Safety
Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

Safety Culture Commitment
Reinforce and promote “Safety Culture” across FAA and industry that integrates all aspects of Safety Culture (i.e., Just Culture, Reporting Culture, Learning Culture, Flexible Culture, and Informed Culture) to improve safety performance throughout the NAS. Safety culture commitment promotes safety policy, manages resources and invests in safety training, safety systems, and safety solutions; documents processes and procedures, and ensures accountability for safety.

Initiative: Promote agency-wide safety culture engagement
Advance our safety culture and risk management by promoting agency-wide safety culture engagement

Activity: Rollout SMS Training for all employees
Rollout SMS Training for all employees

Target: Execute the training (% of employees trained…)
Execute the training (% of employees trained…)

Initiative: Regulatory Activities
The FAA provides rule information on published regulatory documents.

Activity: Engage in strategic rulemaking activities that enhance aviation safety.
The Rulemaking Management Council (Council), led by the Office of Rulemaking ensures an effective and efficient set of priorities, and allocates resources for rulemaking projects. The Council manages the FAA’s rulemaking program, approves rulemaking projects (including schedules and resource allocations), determines rulemaking priorities, and makes decisions to resolve issues.

Target: Powered-lift Operations Rulemaking Final Decision Document
The Powered-lift Rulemaking Team submits the Final Decision Document for approval (with agreement from all impacted LOB/SOs) to the Rulemaking Management Council for the Integration of Powered-lift: Pilot Certification and Operations; Miscellaneous Amendments Related to Rotorcraft and Airplanes rulemaking project (RIN 2120-AL72) within 90 days of the close of the comment period.

Target: Safety Management Systems (SMS) Final Rule
FAA will transmit the Safety Management System (SMS) Final Rule (2120-AL60) to the Department by February 27, 2024.
Initiative: Create more agility in the rulemaking process
Harness innovation in a dynamic aerospace environment by creating more agility in the rulemaking process.

**Activity: ARM process improvement efforts.**
ARM process improvement efforts.

Initiative: Advance the Safety Culture Surrounding Air Cargo
Advance our safety culture and capacity to manage safety risks by reaching across FAA LOBs to address safety risks in aircraft cargo.

**Activity: Implement Cargo Safety Enhancements**
Cargo safety policy requires a multi-disciplinary approach that harnesses the knowledge of the FAA and industry to identify air cargo hazards and implement comprehensive strategies to mitigate safety risks. The FAA’s cargo safety initiative recognizes that cargo safety risks in freight, baggage, and mail are a result of many factors. The Cargo Safety Executive Committee is advancing cargo safety by bridging knowledge and culture gaps through engagement, research, and data sharing to proactively encourage mitigation of cargo safety risks.

**Target: Strengthen Oversight of Air Carrier Cargo Safety Risk Management (SRM) Decisions**
Provide Hazardous Materials Aviation Safety Inspectors (HM ASIs) and Aviation Safety Inspectors (ASIs) with policy/guidance, plus briefings and/or training necessary to conduct safety oversight inspections (surveillance) of air carrier cargo SRM processes, as outlined in FAA Advisory Circular 120-121.

**Target: Address the Increasing Number of Lithium Battery Fires in Aircraft Cabins**
The Cargo Safety Sub-Committee will review the FAA’s guidance, Safety Alerts, incident reports, and inspection findings related to lithium battery heat, smoke, or fire events in the aircraft cabin. The goal of this review is to measure and assess the effectiveness of safety risk controls set by FAA, to include those developed as a result of the product/service providers’ SRM processes and determine the need for additional safety risk controls or changes to existing controls. The Sub-Committee will provide the results of the risk control assessment to the Cargo Safety Executive Committee.

**Activity: Support Development of a Standardized Test of Cargo Containers to Withstand Fires**
Cargo containers for use on aircraft (Unit load devices (ULD)) are utilized in most aircraft to hold and load cargo and baggage in aircraft cargo compartments. FAA has utilized the SAE International Aerospace Standard AS8992 to standardize the fire mitigation strategy for Fire Resistant Container Design, Performance, and Testing Requirements. FAA will conduct research to support the further development of testing procedures to allow differential levels of fire intensity and provide this information to the SAE International AGE-2 (Air Cargo) committee.
**Target: Draft Specification for Lithium Battery Thermal Event Simulator**

Compile data from previous lithium battery tests and identify gaps that require further testing. Perform lithium battery characterization tests and analyze the data collected. Develop a draft specification for the lithium battery thermal event simulator as part of a performance standard for evaluating fire-resistant cargo containers and fire containment covers. Circulate the draft specification for review to government and industry partners. Collect feedback and refine specifications, as necessary.

