-4 upgrade.
Support the development and completion of EnRoute Stage 2 course development and conduct a First Course Conduct.

Target: Complete EnRoute 2-4 upgrade.
Support the development and completion of EnRoute Stage 3 course development and conduct a First Course Conduct.

Activity: Complete Terminal Training Stages 2-5 upgrade.
Modularize and update Terminal Stages 2-5.

Target: Complete Terminal Training Stages 2-5 upgrade.
Support the development and completion of Terminal Stage 2 course development, and conduct a first course conduct.

Target: Complete Terminal Training Stages 2-5 upgrade.
Support the development and completion of Terminal Stage 3 course development, and conduct a first course conduct.

Initiative: AJG Employee Engagement
Promote ATO Employee Engagement across Service Units.

Activity: ATO Employee Engagement
Promote ATO Employee Engagement efforts across every Service Unit.
Target: ATO Employee Engagement
Lead the ATO Employee Engagement Captains by promoting FAA Employee Engagement strategies.

Target: ATO Employee Engagement
Deliver Employee Engagement results to Vice Presidents (VPs)/ Deputy Vice Presidents (DVPs) twice annually.

Activity: Safety and Technical Training Employee Engagement
Employee Engagement Captains collaboratively promote activities to include at least 1 activity per fiscal year quarter.

Target: Safety and Technical Training Employee Engagement
Establish a Service Unit plan with specific strategies to improve the ATO Employee Engagement Index (EEI).

Target: Safety and Technical Training Employee Engagement
Initiate specific strategies in AJI to enrich ATO Employee Engagement. Due December 31, 2018

Target: Safety and Technical Training Employee Engagement
Execute the planned strategies to improve Employee Engagement to include a minimum of 1 activity per fiscal quarter and report on a monthly progress.

Activity: Program Management Office Employee Engagement
Employee Engagement Captains collaboratively promote activities to include at least 1 activity per fiscal year quarter.

Target: Program Management Office Employee Engagement
Establish a Service Unit plan with specific strategies to improve the ATO Employee Engagement Index (EEI).

Target: Program Management Office Employee Engagement
Initiate specific strategies in AJM to enrich ATO Employee Engagement.

Target: Program Management Office Employee Engagement
Execute the planned strategies to improve Employee Engagement to include a minimum of 1 activity per fiscal quarter and report on a monthly progress.

Activity: System Operations Employee Engagement
Employee Engagement Captains collaboratively promote activities to include at least 1 activity per fiscal year quarter.
Target: System Operations Employee Engagement
Establish a Service Unit plan with specific strategies to improve the ATO Employee Engagement Index (EEI).

Target: System Operations Employee Engagement
Initiate specific strategies in AJR to enrich ATO Employee Engagement.

Target: System Operations Employee Engagement
Execute the planned strategies to improve Employee Engagement to include a minimum of 1 activity per fiscal quarter and report on a monthly progress.

Activity: Air Traffic Services Employee Engagement
Employee Engagement Captains collaboratively promote activities to include at least 1 activity per fiscal year quarter.

Target: Air Traffic Services Employee Engagement
Establish a Service Unit plan with specific strategies to improve the ATO Employee Engagement Index (EEI).

Target: Air Traffic Services Employee Engagement
Initiate specific strategies in AJT to enrich ATO Employee Engagement.

Target: Air Traffic Services Employee Engagement
Execute the planned strategies to improve Employee Engagement to include a minimum of 1 activity per fiscal quarter and report on a monthly progress.

Activity: Mission Support Employee Engagement
Employee Engagement Captains collaboratively promote activities to include at least 1 activity per fiscal year quarter.

Target: Mission Support Employee Engagement
Establish a Service Unit plan with specific strategies to improve the ATO Employee Engagement Index (EEI).

Target: Mission Support Employee Engagement
Initiate specific strategies in AJV to enrich ATO Employee Engagement.

Target: Mission Support Employee Engagement
Execute the planned strategies to improve Employee Engagement to include a minimum of 1 activity per fiscal quarter and report on a monthly progress.
**Activity: Management Services Employee Engagement**
Employee Engagement Captains collaboratively promote activities to include at least 1 activity per fiscal year quarter.

**Target: Management Services Employee Engagement**
Establish a Service Unit plan with specific strategies to improve the ATO Employee Engagement Index (EEI).

**Target: Management Services Employee Engagement**
Initiate specific strategies in AJG to enrich ATO Employee Engagement.

**Target: Management Services Employee Engagement**
Execute the planned strategies to improve Employee Engagement to include a minimum of 1 activity per fiscal quarter and report on a monthly progress.

**Activity: Technical Operations Employee Engagement**
Employee Engagement Captains collaboratively promote activities to include at least 1 activity per fiscal year quarter.

**Target: Technical Operations Employee Engagement**
Establish a Service Unit plan with specific strategies to improve the ATO Employee Engagement Index (EEI).

**Target: Technical Operations Employee Engagement**
Execute the planned strategies to improve Employee Engagement to include a minimum of 1 activity per fiscal quarter and report on a monthly progress.

**Initiative: Contracting Opportunities for Small Businesses**
Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women owned small businesses.

**Activity: Awarding of Procurement Dollars (ATO)**
Award procurement dollars to small businesses, with special emphasis on procurement opportunities for small disadvantaged businesses, service-disabled veteran-owned small businesses, and women owned small businesses.

**Target: Awarding of Procurement Dollars Target**
Award at least 25 percent of the total AJG direct procurement dollars to small businesses.
Initiative: Strong Acquisition Workforce
Ensure FAA has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing training, developing and certifying personnel in key acquisition professions.

Activity: Train and Certify FAA’s Acquisition Workforce (AJM)
AJM will train, develop, and certify agency personnel in key acquisition professions.

Target: Attain and maintain certification requirements Target
Ninety percent of program managers managing Acquisition Categories (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.

Initiative: NAS Facilities OSHA and Energy Management
Reduce operating costs related to energy and water consumption

Activity: NAS Facilities OSHA and Energy Management
Orchestrate ATO-wide reductions of energy and water use by adopting best industry practices and integration of cost-effective, energy-efficient technologies.

Target: NAS Facilities OSHA and Energy Management
Perform advanced electric meter installation at two facilities.

Initiative: Employee Safety
Environmental and Occupational Safety and Health Services will improve the employee well-being and environment through technical assistance, employee training, job hazard assessments, compliance monitoring, and corrective actions.

Activity: Employee Safety
Complete OSHA and Environmental Standards Compliance to help ensure employee safety at FAA facilities and sites by achieving at least 3 of 4 targets.

Target: Employee Safety
Complete 125 arc flash hazard analyses (AFHA) at large facilities (e.g. ARTCC, TRACON, or ATCT) in compliance with FAA and OSHA requirements and National Fire Protection Association (NFPA 70) consensus standard to determine the shock and arc flash required personal protective equipment.

Target: Employee Safety
Workplace Inspection Tool (WIT) Safety Inspection Findings. Improve employee safety by mitigating findings or completing 85% of all abatement plans required within 25 days of the date of the publication of the WIT inspection report.
Target: Employee Safety
Unsatisfactory Condition Reports. Achieve 95% validation of UCRs submitted within prescribed timelines of 24 hours for imminent danger conditions, three working days for potentially serious conditions, and within 20 working days for other than serious safety and health conditions.

Target: Employee Safety
Abate 90% of all FY18 WIT findings costing less than $500.