**Initiative: Final Safety Management System (SMS) Rule at Part 139 Airports**

Increase safety by continuing to work with applicable Part 139 Airports on implementation of Airports SMS Rule.

**Activity: Implement SMS at Hub Airports**

Assist Part 139 Hub Airports in meeting required SMS implementation plan.

**Target: Provide program oversight and technical support to part 139 airports in triggering category 100K ops in developing their implementation plan for part 139 SMS**

AAS to work collectively with the regions to assist the Part 139 triggered airports with 100K ops and international operations in meeting their required deadline for submittal of their implementation plan for SMS due by October 31, 2024.

**Target: External SMS Best Practices**

SMS Rule roll-out team will continue to work internally and externally with industry on providing program updates, best practices and address issues and concerns, during the rule implementation period.

**Initiative: Address Core Safety Risks**

Work collaboratively to address runway incursions, runway excursions, wrong-surface incidents, nonstandard configurations and taxiway nomenclature to reduce risks.

**Activity: Implement RIM Program**

Identify, prioritize and mitigate airport locations with a history of runway incursions and report on the effectiveness of the Runway Incursion Mitigation (RIM) program.

**Target: FY25-29 RIM mitigation projects schedule**

Regions, with ADO coordination, if applicable, provides their respective Regional Director with an interim progress report on planned mitigation projects at RIM locations, with a copy provided to the national RIM program manager.

**Target: FY25-29 RIM mitigation projects schedule**

Each Region works with their Airport Sponsors to ensure any planned RIM mitigation projects are incorporated into the Sponsor’s FY25-29 Capital Improvement Plan. ADOs and Regions will provide the RIM National Program manager with a final progress report on planned mitigation projects at RIM locations for FY 25-29.
Target: RIM Projects Report
The ARP RIM Program National Manager provides annual draft mitigation report to Airport Safety and Standards management, summarizing mitigation efforts in FY24.

Target: RIM Summary Report
ARP RIM National Program Manager prepares an updated draft RIM program summary report containing mitigation history and effectiveness metrics, for distribution to all ARP employees.

Target: RIM Projects
Regions collectively complete 3 mitigation projects at RIM locations.

Activity: Implement "Hot-Spot Improvement Program" (HIP)
Enhance identification, prioritization, mitigation, and prevention of Hot Spots nationally.

Target: Hot Spots at Non-Towered Part 139 Airports
HQs to identify and analyze the 131 non-towered Part 139 airports for Problematic Taxiway Geometry (PTG) locations using the principles established in the RIM Program.

Target: Implement "Hot-Spot Improvement Program" (HIP)
Regions to update the status of the proposed mitigations for the non-RIM hot-spot locations previously identified in FY23 and prior years.

Target: RSAT Attendance For Hub Airports
Regional and/or ADO staff to attend and participate in RSATs at 25% of, or 5 hub airports (whichever is less) within their respective regions, with an unmitigated non-RIM Hot Spot.

Target: RSAT Attendance For Hub Airports
Provide to the Regional Director a summary of ARP action items and draft mitigation plans to address those action items from the RSATs in Target 24Sp.2B3.

Activity: Implement Standard Taxiway Nomenclature
Assess results of 2023 taxiway nomenclature inventory of Part 139 Hub airports

Target: Standard Taxiway Nomenclature
Using 2023 inventory of 139 airports, HQs will prepare report on consistency with taxiway naming standards of AC 150/5340-18.

Target: Standard Taxiway Nomenclature
Publish Change 2 to AC 150/5340-18, Standards for Airport Sign Systems, in order to clarify taxiway naming conventions.
**Initiative: Enhance Part 139 Program Oversight**

Increase safety at the Certificated Airports by providing national guidance and enhancing oversight over the Part 139 program.

**Activity: Provide national guidance and oversight enhancement of Part 139 inspection program**

Improve standardization and consistency of 14 CFR Part 139 compliance methodologies across regions.

**Target: Airport Certification Safety Data Assessment**

AAS-300 to review CCMIS inspection data from FY23 to identify the top area(s) of regulatory application/compliance for emphasis during follow-on inspections.

**Target: Airport Certification Safety Data Assessment**

AAS-300 will identify inspection areas of emphasis for regional implementation in FY24 based on FY23 inspection data.

**Activity: Conduct regional audits of the Part 139 inspection program**

Conduct two individual audits of selected regional Part 139 inspection programs.