Initiative: NAS Facilities OSHA & Environmental Standards Compliance Environmental and Occupational Safety & Health (EOSH)
Design and implement engineered solutions to mitigate identified employee safety, employee health, and environmental impact risks.

Activity: NAS Facilities OSHA & Environmental Standards Compliance Environmental and Occupational Safety & Health (EOSH)
Design and implement engineered solutions to mitigate identified employee safety, employee health, and environmental impact risks.

Target: Mitigate Fall Hazard Conditions
Mitigate fall hazard conditions at 22 facilities.

Target: Abate Asbestos
Abate asbestos containing materials at 4 facilities.

Target: Fire Systems Electrical Generators
Replace fire system electrical generators at 14 facilities.

Initiative: Environmental Cleanup
Liability Mitigation: Reduce the FAA outstanding environmental remediation liability.

Activity: Environmental Cleanup
Perform environmental remediation activities at active and historic FAA and neighboring properties where environmental impacts occurred from FAA operations.

Target: Environmental Cleanup
Conduct environmental remediation actions that result in a reduction of 70 identified Areas of Concerns.

Initiative: Develop Civil Aviation Spectrum Standards
Provide necessary radio frequency protection criteria for FAA/aviation systems, worldwide from non-aviation systems. Standards deal with use of the radio frequency spectrum for surveillance, navigation and communications.
Activity: Develop Civil Aviation Spectrum Standards
Develop Civil Aviation Spectrum Standards that support communication, navigation and surveillance for future high density scenarios. Spectrum used for aviation is under increasing scrutiny by regulators. Aviation spectrum is highly desirable for other non-aviation systems, such as cellular and wireless broadband. ICAO is in the forefront to develop spectrum efficient systems.

Target: Develop Civil Aviation Spectrum Standards
Continue to support the initial Radio Technical Commission for Aeronautics (RTCA) Special Committee 228 (RTCA SC-228) Minimum Aviation System Performance Standards (MASPS) for Unmanned Aircraft Systems development, and complete the MASP in FY-19. In addition, once the MASP is approved, support an Advisory Circular that will need to be developed to provide implementation guidance on the MASPS.

Target: Develop Civil Aviation Spectrum Standards
Continue outreach to build support for the United States (US) proposal for the 2019 World Radio communication Conference that supports US and International Civil Aviation Organization’s (ICAO) Global Aeronautical Distress and Safety System (GADSS) requirements.

Initiative: Air Traffic Services Business Analytics
AJT Business Analytics supports Air Traffic Services leadership by conducting analysis and implementation of Business Utilization and Resource Standardization Tools (BURST) and Operational Planning and Scheduling Tool (OPAS), in order to standardize processes. Implementation of processes and tools that provide the Air Traffic Services the required data and analysis to make informed data driven decisions.

Activity: Implementation of Traffic Management Specialist (TMC) and Operational Supervisors (OS) field requirements in the Facility Work Plan (FWP)
Improve field site resource planning and utilization via incorporation of Traffic Management Specialists (TMC) and Operational Supervisors (OS) in Facility Work Plan (FWP).

Target: Improve field site resource planning
Review, assess and incorporate changes such as refining existing tabs in the Facility Work Plan (FWP).

Target: Improve field site resource planning
Train Field Administrators regarding new requirements

Target: Improve field site resource planning
Finalize changes and communication plan to ensure clear messaging of the requirement of population of data on the revised Facility Work Plan (FWP).
Activity: Create an improved process to request field resources in support of high priority programmatic needs

Leverage technology to create an improved process to request field resources in support of high priority programmatic needs.

Target: PMT-Lite

Develop, test and implement interim Program Management Tool (PMT-Lite) to replace current aging and unsupported tool. Train all PMT-Lite users and deploy the interim tool for use.

Target: PMT

Collect and validate requirements for a more robust full version PMT with additional capabilities to include the ability to interface with other ATO resource planning and utilization tools, and be capable of tracking the true cost of operational personnel support.

Target: PMT Full Version

Initiate the development of a more robust full version PMT as in Target 2.

Activity: Implement ATOMS

Provide a platform/tool capable of improving controller scheduling and work assignment tracking, and capable of interfacing with other ATO tools. Replaces CRU-Art and Web Schedule (WMT).

Target: Implement ATOMS

Develop and present required artifacts, and obtain OGB approval to implement program.

Target: Implement ATOMS

Develop budget and secure funding through ORB.

Initiative: New York TRACON (N90) Training Implementation

Implement training at New York TRACON (N90).

Activity: Training Programs at N90

Collaborate with AJI, PMO and AJW to implement training programs at N90.

Target: Develop curriculum

Conduct Technical Training of personnel to build, teach and continuously update New York TRACON’s training materials.

Target: Training space

Collaborate with the Program Management Office (AJM) and Technical Operations (AJW) to provide necessary training infrastructure, with adequate classroom space, debriefing rooms and computer access.
Target: Monitor
Continuously monitor the training program and adjust as necessary to meet agency goals.

Initiative: Air Traffic Services - Support Integration of UAS 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. This is support work for AJV and AJM initiatives.

Activity: AJT UAS Policies/ Procedures
Procedures must be developed to enable the airspace integration goals.

Target: Operational Leadership
Provide operational leadership for the development of procedures and policy on UAS, commercial space and Urban Air Mobility operations.

Target: Development Support
Assist in the development of new airspace construct for UAS, commercial space and Urban Air Mobility operations.

Activity: AJT UAS Systems
Identify the need for any infrastructure development or modifications to enable safe operations.

Target: Site Visits
Conduct site visits at ATC facilities to assess operational issues related to new/expanded operations such as UAS, commercial space and Urban Air Mobility.

Target: Maintain Awareness
Educate, communicate and coordinate with affected facilities on applicable rule changes.

Target: Support Operational Needs
Assist in the preparation of new/expanded UAS, commercial space and Urban Air Mobility operations.

Activity: Low Altitude Authorization and Notification Capability (LAANC)
Support Low Altitude Authorization and Notification Capability (LAANC) - Unmanned Aircraft Systems Traffic Management (UTM).

Target: Support Expansion
Assist in the expansion of Unmanned Aircraft Systems Traffic Management (UTM) at designated site(s).
Target: UAS Facility Maps
Facilitate the updating and the development of UAS facility maps at affected facilities.

Initiative: Customer Experience and Mission Completion
Identify and leverage internal best practices from government and industry for customer experience and mission completion.

Activity: Customer Experience and Mission Completion
Identify and leverage internal best practices from government and industry for customer experience and mission completion.

Target: Customer Experience and Mission Completion
Follow-up and respond (where response is appropriate) to 95% of Aviation Safety Training Customer Experience Questionnaires.

Target: Customer Experience and Mission Completion
Successfully complete 90% of all scheduled Aviation Safety Training mission flights at the AFW Facility.

Activity: Flight Program Operations Employee Engagement
The AJF Management team will engage directly with employees through effective performance management.

Target: Flight Program Operations Employee Engagement
Engage team members by conducting at least three documented performance discussions each performance period.

Target: Flight Program Operations Employee Engagement
Discuss employee development opportunities at least once during each performance cycle and recommend and support Individual Development Plans for those interested.

Initiative: Create training for UAS operations for ATO personnel.
Create training for UAS operations for ATO personnel. Identify and plan for resources to integrate UAS activities into the NAS.

Activity: UAS Training
Develop, revise, and deliver UAS training in a timely manner.

Target: Revision/Modernization of Terminal Stage Training and Incorporation of UAS.
Conduct analysis involving stakeholders to identify UAS related training to develop into scenarios and part task training for mobile learning.
Target: Incorporation of UAS Related Scenarios and Part-Task Training Capabilities into Air Traffic Mobile Training Applications.

Incorporate UAS related scenarios and part-task training capabilities into Air Traffic mobile training applications.

Activity: AJT-2 VP Initiatives (National-Level Training)
Support assessment of existing training and development of new training as needed for the Air Traffic workforce for UAS Activities.

Target: AJT-2 VP Initiatives (National-Level Training)
Assess national training for the Air Traffic workforce on UAS operations, activities, policy and procedure changes.

Target: AJT-2 VP Initiatives (National-Level Training)
Facilitate the updating of national training and the development of new training as needed, for Air Traffic workforce on UAS operations and new emerging UAS technologies.

Activity: AJT-2 VP Initiatives (Facility-Level Training)
Conduct assessment and develop facility-level training for the Air Traffic workforce for UAS Activities.

Target: AJT-2 VP Initiatives (Facility-Level Training)
Assess facility-level training for the Air Traffic workforce on UAS operations, activities and policy and procedure changes.

Target: AJT-2 VP Initiatives (Facility-Level Training)
Facilitate the updating of facility-level training and the development of new facility-level training as needed, for the Air Traffic workforce on UAS operations and new emerging UAS technologies.

Initiative: Workforce Planning and Development (AJI Strategic Change Program).
Ensure AJI hires and retains the right people with the right skills into the right positions to successfully accomplish AJI's current and future missions. By hiring for skill and not just backfill. Planning and preparing for transition of 30% of the workforce in the next 3 years.

Activity: Implement Succession Planning and Skills Development Needs
Grow AJI leaders from within.

Target: Assess AJI Leadership Pipeline
Assess AJI’s leadership pipeline for the Director and Deputy Director positions.
Target: Establish a CY19 leadership development training schedule for AJI managers.
Establish a CY19 monthly training plan/schedule to implement leadership development strategies for AJI managers.

Target: Document AJI competency requirements.
Document competencies for five critical AJI positions.

Initiative: Employee Engagement
ATO Employee Engagement Index will increase from 20XX baseline of XX to YY for 2019.

Activity: Increase AJI's Employee Engagement Index in accordance with ATO goal for FY2019.
AJI Employee Engagement Index target for FY2019 is an increase from a score of XX to a score of XX.

Target: Analyze AJI FY2018 FedView Survey Results.
Develop trend analysis of AJI's FY2018 FedView Survey results and distribute summary to AJI Leadership and Workforce.

Target: Establish AJI Employee Engagement Improvement Strategies.
Establish and initiate plan with specific AJI strategies to improve AJI Employee Engagement based on FY2018 AJI FedView Survey results.

Target: Execute AJI Employee Engagement Improvement Strategies.
Execute the planned strategies to improve Employee Engagement and report progress monthly.

Initiative: Organizational Efficiency and Effectiveness
Improve the efficiency and effectiveness of AJI by establishing a Strategic Planning and Performance Management Framework to focus and align the organization to achieve AJI's priorities and strategic outcomes today and tomorrow, by continuously improving the standardization and documentation of AJI's core processes.

Activity: Quality Management System (QMS) Process Development
Coordinate across AJI to identify, document and publish Core Work Processes and/or Work Instructions.

Target: Identify AJI-0 Core Processes and/or Work Instructions for Publication.
Identify (5) AJI-0 personnel and business planning Core Processes and/or Work Instructions for documentation and publication.
Target: Document and Publish AJI-0 personnel and business planning Core Processes and/or Work Instructions.
Document and Publish (5) AJI personnel and business planning Core Processes and/or Work Instructions.

Target: Coordinate and identify Core Processes and/or Work Instructions for Mission Critical Occupations.
Document and publish core processes and/or work instructions for (3) AJI Mission Critical Occupations.

Activity: Deploy AJI Strategic and Business Planning Framework
Use the power of planning to focus and align the organization to achieve AJI's priorities and strategic outcomes today and tomorrow by implementing AJI's Strategic and Business Planning Framework (i.e. Renewing AJI's Strategy, Formulating AJI's FY2020 Business Plan, and Monitoring & Reporting Monthly) to produce results.


Target: Complete Annual AJI Strategy Renewal with AJI Leadership Team.
Beginning in Q3, conduct and facilitate Annual AJI Strategy Renewal meetings with AJI Leadership team. Document discussions with senior leaders and key participants to refresh the core content of AJI's Strategy (Trends, Mission/Vision, Customer Commitments, Capabilities, Change Programs, and Measures).

Target: Communicate and Deploy Renewed AJI Strategy into Directorates.
Develop and implement the renewed AJI Strategic Planning Framework and incorporate into the FY20 Business Plan.

Initiative: Budget Analysis and Formulation
Formulate and execute ATO budgets - Pay and Non-pay; Manage the Operations Review Board (ORB) process; Monitor, track, report, and analyze current and historical data; Review of Ops Requirements; OST, OMB, Congressional Q&A coordination; Allowance distribution.

Activity: Automation Efficiencies
AJG-R3 will develop and/or enhance the tools necessary to ensure automation efficiencies are achieved for all pay and non-pay formulation, presentation, forecasting and reporting activities.

Target: AJG-R38
AJG-R38 will lead in the development and implementation of a payroll and staffing module that will provide periodic, historical, and forecast useful pay and staffing information.
Target: AJG-R37
AJG-R37 will ensure the smooth transition to the Transition to Operations and Maintenance (TOM) tool in the ORB through testing training, and surveying users of the tool.

Target: AJG-R35
AJG-R35 will complete development, testing, and implementation of the Allowance Change Transaction (ACT) enhancement that enables automated allowance transfers.

Activity: Facilitate OST/OMB/President Budget Formulation Activities to meet internal due dates
OST and OMB require periodic information from the FAA to complete the annual FAA Budget. AJG-R3 will facilitate the appropriate activities in order to meet internal due dates.

Target: TOMs
Provide guidance and assistance in the development of Transition to Operations & Maintenance (TOMs) and Discretionary Increase Requests (DIRs).

Target: ZBB
Provide guidance, assistance, and consolidation of Budget Narrative Updates and Zero-Based Budget (ZBB) requests.

Target: Base Transfer Requests
Provide guidance, assistance, and development of Base Transfer Requests.

Activity: Improve customer service in Management Services, Operations Review Board
Improve customer service in Management Services, Budget Analysis and Formulation, Operations Review Board (ORB).

Target: Operations Review Board (ORB) Outreach meetings
Conduct annual Operations Review Board (ORB) Outreach meetings with customers in both headquarters and the field to gather information on lessons learned, provide training on new processes and procedures, and share information.

Target: Operations Review Board (ORB) lessons learned meeting
Conduct Operations Review Board (ORB) lessons learned meetings/surveys to identify further process improvements.

Target: Periodic meetings with individual service units
Conduct periodic meetings with individual service units to discuss updated processes, tools usage, and initial analysis (based on ORB submissions).
Target: Conduct periodic financial status and outlook meetings
Conduct quarterly financial status and outlook meetings (at a minimum) on Operations Review Board formulation strategy, activity status, funding recommendations, and other ORB topics as required at the weekly ATO Deputy Vice President’s meetings to improve their fiscal awareness and aid in making good decisions.

Activity: Integrate ATO Rules for Pay and Non-Pay Business Practices, Payroll Analysis Team
Coordinate the FY19 updates to the ATO pay and business rules to ensure that they reflect the priorities and direction of the ATO.