**Target: Regional audits of Part 139 inspection program**

Airport Safety & Operations, AAS-300, identifies regions slotted for audits.

**Target: Conduct Regional Audits of the Part 139 Inspection Program**

AAS-300 will identify and conduct full-scale, in-person evaluations of the Airport Certification Program at two regions in FY24 and produce a report documenting discoveries.

**Activity: Cross-train Airport Certification Safety Inspector (ACSI) cadre to promote standardization**

Promote Part 139 inspection standardization by cross-training ACSI cadre.

**Target: Cross-training Funding and Resource Identification**

AAS-300 confirms funding and notifies regions of cross training opportunities to solicit and identify volunteers. Regional management will approve participants from their region.

**Target: Cross training opportunities**

AAS-300 will coordinate the cross training effort with consideration of travel restrictions and participants.
**Initiative: Academy Safety Training**

The FAA Academy will support the sustainment of the Safety Culture through delivery of quality safety related training, and development of systems to enhance the efficiency of the safety training program.

**Activity: Academy Safety Training Tracking System**

The FAA Academy will create a user-friendly safety training tracking system to reinforce the vast variety of safety and regulatory training requirements to properly adhere to all appropriate regulations and guidelines. This tracking system will promote a safety culture by efficiently tracking and monitoring training status, training history, and compliance reports. The tracking system will provide analytics to assess the health of the Academy’s safety program and to ensure accountability.

**Target: Schema Data Model**

Research and create schema data model.

**Target: Training Requirements Establishment**

Identify training requirements for each Academy Division to populate the data model.

**Target: Prototype Formation**

Create prototypes, test data, and operational performance for each Academy division.

**Target: Training End Users**

Train end users and production rollout by the end of the fourth quarter FY 24.

**Initiative: Promote Positive Safety Culture**

Promote a positive safety culture that involves proactively addressing safety issues early in the development phase to alleviate the advent of critical safety hazards during National Airspace System (NAS) implementation.

**Activity: Perform NextGen Safety Culture Outreach**

Perform outreach to bring awareness to NextGen (ANG) employees regarding safety culture and strategize phased approach for implementing organizational initiatives for establishing positive culture.

**Target: Refine Multi-Year NextGen Safety Culture Strategy**

We will collaborate with NextGen (ANG) safety focals to ensure that the multi-year plan aligns with the objectives of each directorate. We will also seek input from external stakeholders from other Lines of Business (LOBs) to incorporate their insights and lessons learned. Additionally, the ANG Safety Culture Steering Group (SCSG) will receive regular updates on our progress.
Target: Develop NextGen Safety Culture Biennial Employee Survey

Develop NextGen (ANG) Safety Culture Biennial Employee Survey questionnaire based on lessons learned from FY23’s safety culture promotion and outreach activities to understand the baseline organizational safety culture and identify areas for further enhancement.

Target: Hold a Safety Culture Stakeholder Review

Once the multi-year plan is complete, we will organize a comprehensive stakeholder review event. At this event, we will officially present NextGen (ANG)’s detailed vision on safety culture. This will include the strategies, objectives, and key milestones we’ve set to promote and reinforce safety values and practices. The event will provide an opportunity for stakeholders to ask questions, provide feedback, and further understand the direction in which we’re heading regarding safety culture.

Activity: New Entrant Focused Research and Development

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

Target: Validation of Visual Operation Standards for Small Unmanned Aircraft System (UAS)

Complete report for the ‘Validation of Visual Operation Standards for Small Unmanned Aircraft System (UAS)’ research project, to include summary results that measure Visual Observer & Remote Pilot performance (in maintaining visual separation), identify optical impacts (e.g. visual illusions and adverse conditions), and propose regulatory and training standards for Visual Observers.

Target: Disaster Preparedness

Complete report on lessons learned through mock event demonstration exercises for Unmanned Aircraft System (UAS) operations in disaster and emergency response scenarios that were conducted and the exercises that are to be conducted across the country. The mock event demonstration exercises include seminars, workshop/tabletop, drills and full-scale exercises. Type of event is determined based on the disaster type as follows: Seminar: Planned for all the disasters; Workshop/Tabletop Exercise: Hurricane/Flood/Tornado, Oil Spill, Wildfire: Prescribed Burn, Earthquake/Tsunami, Volcanic Eruption, Train Derailment Drill: Earthquake/Tsunami, Airport Terrorism; Functional Exercise: Wildfire: Prescribed Burn, Hurricane/Flood/Tornado, Train Derailment, Medical Deliveries (Pandemic: Between Rural communities and Pandemic: Major Hub to Rural Community)