Target: Update ATO pay business rules
Update ATO pay business rules. Coordinate all policy and financial guidance information in conjunction with People Services.

Target: ATO pay business rules
Prepare updates and changes to ATO pay business rules to Deputy Vice-Presidents for discussion and approval.

Target: ATO pay business rules memorandum
Prepare, coordinate and distribute ATO pay business rules memorandum with ATO Chief and Deputy Chief Operating Officers.

Target: Update ATO business rules
Update ATO business rules as required based on changes to in budget/financial policies and guidance as needed through the fiscal year.

Target: Conduct periodic financial status and outlook meetings
Conduct quarterly financial status and outlook meetings (at a minimum) on pay, staffing, hiring, awards, business rules, and other pay topics as required at the weekly ATO Deputy Vice President’s meetings to improve their fiscal awareness and aid in making good decisions.

Initiative: ATO Headquarters Business Services Group
The Business Services Group maintains budget line item allocations across Operations and Activity 5 appropriations for the Air Traffic Organization. The group prepares budget execution reports and analysis of financial activity to brief management; oversees and tracks Allowance Identification Documents (AID) forms transferring funds across the ATO; develops and analyzes budget requirements for the execution year to create spend plans that inform business decisions; gathers program requirements for future years to formulate budget requests to the Operations Review Board and preparation for program reviews; supports the purchase request process including requisition, funds certification, and approval. The group also serves as the ATO liaison with the Service Areas and Business Services Groups and is responsible for formulating and executing Hurricane/Disaster relief funds.
Activity: Budget Execution
To avoid deficiencies, allowances are actively managed throughout the fiscal year.

**Target: Expenditures for ATO**
Monitor, track and report obligations and expenditures for ATO monthly. Support the acquisition request process including requisition, funds certification, and approval of purchase card/travel and purchase requisitions for assigned service units.

**Target: Obligate ATO's FY19 Operations budget**
Obligate ATO's FY19 Operations budget according to ABP guidelines for two-year funding of FAA's Operations appropriation.

**Target: Obligate ATO's FY19 Activity 5 allowance**
Obligate ATO's FY19 Activity 5 allowance established by the Office of Budget and Programs (ABP).

Activity: ATO Budget Allowance
Distribute ATO budget allowance at the service unit level.

**Target: REGIS system**
Enter budget allocation in the REGIS system, for ATO Service Units within 5 business days of receipt of funds.

**Target: Allowance Identification Documents (AID)**
Oversee and track Allowance Identification Documents (AID) forms transferring funds across assigned service units.

**Target: Hurricane/Disaster planning/spending across ATO**
Track, monitor and report on Hurricane/Disaster planning/spending across ATO.

Activity: Integrated Customer Approach
Provide positive customer relations, which are key to organization's ability to make smart business decisions.

**Target: Financial status and outlook meetings**
Conduct monthly financial status and outlook meetings with the ATO Service Unit Vice Presidents and/or Business Managers to improve fiscal awareness and aid in making good decisions.

**Target: Routine meetings with AJG-R1 customers**
Conduct routine meetings with AJG-R1 customers (ATO Service Units) to discuss budget execution, performance, lessons learned and opportunities for improved performance.
Activity: Integrated Budget Planning
Integrate financial business rules, process guidance, and execution trends to assist in budget planning.

Target: REGIS Spend Plan guidance
Implement process document guidance on non-pay business rules and rollout REGIS Spend Plan guidance.

Target: Analyze current obligation rates
Analyze current obligation rates to establish financial baseline for future formulation cycles.

Activity: ATO Budget Allowances for Disaster
Distribute ATO budget allowance for Disaster at the service unit level.

Target: REGIS system
Enter budget allocation in the REGIS system, for ATO Service Units within 5 business days of receipt of funds.

Target: Allowance Identification Documents (AID)
Oversee and track Allowance Identification Documents (AID) forms transferring funds across assigned service units.

Target: Hurricane/Disaster planning/spending across ATO
Track, monitor and report on Hurricane/Disaster planning/spending across ATO.

Activity: Accessibility to Services
AJG-R1 will implement the approved KSN site design and navigation for the group that will contain and allow for easy access to meaningful and appropriate non-pay execution data. Establish central repository of financial reports, dashboards and other analytics within the AJG-R1 Website or KSN. Develop standard design and consistency across all 8 service units. Develop transition and implementation plan.

Target: SharePoint Site
Finalize AJG-R1 Group and Team level SharePoint Site requirements including reports and reference material that will be shared as a standard service.

Target: Communication strategy/desk guide
Produce a communication strategy/desk guide that will orient customers to financial services, including what processes and reports are available via self-service. Deploy redesigned AJG-R1 KSN along with desk-guide and user training.
Target: Monitor monthly usage statistics
Monitor monthly usage statistics and develop appropriate customer feedback loop to incorporate needed changes and suggestions for improvements to the SharePoint site.

Initiative: Manage ATO Contractor Support Services
ATO Internal Business Services Manages internal ATO business services. Provides policy, guidance, tools and training to support ATO financial and business practices and procedures. Customer Service Advocacy, Assessment, and Escalation.

Activity: Contracts for Aeronautical Charts and Visual Aids
Contract management work items.

Target: Contracts for Aeronautical Charts and Visual Aids
Divest contracts for printing and distribution of aeronautical charts and visual aids from FAA to National Geospatial Intelligence Agency (NGA).

Activity: Follow-on contract for contractor support services contained in current Organizational Effectiveness contract
Award follow-on contract for contractor support services contained in current Organizational Effectiveness contract which supports AJG-C in its effort to promote organizational effectiveness and development throughout ATO.

Target: Award follow-on contract
Award follow-on contract for contractor support services contained in the current Organizational Effectiveness contract.

Activity: Acquisition Strategy for Follow-on requirements for contractor support services contained in contract DTFAWA10A-00058/0002
Develop acquisition strategy for follow-on requirements for contractor support services contained in current contract DTFAWA10A-00058/0002 which provides support for the hiring, academy training and placement of ATC specialists. PoP ending 12/14/2019.

Target: Develop acquisition strategy
Develop acquisition strategy for follow-on requirements for contractor support services contained in current contract DTFAWA10A-00058/0002, which provides support for the hiring, academy training and placement of ATC specialists. PoP ending 12/14/2019.

Activity: Contract for a Connected Aircraft System installation
Award contract for a Connected Aircraft System installation on FAA transport aircraft N-88 to provide voice and data services.

Target: Deliver the Requirement Documents
Deliver the Requirement Documents to the Contracting Office.
Target: Support the Contracting Office
Support the Contracting Office with awarding the contract.

Activity: ATO Wireless efficiency initiative
Maintain and enhance ATO Wireless efficiency initiative to improve control of the inventory, and effectively analyze account data to identify areas for cost reduction.

Target: Edit/Rewrite the ATO Wireless Policy
Edit/Rewrite the ATO Wireless Policy Criteria to present to AJG VP for approval.

Target: ATO Wireless Policy Approval
Submit revised ATO Wireless Policy to ATO DVPs for approval.

Initiative: ATO Space Management
Support the OMB effort to "Reduce the Footprint" and optimize ATO's Space Plan as applicable.

Activity: Emergency Readiness: Continuity of Operations
Develop a Continuity of Operations Plan (COOP) for AJG-OKC personnel and functions located at Mike Monroney Aeronautical Center in Oklahoma City.

Target: Final approval of the COOP document
Coordinate for final approval of the COOP document to AJG-R.

Target: Approval of the COOP Document from AJG-HQ
Coordinate for final approval of the COOP Document from AJG-HQ.

Activity: Strategic Space Plan
Develop a Strategic Space Plan for AJG.

Target: Strategic Space Plan for AJG
Develop a plan for placing AJG headquarters employees in the locations, which maximize AJG's effectiveness in accomplishing its mission.

Initiative: New York TRACON (N90) hiring activities
Recruit and hire employees with 52 weeks of Air Traffic Controller Specialist (ATCS) experience and without prior ATCS experience into Full Performance Level (FPL)-10 and above terminal RADAR facilities, starting with N90.

Activity: Recruitment of Experienced and No-Experience ATCS Candidates
Hire Experienced and No-Experience Air Traffic Controller Specialists (ATCS).
Target: N90 Hiring
Recruit and hire employees with no experience and 52 weeks of Air Traffic Controller Specialist (ATCS) experience into Full Performance Level (FPL)-10 and above terminal RADAR facilities, starting with N90.

Initiative: ATO Policy Oversight Services
Serve as a liaison in ensuring application of corporate policies throughout the Air Traffic Organization, including support of performance management and recognition; business analytics for internal reporting; drafting and coordinating organizational change requests; time and attendance (CASTLE) administration; telework and Voluntary Leave Transfer Program (VLTP) coordination; and management of correspondence, records and directives.

Activity: ATO Performance Management Support
Support FAA's emphasis on performance management by ensuring completion of plans, mid-cycle discussions and final ratings and providing periodic internal reports to ATO leadership.

Target: FY18 Final Ratings
Ensure at least 90% of ATO Valuing Performance (VP) employees have Fiscal Year (FY) 2018 final ratings completed in the Valuing Performance System (VPS); at least 90% of the ATO Performance Management (PM) employees have FY18 final ratings under the Pass/Fail System completed; and, at least 90% of the ATO Executives Performance Agreements (EPAs) for FY 2018 with the final ratings and discussions signed off.

Target: Weekly Service Unit Reports
Provide weekly reports to the VP of each Service Unit on Valuing Performance (VP) on final rating distribution during the end-of-year closeout season October 1 - November 4. Provide one additional final rating distribution report after special situations have been resolved and prior to the rate increase taking effect.

Target: FY19 Plans
Ensure at least 85% of the ATO Valuing Performance (VP) employees have FY 2019 initial performance plans entered in the Valuing Performance System (VPS); at least 85% of the ATO PM employees have FY 2019 individual performance plans; and at least 85% of the ATO Executives have current EPA and if change positions within 30-days of being in new job.

Target: FY19 Mid-Cycle Reviews
Ensure at least 85% of ATO VP employees have mid-cycles completed in the Valuing Performance System (VPS); Ensure at least 85% of ATO PM employees have mid-cycles completed; and, at least 85% of ATO Executives have mid-cycles completed as documented on their EPAs.
Activity: Workplace Management ATO systems coordination and implementation
Provide automated solutions to Management Support internal customer service functions. Standardize a systematic Directives Management approach throughout ATO and implement a tracking process.

Target: APAT Deployment
Fully deploy the Automated Personnel Action Tool (APAT) ATO-wide to deliver new efficiencies in the preparation and electronic routing of personal action requests.

Target: Payroll Reports
Assist the ATO Financial Services Payroll Team in automating standard internal reports.

Target: ATO Directives Management
Implement comprehensively JO 1320.62a ATO Directives management processes ATO-wide.

Activity: Reorganization/Realignment Change Process across ATO
Standardize and implement a reorganization/realignment change process across ATO

Target: ATO Reorganization/Realignment Guidance
Update and implement guidance to customers/stakeholders on reorganization and realignment change process across ATO.

Target: ATO Reorganization/Realignment Job Aids
Develop job aids and checklists for reorganization or realignment requests. Post resources on the Management Services, People Services website.

Activity: Remote Employee Request Guidance and Process
Develop a standardized process for handling remote employee requests within ATO.

Target: ATO Remote Employees
Assess current state of the ATO remote employee population. Present findings to the Vice President of Management Services.

Initiative: HQ Administrative Services Group
Support ATO's operational focus by delivering new efficiencies in the preparation and routing of personnel action paperwork, in supporting managers in hire selection and in producing internal personnel reports. Support ATO and FAA efforts to increase workforce diversity.

Activity: Administrative Support Group Services
Expand internal personnel action reporting and resources for Behavior-Based Interviewing to support ATO operations through personnel action coordination.
Target: Behavior-Based Interviewing Training
In conjunction with ATO and AHR corporate entities, begin developing a Behavior-Based Interviewing Training module.

Target: ATO Hiring Status Report
Develop an internal ATO report that shows status of pending hiring and onboarding actions by ATO service unit.

Target: ATO Personnel Action Report
Implement standardized internal personnel action reporting across all ATO Service Units.

Target: APAT Analysis
Analyze APAT reports to highlight gained efficiencies, as well as opportunities for process improvement and employee development.

Activity: Diversity and Inclusion Reporting and Outreach
Foster a culture of diversity and inclusion within ATO by reporting on current trends and partnering with relevant FAA offices to promote events that outreach to diverse populations in mission-critical professions.

Target: Service Unit Reports
Publish at least two Diversity and Inclusion reports with analysis for each Service Unit.

Target: EAC Women's Workgroup
Collaborate with EAC Women's Workgroup to develop a strategic recruitment and outreach plan to women, with a particular emphasis on mission-critical occupations. Participate in at least two outreach events.

Target: Strategic Local Outreach
Partner with ATO Service Units to identify locations with mission-critical occupation hiring and retention challenges and work with AHR and ACR to develop a strategic local outreach and recruitment strategy for at least two locations.

Activity: Diversity and Inclusion - ATO Initiatives
Strengthen diversity and inclusion initiatives and outreach.

Target: New Website
Create a website with Diversity and Inclusion information and resources.

Target: Conference Participation
Participate in two conferences that have a focus on Diversity and Inclusion.
**Target: Outreach Strategies and Materials**
Develop additional outreach strategies and materials for distribution at conferences and other outreach events.

**Initiative: Technical Workforce Planning**
ATO Technical Workforce Planning

**Activity: ATO Facility Master Data Source**
Transition Staffing Workbook into a master data source to better account for ATO personnel and to gain efficiencies through data integration.

**Target: Update Staffing Workbook - Data Integration**
Update Staffing Workbook to integrate data to and from other systems in order to improve operational efficiencies and reduce data entry.

**Target: Support AJT Realignment Reporting**
In support of the AJT realignment, create a new report identifying Actual on Board (AOB) numbers.

**Target: Data through EDR**
Transition Staffing Workbook into a master data source by providing data to the Enterprise Data Repository (EDR) for use by other organizations and systems.

**Activity: Air Traffic Field Facility Staffing**
Oversee the selection and placement processes for Air Traffic field facility staffing.

**Target: Collaborative Workgroups**
Participate/Lead and/or participate in collaborative workgroups that develop criteria and implement processes, to enhance the optimization of staffing resources across field facilities. Workgroups may include: The Collaborative Resource Workgroup (CRWG), National Employee Requests for Reassignment (ERR) Placement Team; National Employee Services Team (NEST).

**Target: Administer NEST Process**
Administer the Air Traffic Control National Employee Services Team (NEST) Placement process to enhance the optimization of staffing resources across all Air Traffic Control (ATC) field facilities.