Target: Best Practices for Automated Systems

Complete preliminary Risk Assessments and Mitigations report for the ‘Best Practices for Automated Systems’ research effort. The report explores whether existing design principles, guidance, tools, and methods could have prevented the automation failures or whether they might have even contributed to these faults. It will provide updated guidance and methods for conducting risk assessments in order to properly assess the different types of automation failures.
Target: High-Bypass Live Engine Ingestion Test

Complete report on the Live Engine Test Event executed by the Naval Air Warfare Center (NAWC) following the test conducted at China Lake. Report will document findings of the damage caused by a Small Unmanned Aircraft System (sUAS) ingestion into a turbofan engine and takeoff conditions.

Target: Performance Specs and Guidance

Complete report to analyze findings and develop conclusions regarding the level of feasibility; develop a technical brief addressing all research goals; document minimum performance standards for using Small Unmanned Aircraft System (sUAS) for Foreign Object Debris (FOD) inspections.

Target: Commercial Air Carrier vs Unmanned Transport Operations

Complete report for the Investigate and Identify the Key Differences Between Commercial Air Carrier Operations and Unmanned Transport Operations research executed by Kansas State University. Report will document findings of the research and key differences between Advanced Air Mobility (AAM) and commercial air carrier operations as experienced today.

Initiative: Risk-Based Management

Perform activities to evolve the ATO's risk based safety management system.

Activity: Expand knowledge of Voluntary Safety Reporting Programs (VSRP)

Increase safety reporting in VSRP by 5% by expanding safety knowledge of TSAP, ATSAP, ATSAP-X and SAFER FCT programs. This will include participation in new hire training, and briefings in the field, thereby improving the understanding of the programs purpose and use.

Target: Expand T-SAP Knowledge

Focus on increase of TSAP field personnel program knowledge, benefits and rights to ensure more active participation.

Initiative: Juneau Airport Wind System (JAWS) Sustainment

JAWS measures and transmits wind information to the Juneau Automated Flight Service Station (AFSS), Alaska Airlines, and the National Weather Service for weather forecasting.

Activity: Juneau Airport Wind System (JAWS) Sustainment

JAWS provides terrain induced wind and turbulence data that addresses safety of flight and decreases the probability of experiencing unnecessary weather related delays in and out of the Juneau International Airport, Alaska.

Target: Juneau Airport Wind System (JAWS) Sustainment 1

Complete Master Station Prototype #1 Assembly
**Initiative: Aviation Safety and Security Awareness**

Assess the current deployment of resources based on measurable impact on risk to aviation security and safety.

**Activity: Advance the ASH Safety Management System (SMS)**

The Office of Hazardous Materials Safety (AXH) SMS Advisory Board (AB) and AXH SMS Collaboration Group (CG) work together to coordinate and collaborate safety management efforts across the program office, ensuring an integrated approach to continually improve the SMS, identify, and reduce duplicative activities, and promote a positive safety culture.

**Target: Strengthen Hazardous Material Safety (AXH) SMS Training and Culture**

A strong comprehension of SMS across AXH supports a robust safety culture and AXH employees’ ability to conduct safety oversight of air carriers and other entities that have adopted the principles of SMS. These principles connect us as an organization and drive our focus on positive safety outcomes. To continue to strengthen our commitment to SMS, AXH will evaluate and seek revisions to the existing AXH Core Curriculum Documents to ensure core competencies and SMS-related training are addressed within the training curriculum. Progress toward this target will be measured through the following milestones: Perform a preliminary evaluation on the adequacy of inspector core competencies and SMS-related training in the AXH Core Curriculum Documents; recommend improvements to the AXH SMS Advisory Board by the end of Q2; provide the finalized evaluation and recommended improvements report to leadership for approval by the end of Q3; revise the AXH Core Curriculum Documents based on recommended improvements by the target due date.