**Target: Administer NCEPT Process**
Administer the Air Traffic Control National Centralized Employee Requests for Reassignment (ERR) Placement Team (NCEPT) Placement process to enhance the optimization of staffing resources across all Air Traffic Control (ATC) field facilities.
Activity: Airway Transportation System Specialist (ATSS) Hiring
Support the ATO's Airway Transportation System Specialist (ATSS) mission-critical hiring goal.

Target: SSC Staffing
Ensure that 95% of all Technical Operations System Support Centers (SSCs) are staffed at or above the national staffing standard.

Target: New Hires Goal
Fill +/- 5% of the FY19 Airway Transportation System Specialist (ATSS) new-hire staffing goal of 297.

Target: ERR Recommendations
Analyze current use of vacancy announcements and selections. Provide recommendations to the Vice President and Deputy Vice President for Technical Operations on a systematic process for Employee Redirected Requests (ERR) to gain new efficiencies in the recruiting and selection process.

Activity: Airway Transportation System Specialist (ATSS) Position Management
Develop a position management solution that allows ATO Technical Operations to accurately account for all ATSS positions, determine staffing and certification levels by SSC.

Target: Develop Requirements
Collaborate with ATO Technical Operations to develop position management requirements to provide real-time data on the health of each SSC.

Target: Coordinate Automation
Coordinate automation of multiple systems and data sources and processes to develop a position management solution.

Target: Develop Dashboard
Develop a position management dashboard to inform staffing decisions, including how vacancies are announced for hard to fill locations.

Initiative: Controller Hiring
Support controller hiring consistent with FAA's Air Traffic Controller Workforce Plan.

Activity: Controller Hiring goal for FY19
Consistent with Air Traffic Controller Workforce Plan, hire air traffic controllers in accordance with the FY19 Controller Workforce Plan goal for FY19.
Target: Track 3: Retired Military Controller hiring

Consistent with legislation outlined in the FY18 budget legislation, plan, develop and implement Track 3: Retired Military Controller hiring authority. Work with Human Resource Management to develop criteria for announcement and posting. Work with Air Traffic Services to develop criteria for facility selection and placement.

Target: Support Air Traffic Controllers hiring goal

Administer the selection and placement of Air Traffic Controller Academy Graduates to assist in meeting the Agency's ATCS hiring goal in accordance with the FY19 Controller Workforce Plan, to include returning selections from referral lists according to agreed-upon timelines and placement of new hires within FY19.

Initiative: Integrated Talent Management

Provide integrated talent management support for the ATO that addresses critical talent issues for the services units, to include: training strategies, leadership program deliveries, career planning services, succession planning and low/no-cost development opportunities. Providing the right skills to the right people at the right time to meet the ATO's future needs. Provide consultation to executive leadership and their supporting management teams on 11 Collective Bargaining Agreements (CBAs) for 8 unions, regarding labor matters. Ensure labor relations/agency polices are applied consistently throughout the Agency. Provide technical expertise on the application of Collective Bargaining Unit Agreements to lines of business to solve a variety of complex issues involving, Civil Rights, EEO, Security, Human Resources, Labor Relations, Aerospace Medicine.

Activity: ATO Air Traffic Services Real-time, Critical and Evolving Issues

Address ATO real-time, critical and evolving issues within Air Traffic Services, in the areas of collective bargaining agreement implementation/adherence, memorandums of understanding/agreement, national union representatives and subject matter expert's coordination, interest based problem solving, collaboration, grievances and labor relations, and the ability to deliver shared services.

Target: Deliver SYFY

Select and establish a sustainable schedule of facilitator cadre to support the delivery of Technical Labor's Module for Succeeding in You First Year (SYFY).

Target: Update SYFY

Bring the Technical Labor module of Succeeding in You First Year (SYFY) up to date to address the prevailing challenges currently in the field facilities.

Target: ETR Knowledge Transfer

Develop a consistent rotation of the Executive Technical Representatives (ETR), in an effort to build a consistent corporate knowledge transfer.
Target: Annual Review for Article 114
Develop an annual review process for Article 114 Rep agreements. Develop a process for converting representatives, memorialized under the FAA/NATCA 2009 CBA, to Article 114 Representatives under the FAA/NATCA 2016 CBA.

Target: HQ ATO Service Unit ETRs
Establish Executive Technical Representative (ETR) point of contract for ATO Service Units at headquarters, in an effort to build a consistent labor approach for their management teams.

Address ATO real-time, critical and evolving issues within Technical Operations, in the areas of collective bargaining agreement implementation/adherence, memoranda of understanding/agreement, national union representatives and subject matter expert’s coordination, interest based problem solving, collaboration, grievances and labor relations, and the ability to deliver shared services.

Target: Deliver Tech Labor Training
Facilitate the development and delivery of high level training for other ATO service units on Labor Relations and Labor law in the areas of collective bargaining agreement implementation/adherence, memorandums of understanding/agreement, national union representatives and subject matter expert’s coordination.

Target: Deliver SYFY
Select and establish a sustainable schedule of facilitator cadre to support the delivery of Technical Labor’s Module for Succeeding in You First Year (SYFY) workshops.

Target: HQ ATO Service Unit ETRs
Establish Executive Technical Representative (ETR) support for Program Management Office (AJM), at headquarters, in an effort to build a consistent labor approach for their management teams.

Activity: Deliver Career Development Services
Deliver career and professional development services and solutions that meet the critical development needs of the ATO, to include: Career Planning Program (CPP) and Career Services Center (CSC). Deliveries of programs/services are subject to availability of funds.

Target: CSC and CPP Training Events
Develop and deliver a minimum of 30 training events, including webinars and workshops, through the Career Services Center (CSC) and Career Planning Program (CPP)

Target: Behavioral Interview Questions
Implement the addition of 20 behavioral interview questions to Interview Stream Tool.
Activity: Deliver Leadership Development Solutions
Deliver Leadership Development Solutions: Deliver leadership development programs and services that meet the critical development needs of the ATO, to include: Leaders Teaching Leaders (LTL), Operations Supervisor Workshop (OSW), OMLDP, TOM-LDP and Succeeding in Your First Year Program (SYFY). Deliveries of programs/services are subject to availability of funds.

**Target: Deliver LTL**
Deliver Leaders Teaching Leaders (LTL) facilitator training nationwide.

**Target: Facilitate OSWs**
Facilitate a minimum of 24 Operations Supervisor Workshops (OSW).

**Target: Support Implementation of Blindspot Action Plan**
Support national implementation of Blindspot Action Plan for the Operations Manager Leadership Development Program (OMLDP).

**Target: Tech Ops Leader Development Workshops**
Lead deployment of Leadership Development workshops for second-level managers in Technical Operations Leadership Development Program (TOM-LDP).

**Target: Develop and Deliver SYFY**
Develop and deliver a minimum of 15 Succeeding in Your First Year (SYFY) workshops.

Activity: Deliver Succession Planning Services
Deliver succession planning solutions that meet the critical development needs of the ATO, to include the Succession Planning Program, TOLPD and ATLDP. Deliveries of programs/services are subject to availability of funds.

**Target: Second Level Manager Pool**
Provide final year of development for Second Level Manager pool.

**Target: Deploy one Cohort for ATLDP**
Deploy 1 Cohort for Air Traffic Leadership Development Program (ATLDP).

**Target: Deploy two Cohorts for TOLDP**
Deploy 2 Cohorts for Technical Operations Leadership Development Program (TOLDP).