**Target: Voluntary Adoption of SMS by Non-Certificated Entities**

With the publication of Advisory Circular (AC) 120-119 - Voluntary Safety Management System for Other Regulated Entities Transporting Dangerous Goods by Air, AXH will, on a quarterly basis, prioritize and complete oversight activities for all applicable Other Regulated Entities (OREs) with an FAA-accepted Voluntary Safety Management System (vSMS), applying the Safety Assurance System (SAS) oversight model to proactively identify and take action to reduce emerging safety risks. Responsible personnel will ensure completion of the following risk management activities within established timelines in AXH policy 90% of the time: Manage quarterly Continuous Operational Safety (COS) activities on individual ORE Comprehensive Assessment Plans (CAPs) and submit CAPs for resourcing each quarter; and Conduct Analysis, Assessment, Action (AAA) on assessments within 30 days of the completion of the quarter and track all actions by maintaining current Action Item Tracking Tools (AITT). At the conclusion of each quarter, present findings to AXH Senior Leadership related to vSMS adoption and implementation progress.
Target: Expansion of Safety Management Systems (SMS) to Part 135 Certificate Holders

On January 11, 2023, the FAA published a Notice of Proposed Rulemaking (NPRM) titled Safety Management Systems, proposing to update and expand safety management systems requirements and require certain certificate holders and commercial air tour operators to develop and implement an SMS. The proposed rule would extend the requirement for an SMS to all certificate holders operating under the rules for commuter and on-demand operations, commercial air tour operators, production certificate (PC) holders that are holders or licensees of a type certificate (TC) for the same product, and holders of a TC who license out that TC for production. As the FAA works to finalize this regulatory action, AXH will work with its safety partners, the AXH Policy, Standards & Stakeholder Engagement Division, and the AXH Safety Management System Division to develop a 14 CFR Part 135 SMS safety rollout plan for hazardous materials. The rollout plan for hazardous materials involves creating a draft SMS outreach plan based on the information in the NPRM prior to the implementation of the rule. The focus will be to reach the more than 1,900 existing 14 CFR Part 135 operators via social media, SAS broadcast messages, and public-facing websites. When the final rule is published, the draft will be updated with all of the final information. AXH will create a draft, updating the “AXH-JA-2021-02 AXH Review Aid for Dangerous Goods Manuals”, to include all the requirements of 14 CFR Part 5 found in the NPRM. By updating this job aid, AXH will be able to reinforce the 14 CFR Part 5 regulation, ensuring safety attributes, etc., are included in 14 CFR Part 135 operators’ dangerous goods manuals.

Initiative: Safety Culture Recognition Program

Develop a job aid and tools to support a Recognition Program including guidance on rewarding a positive and proactive Safety Culture. Potential collaboration with AJI-4

Activity: Safety Culture Leadership Workshops

Hold Safety Culture workshops with AJI managers and at least 1 other ATO service unit. Provide support for other organizations to hold Safety Culture workshops for their Senior Leadership teams. Potential collaboration with ARP and AVS.

Target: Safety Culture Leadership Workshops

Provide discussion-based Safety Culture workshops for the AJI managers. Provide materials and guidance, at a minimum, to conduct discussion-based Safety Culture workshops in conjunction with ARP and AVS for the managers and leadership in their organizations. Share the materials with the rest of the FAA Safety Culture Ambassadors for use in their organizations.

Initiative: Improve the Safety Culture for the Office of Airports

Foster an effective Safety Culture rooted in employee understanding, expertise, and commitment

Activity: Improve the Safety Culture for the Office of Airports

Enhance Safety Culture activities with support from the ARP Safety Culture Ambassadors.
Target: Improve the Safety Culture for the Office of Airports
Using the survey data from FY23, AAS will work with the Safety Culture Ambassadors in HQ and the Field to implement new initiatives identified for FY-24.

Target: Improve the Safety Culture for the Office of Airports
ARP HQ and Regional Safety Culture Ambassadors will continue to support cross LOB agency safety culture activities throughout the year.

Initiative: Expand Safety Culture - Safety Culture Campaign across the FAA and Industry
Expand the Safety Culture Campaign across FAA and industry that integrates all aspects of Safety Culture (i.e., Just Culture, Reporting Culture, Learning Culture, Flexible Culture, and Informed Culture) to improve safety performance throughout NAS. A Safety Culture Campaign builds an environment where safety data and information are shared to ensure the organization understands its strengths and challenges, and empowers its members to proactively address emerging risks.

Initiative: Regulatory Activities
The FAA provides rule information on published regulatory documents.

Activity: Streamline the rulemaking process
Determine ways to streamline the rulemaking process while ensuring compliance with the Administrative Procedure Act and applicable Department of Transportation orders.

Target: Implement Changes to the Rulemaking Process
Implement changes to (i) improve the readiness of rulemaking projects submitted to the Rulemaking Management Council for approval by creating a Rulemaking Consultation Board to review potential rulemaking projects prior to submission to the RMC and (ii) expedite the rulemaking process by reinstituting the Single Program Office Tool Rule and streamlining the review process in the rulemaking process document for nonsignificant projects.

Initiative: The FAA provides rule information on published regulatory documents.
Engage in strategic rulemaking activities that enhance aviation safety.

Activity: Engage in strategic rulemaking activities that enhance aviation safety.
The Rulemaking Management Council (Council), led by the Office of Rulemaking, ensures an effective and efficient set of priorities, and allocates resources for rulemaking projects. The Council manages the FAA's rulemaking program, approves rulemaking projects (including schedules and resource allocations), determines rulemaking priorities, and makes decision to resolve issues.

Target: Office of Rulemaking's concurrence of Ramp 1 rules
Obtain Executive Level 1 concurrence for 100% of Ramp 1 rules within 90 days of the Council approved schedule date.
Initiative: Promote a Culture of Safety Within AST and Across the Commercial Space Transportation Industry

The commercial space industry works to maintain an active and robust safety culture. Operators understand and accept their responsibilities with respect to maintaining public safety and they implement programs and systems to maintain safety rather than simply to comply with regulations.

As the industry matures, operators will be able to take greater responsibility for identifying risks and managing safety. AST will promote the industry’s acceptance and capabilities to manage safety, thereby improving safety outcomes and regulatory efficiency. AST will facilitate the development of industry standards and adoption of SMS principles and will adapt its regulatory policies and practices to promote a data-driven safety culture across the industry.

Activity: Industry’s Safety Culture

Provide guidance to applicants on acceptable means of compliance to safety requirements.

Target: Obtain Policy and Law Guidance from Office of General Counsel

Description: Obtain guidance from Office of General Counsel on the applicability of Part 193, DOT’s Data Trust Policy, and relevant Public laws to data/information protection for voluntary safety information sharing initiatives for aerospace operations.

Target: Round-Table Discussions with Industry Government Stakeholders

Host two round-table discussions with key industry government stakeholders to develop a shared vision for voluntary safety initiatives to advance safety of human space operations.

Target: Support Standard Development Through ASTM and Other SDOs

As requested by ASTM F47A, review and provide feedback at three key points for each proposed/developed standard; Scope, before balloting, and after publication. Provide the same support for other SDOs as requested. Additionally, review published standards for applicability to Recommended Practices and how to address use of a "guide" as a means of compliance and produce guidance for AST.

Target: Workshops on Safety Requirements

Following the success of the FSA Methodology Workshop focusing on 450.115, conduct at least one focused FSA methodology workshops for specific sub analyses such as normal trajectory analysis, debris analysis, and probability of failure.

Activity: Internal Safety Culture

Promote internal safety culture within AST.

Target: Safety Improvement Recommendations

Create mechanism to receive safety improvement recommendations.

Target: Mandatory SMS Training for All AST Employees

Assign Basic SMS training via EDMS for all assigned employees within 180 days.

Activity: Improve AST Communications

Improve AST communications with industry stakeholders.
Target: Standardized Communication with Operators
Develop and implement template language to standardize communications for use in licensing emails and letters for commonly used licensing milestones and situations.

Emerging Entrants
Enable the safe and timely integration of new entrants (unmanned aircraft, commercial space, urban/advanced air mobility, human spaceflight, etc.) into the NAS to keep pace with advancing technologies and developments, while maintaining a safe and secure aerospace system that serves as a world model.

Initiative: Develop Strategies to Mitigate Risk When Human Space Flight Learning Moratorium Ends
Enable and integrate a new era of diverse operations in the National Airspace System by developing strategies to mitigate risk when human space flight learning moratorium ends.

Activity: Create a Strategic Plan
Create a strategic plan to mitigate identified risks to space flight occupants after the learning period sunsets.

Target: Identify and Document Systematic Risks
Identify and document major systematic risks to space flight occupants.

Target: Identify Risks to be Mitigated Through Regulation
Collaborate with interagency partners (e.g.: NASA and DoD), COMSTAC, and other industry partners and academia and identify recommended systemic risks to be mitigated through regulation.

Initiative: Emerging Threats - Planning and Response
Design a specific approach for identifying emerging threats to the NAS in advance of their widespread prevalence, assessing their potential impact, and coordinating responses as they arise.

Activity: Strengthen the Safe Integration of Dangerous Goods into UAS Operations
Advance the integration for the safe carriage of dangerous goods in UAS operations.