Activity: Deliver Learning and Evaluation Services
Deliver Learning and Evaluation Services: Deliver services to support the deployment and continuous improvement of ATO leadership and employee development programs. Deliveries of programs/services are subject to availability of funds.
**Target: Add Mentoring Element**
Add a mentoring element to the Facilitator Cadre that supports delivery of ATO leadership development programs, piloted with SYFY.

**Target: Program Administration and Evaluation**
Improve program compliance in administration and review of evaluations for Employee Development programs.

**Initiative: ATO Strategic Planning**
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: ATO Strategic and Business Planning**
Leads the process for strategic and business planning and integration of the ATO Business Plan with the FAA. Facilitates the ATO service units' use of goals and performance measures.

**Target: ATO Community Metrics**
Coordinate Community metrics, and facilitate ATO Leadership discussion and decisions quarterly throughout FY19.

**Target: ATO Performance Metrics**
Coordinate and refine ATO Performance Metrics and FY19 Strategic Priorities and facilitate monthly ATO Leadership discussion and decisions.

**Target: Performance Committee Meetings**
Prepare ATO status and represent ATO on Agency Performance Metrics at the monthly Performance Committee meetings.

**Target: ATO FY20 Business Plan**
Facilitate preparation of the ATO FY20 Business Plan with the ATO Service Unit Lead Planners.

**Activity: Capital Investment Plan**
Coordinate the FAA Five Year Capital Investment Plan.

**Target: FY20-FY24 Abbreviated CIP**
Deliver the draft FY20-FY24 abbreviated Five Year Capital Investment Plan to submit to ABP-340 for submission with the FY20 President's budget.

**Target: FY21-FY25 CIP**
Kickoff FY21-FY25 Five Year Capital Investment Plan.
**Target: FY20-FY24 Overview CIP**
Deliver the draft FY20-FY24 Overview Five Year Capital Investment Plan to AOA.

**Activity: ATO Short Term Incentives**
Lead ATO coordination of Short Term Incentive (STI) for all service units, including internal items such as STI nominations and executive assignments, as well as external items such as APO line of business planners meetings, cross-agency STI coordination and approval and Corporate STI items. Monitor changes for ATO executives and brief incoming executives on STI assignments and overall process.

**Target: FY18 STI Closeout**
Coordinate closeout of the FY18 ATO Short Term Incentives (STIs). Develop the individual executive FY19 STIs, Group STIs and Cross-Agency STIs for the ATO.

**Target: STI Change Requests**
Coordinate Short Term Incentive (STI) related change requests with APO and other lines of businesses and keep stakeholders informed on progress.

**Target: STI Status Updates**
Provide executive Short Term Incentive (STI) and Corporate STI (CSTI) status to ATO Vice President (VP)/Deputy Vice President (DVP) level at least twice a year. Provide all service units with STI/CSTI updates as needed throughout FY19.

**Activity: Service Unit Business Plans**
FAA business plans are used for documenting efforts towards accomplishing the Agency’s major goals, highlighting the Agency’s Strategic Initiatives, providing line of sight for Performance Management, and communicating major initiatives and planned accomplishment of interest for the coming fiscal year.

**Target: FY20 Business Plans**
Initiate development FY20 ATO Business Plan for Air Traffic Services (AJT) and Management Services (AJG).

**Target: FY19 Business Plan Status**
Provide senior level management in Air Traffic Services (AJT) and Management Services (AJG) with a monthly status of FY19 Business Plan progress.

**Initiative: Empower and Innovate with the FAA’s People**
The ATO Management Services Customer Service Advocate implements the ATO Customer Service Strategy by addressing customer service goals, identify and leverage internal best practices, and assess our Management Service's customer service performance.
Activity: Customer Service Goals of Management Services
Provide executive direction and leadership for achieving the customer service goals of the Management Services organization.

**Target: Customer Valuation Interviews**
Measure customer experience for Air Traffic Organizations Management Services by conducting the annual Customer Valuation Interviews.

**Target: Customer Experience Survey**
Measure customer experience for Air Traffic Organizations Management Services by conducting the annual Customer Experience Survey.

Activity: Internal Best Practices for Customer Experience
Identify and leverage internal best practices from government and industry for customer experience.

**Target: Identify Activities**
Identify customer service improvement activities.

**Target: Facilitate Activities**
Facilitate targeted customer service improvement activities.

Activity: Internal Communication and Branding for Management Services (C2)
Facilitate effective internal communication within the Management Services Organization.

**Target: ATO Minute**
Publish at least six editions of the ATO-Minute that feature AJG Programs.

**Target: AJG All Hands Logistics**
Facilitate the logistics of AJG All Hands events.

Activity: Internal Communication and Branding for Management Services (C3)
Facilitate effective internal communication within the Management Services Organization.

**Target: AJG Management Team**
Facilitate AJG Management Team meetings.

**Target: AJG Newsletter**
Publish AJG Connection newsletter quarterly.

**Target: AJG All Hands Content**
Facilitate the content of AJG All-Hands events.
Initiative: ATO Organizational Effectiveness
Working collaboratively with senior leadership and labor organizations to design, plan and implement solutions that improve their service delivery, organizational culture and overall performance for the ATO and FAA.

Activity: ATO Organizational Effectiveness Plan
ATO Organizational Effectiveness Plan

**Target: Initial Self-help Document**
Develop an initial self-help document/media for customer use.

**Target: Implement Initial Self-help Capability**
Implement an initial self-help document/media for customer use.

**Target: Workload Status Summary**
Develop and implement a Workload Status Summary tool to help communicate with AJG management and customers.

Activity: ATO Organizational Effectiveness Group Messaging Strategy
Standardize the process to gain qualitative and consistent feedback from customers after completion of Organizational Effectiveness engagements.

**Target: Standardized Qualitative Process**
Execute the standardized qualitative process and analyze feedback for the office. Integrate qualitative data into quarterly and end-of-year reporting.

**Target: Website**
Collaborate with Organizational Effectiveness customers to create the Organizational Effectiveness website for the field and HQ.

Activity: Facility Health Projects - Right from the Start and Collaboration Program
Facility Health Projects - Right from the Start and Collaboration Facilitators Program.

**Target: RFTS Program Review**
Evaluate existing Right-From-The-Start (RFTS) process and present a program review of findings to AJG-C Director and the Collaboration Oversight Group (COG).

**Target: Collaboration Program Review**
Evaluate existing Collaboration program and its process and present a program review of findings to AJG-C Director and the Collaboration Oversight Group (COG).

**Target: Planning and Results Discussions**
Conduct semi-annual planning and results discussions with ATO Directors of Operations.
Initiative: Program Control and Integration
Program Control and Integration

Activity: Financial Integration Group
Financial Integration Group

**Target: Financial Integration Group**
Provide FY18 Quarter 4 F&E, Act 5, and Ops program financial assessments to AJM Leadership, AJM-1 Management Team, and PMO Program and Business Managers.

**Target: Financial Integration Group**
Provide FY19 Quarter 1 F&E, Act 5, and Ops program financial assessments to AJM Leadership, AJM-1 Management Team, and PMO Program and Business Managers.

**Target: Financial Integration Group**
Provide FY19 Quarter 2 F&E, Act 5, and Ops program financial assessments to AJM Leadership, AJM-1 Management Team, and PMO Program and Business Managers.

**Target: Financial Integration Group**
Provide FY19 Quarter 3 F&E, Act 5, and Ops program financial assessments to AJM Leadership, AJM-1 Management Team, and PMO Program and Business Managers.