Target: Evaluate the safety performance of existing dangerous goods packaging in a UAS environment.
Support the evaluation of safety risks associated with existing dangerous goods packaging requirements in a UAS operational environment. Provide subject matter expertise of UAS package delivery operations and facilitate, as needed, between FAA and PHMSA offices to support PHMSA-sponsored research on UAS dangerous goods packaging requirements. Respond to FAA and PHMSA requests for comment, information, and/or other support within the deadline requested 95% of the time.
**Activity: Unmanned Aircraft Systems (UAS) Security**

Support the safe and secure integration of UAS into the National Airspace System (NAS) by anticipating and collaborating with security partners to address their requirements, while preserving the safety, efficiency, and public access to the NAS.

**Target: Remote ID Tool Development and Implementation**

Complete development of a comprehensive RID enterprise tool for Law Enforcement Assistant Program Aviation Safety Inspector's to access drone registration and airspace authorization data for law enforcement assistance and investigations by end of Q1-FY24 and produce an external application programming interface (API) for production by Q2-FY24.

**Target: UAS Detection and Mitigation National Plan**

Applying recommendations from the UAS Detection and Mitigation Aviation Rulemaking Committee (ARC), draft the UAS Detection and Mitigation National Plan in accordance with Section 383 of the 2018 FAA Reauthorization Act. Disseminate for comments, reconcile edits and publish by the end of FY24.

**Target: Section 2209: Security Risk Assessment Evaluation System**

In unison with FAA’s intent to publish a notice of proposed rulemaking (NPRM) on Section 2209, UAS Restrictions over Certain Fixed Sites, the Office of UAS Security will complete the development and deployment of the security risk assessment evaluation system and roll out the portal for beta testing before final production.

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**Initiative: Safe Integration of Unmanned Aircraft Systems (UAS) Operations**

Lead and/or support the development, deployment, and successful integration of innovative UAS practices and technologies that improve the safety and performance of UAS in and around the nation’s airports.

**Activity: Test and evaluation efforts of UAS detection and mitigation technologies**

Test and evaluate UAS detection and mitigation technologies.

**Target: Test and evaluation efforts of UAS detection and mitigation technologies**

Provide draft reports and input on standards based on the Section 383 research through September 30, 2023. Test and evaluate additional UAS detection and mitigation technologies based on congressional direction and available budget to support standards development.

**Activity: UAS Utilization**

Based on the UAS airport application research effort, develop draft information for airport sponsors to use when utilizing UAS to conduct applications in and around the airport.

**Target: Wildlife Dispersal Pilot Program**

Conduct a UAS wildlife dispersal 'pilot program' at the Atlantic City International Airport.
Target: Autonomous UAS
Plan and coordinate a study on the use of autonomous UAS for conducting perimeter inspections and surveillance.

Initiative: Enable Repeatable and Scalable Operations
Identify and conduct activities to support repeatable and scalable processes to integrate emerging entrants safely into the National Airspace System (NAS).

Activity: Safety Assurance
Expand the development of the Safety Assurance component of the Safety Management System (SMS) Program.

Supporting LOBs/SOs: AFS, AIR, ATO

Target: Cross-collaborative Workgroup
Establish or identify a cross-collaborative workgroup.

Target: Monitoring Plan
Collect an initial monitoring plan from stakeholders identified by the cross-collaborative workgroup.

Target: Quarterly Reviews
Conduct quarterly reviews to assess performance and effectiveness.

Target: Metrics and Threshold
Communicate the results of the metrics and update the threshold as required.

Activity: Beyond Visual Line of Sight (BVLOS) Drone Operations
To provide a regulatory framework to enable routine, scalable, economically viable, and environmentally sustainable BVLOS drone operations, complete the Normalizing Unmanned Aircraft Systems Beyond Visual Line of Sight Operations (NUBO) notice of proposed rulemaking (NPRM).

Supporting LOB/SOs: AFS, AIR, ARM, APO, ATO

Target: Agency Coordination and AOA Approval of the Draft NPRM
Draft regulatory framework and rule text for enabling BVLOS operations without waivers or exemptions for drones up to 1,320 pounds gross takeoff weight. Complete Agency coordination and AOA approval of the draft NPRM.

Activity: UAS Traffic Management (UTM) Near-Term Approval Process (NTAP)
To enable the near-term approvals of UTM services to support more complex drone operations, complete the UTM NTAP for at least one UTM service and champion operator under existing regulations.

Supporting SOs: AFS, AIR, ARM
Target: NTAP Supplemental Data Service Provider (SDSP)
Complete the review process for at least one NTAP SDSP proponent and document lessons learned.