**Target: Financial Integration Group**
Collaborate with ATO on automated processes. Initial kick off to define processes and products to integrate on to Collaborative ATO Portal (CAP)/KSN.

**Target: Financial Integration Group**
Collaborate with ATO on automated processes. Implement processes and products.

**Target: Financial Integration Group**
Collaborate with ATO on automated processes. Governance Board process and product review.

Activity: Technical Integration Group
Technical Integration Group

**Target: Technical Integration Group**
Obtain concurrence from the PMO Leadership Team for the action plans for implementing the PMO SMS Gap Analysis recommendations.

**Target: Technical Integration Group**
Implement 50% of the action plans for the PMO SMS Gap Analysis recommendations.
Target: Technical Integration Group
Obtain concurrence on the RIO Dashboard mockup (PowerPoint) from the PMO Leadership Team to allow development of a Tableau RIO Dashboard prototype (simulated data).

Target: Technical Integration Group
Complete development of a RIO Dashboard (live data) that will assist in initiating strategic conversations for Executive-level decision making.

Activity: Integrated Planning & Control (IP&C)
Integrated Planning & Control (IP&C)

Target: Integrated Planning & Control (IP&C)
Document scheduling practices, guidance, & templates to promote a model that can be leveraged across programs for program planning & implementation dashboards.

Activity: Management Technical Support Services (MTSS)
Management Technical Support Services (MTSS)

Target: Management Technical Support Services (MTSS)
Revalidate PMO support service requirements and develop ETASS follow-on acquisition strategy.

Initiative: 1: Shared Services
Initiative Description: AHR will work internally and in collaboration with DOT and other federal agencies on efforts to establish shared service models for the delivery of crucial processes and systems to improve customer service.

Activity: Business Partner Review
Refine model for delivery of HR activities across the agency to improve the efficient utilization of resources.

Target: Review, Staff Performance - AJG-P
Complete initial review of LOB/SO staff performing HR functions and time spent. Document recommendations for further process improvement analysis across various HR disciplines. (AHR-100) (ALL LOB/SOs)

Target: Updated AHR Processes - AJG-P
Collaborate with AHR to respond to the Management Board Reduction Initiative Data call. AHF, AHL, AHD, ARP, AGI, ASH, AGC, ATO, AFN, ACR

Target: Revised AHR Model - AJG-P
Collaborate with AHR by attending and participating in the Management Board Reduction Initiative Follow-up Conference. AHF, AHL, AHD, ARP, AGI, ASH, AGC, ATO, AFN, ACR
Initiative: Technology Tools and Systems
Enhance safety in the NAS through the use of advanced technology tools and systems.

Activity: Modernization and Consolidation of Training Technology Systems
Continue the modernization and consolidation of the Training Technology systems.

Target: Training Enterprise Application and Management System (TEAM)
Complete the deployment of Build 2 and the development of Build 3 of the Training Enterprise Application and Management System for all Air Traffic Control facilities.

Target: Modernization of the Technical Operations Call For Training.
Develop the program plan to modernize the Technical Operations Call For Training.

Target: Comprehensive Management Resource Information System (CMRIS)
Develop CMRIS maintenance, sustainment and decommissioning plan in collaboration with AVS.

Target: Technician Certification Paths and eLMS Training Plans.
Develop the technician certification paths and pre-populated training plans for technicians in eLMS.

Target: Technical Refresh of the Tower Simulation System.
Complete the technical refresh of the Tower Simulation System at an additional 18 locations, for a total of 25 locations, and 12 mobile systems.

Target: Business Case for Upgrade of the Tower Simulation System Software.
Develop business case and program plan for the upgrade of the Tower Simulation System software.

Initiative: NAS Mission and Support
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).

Activity: Integration of Security Operations
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.
Target: Ensure and Oversee ALTRV Requests
In collaboration with Department of Defense (DoD) and Air Traffic Services (ATS) plan, coordinate, and obtain approval for Altitude Reservation (ALTRV) requests. Ensure ALTRV requests within the NAS are approved according to guidelines.

Target: Manage Approvals for Open Skies Missions
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 comply with our international treaty.

Activity: Provide National Weather Service (NWS) Meteorologists at each Air Route Traffic Control Centers (ARTCCs) and the Air Traffic Control System Command Center (ATCSCC)
Satisfy Contracting Officer's Representative (COR) responsibilities to ensure funding for, and oversight of, an Interagency Agreement (IAA) with the National Weather Service (NWS) to provide meteorological consultation, and advice regarding weather events that may have potential impacts on air traffic operations.

Target: Complete Center Weather Service Unit (CWSU) Evaluations
Complete Center Weather Service Unit (CWSU) evaluations.

Activity: AJR NAC Recommendation
NextGen Priorities Implementation Milestones for 80% OSI and 90% Corporate STI and Strategic Initiative.

Target: Operational Integration and Implementation of Surface Metering
Perform detailed analysis and conduct Industry outreach to address operational integration and implementation of surface metering capability at selected airports.

Activity: NAS Directives and Procedures Management
Ensure agency directives, Letters of Agreement (LOA) and Standard Operating Procedures (SOP) are reviewed and updated for accuracy and compliancy with FAA Orders. Determine if a Safety Risk Management (SRM) analysis is required in compliance with the Safety Management System (SMS) and the Air Traffic Operations (ATO) Safety Guidance Order JO 1030.1A. Attend directive development and SRM meetings and conferences.

Target: Review and Update Facility Directives
Review and update Facility Directives, Letters of Agreements (LOA's), Standard Operating Procedures (SOP's), Safety Risk Management (SRM) updates etc., to ensure policies and procedures are documented and that changes are generated to reduce workload, comply with federal regulations, DOT orders/policies, and to maintain and improve the safety and efficiency of the NAS.
**Target: Update Appropriate Notices/Orders**
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.

**Activity: Provide National Traffic Flow Management (TFM) Training and Educational Briefings**
Conduct National Traffic Flow Management (TFM) educational Training. briefings, and tours to educate aviation employees, leaders and stakeholders.

**Target: Provide National Traffic Flow Management (TFM) Training and Presentations**
Provide Formal Traffic Flow Management (TFM) training, and presentations via the 50113 course. 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.

**Initiative: 4: Workforce Transformation - Program Effectiveness**
Enhance HR service delivery and ensure effective execution of human resource functions across the employee lifecycle through more efficient and effective processes, systems and structures by strengthening coordination or policy, service deliver and oversight; implementing process automation improvements; leveraging internal communications and advancing internal and labor partnerships; and executing programs alignment with internal targets and organizational needs.

**Activity: Recruiting & Hiring - AJG-P (ATO)**
Measurably improve or maintain day-to-day execution of HR by implementing tactical initiatives to operate efficient and effective hiring and onboarding processes.

**Target: Recruiting & Hiring - AJG-P (ATO)**
Conduct bi-monthly assessments on status of the top 5 mission critical occupation hiring by examining components of recruitment, hiring, and attrition; and collaborate with LOB/SOs on identifying triggers and/or improvement opportunities. (AHF) (ATO)

**Initiative: Controller Training Contract**
CTC Training Oversight

**Activity: CTC Training Oversight**
Carry out activities to develop and release the draft SIR and final SIR.

**Target: Controller Training Contract**
Complete Acquisition Follow on Activities
Target: Controller Training Contract
Ensure that CTC FY19 costs are maintained within allocated budget.

Target: Controller Training Contract
Provide contract oversight for innovation opportunities identified by AJI stakeholders.