Target: NTAP UAS Service Supplier (USS)
Complete the review process for at least one NTAP USS proponent and document lessons learned.

Activity: UAS Traffic Management (UTM) Operational Evaluation (OE)
Establish a UTM OE by launching a UTM OE at a key site focusing on strategic deconfliction and conformance monitoring services.

Supporting LOB/SOs: AFS, AIR, ANG, ATO

Target: Technical Requirements to Launch UTM OE
Work with ANG, ATO, AFS, AIR, and NASA to determine and set technical requirements to launch the UTM OE.

Target: Establish the UTM OE
Work with ANG, ATO, AFS, AIR, NASA, and industry to establish the UTM OE and conduct initial operations at a key site.

Initiative: CAST/ASIAS Evolution
Continue to advance aviation safety considering emerging technologies, entrants, and new aviators.

Activity: CAST/ASIAS Evolution
Assess the current state of CAST and ASIAS, describe attributes of the future vision of CAST/ASIAS, and identify activities to bridge the gaps between the current and future states and organize them into activity areas.

Target: CAST/ASIAS Evolution
Working collaboratively with industry, guide the CAST evolution project through completion, with updates to CAST Governance (draft Dec. 2023), CAST Metrics (draft Dec. 2023), and CAST Communications (draft Dec. 2023), and SMS compatible outputs (draft Dec. 23) for completion by the end of FY24.

Initiative: Publish policy for emerging technologies
Publish policy for emerging technologies

Activity: Define and publish electric propulsion systems policy
Define and publish electric propulsion systems policy

Target: Define and publish policy for electric propulsion systems.
Define and publish policy for electric propulsion systems by September 27, 2024.
Initiative: Rulemaking
Focus on streamlining the rulemaking process to increase efficiency, support key rulemaking activities, and ensure the well-coordinated implementation of rules and supporting policy.

Activity: Implementation of Rules and Supporting Policy associated with Rulemaking
Establish guidance and policy within the established rulemaking timelines for the following rulemaking efforts: Safety Management Systems, Integration of Powered-Lift, Modernization of Special Airworthiness Certification, Normalizing Unmanned Aircraft Systems Beyond Visual Line of Sight Operations.

Target: Streamlining the Rulemaking Process
Identify areas within the rulemaking process that need to be streamlined and work with the Office of Rulemaking to implement appropriate changes in the process. Resolve delays that occur at Milestone 1 and Milestone 3, and address items that were identified in The Regulatory Group (TRG) report on rulemaking process.

Initiative: Certification Services Oversight Process
Continue to address and shorten applicant wait times and processing times.

Activity: Enhance Certification Policy
Address and shorten applicant certification wait times, address applicant readiness with industry and incorporate policy changes to strengthen this effort.

Target: Define Applicant Accountability
Increase applicant accountability and preparedness, enhancing/define applicant CSOP entry control criteria, and strengthen and align termination guidance information for dealing with applicant inactivity and readiness.

Initiative: AVS will take necessary and timely actions to enable Unmanned Aircraft System (UAS) activities in the National Airspace System (NAS).
The Office of Rulemaking (ARM) coordinates the FAA’s exemption program, and works closely with the Office of Primary Responsibility (OPR) and Office of the Chief Counsel (AGC) to process petitions for exemption from Title 14 of the Code of Federal Regulations (14 CFR).

Activity: Implement strategies to improve Unmanned Aircraft System (UAS) exemption (non-precedent setting) processing time.
The Office of Rulemaking (ARM) processes non-precedent setting UAS exemption requests, which comprise the vast majority of UAS exemption requests.

Target: Unmanned Aircraft System (UAS) Exemptions (non-precedent setting)
Process (grant, deny, or closeout) 90% of the number of non-precedent setting UAS exemption requests for the quarter, as well as maintain a 90% completion rate for the fiscal year.

Safety and Security Risk Management
Ensure a formalized and proactive approach to aviation safety by identifying, monitoring, assessing, and managing safety and security risks through enhanced access to data and analytics, informed risk-based decision making, improved safety metrics and security measures, and increased system safety awareness and performance.

**Initiative: Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk**

Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk.

**Activity: Define an enterprise-level process utilizing data for determining and re-evaluating safety measures for a 21st century NAS.**

Define a transparent and repeatable process to determine enterprise-level safety measures using a holistic approach that considers potential risks and hazards not previously prioritized as contributing to safety.

**Target: Develop a Workflow That Demonstrates Viability For The Safety Measure Nomination Process**

For selected use case(s), determine how to align enterprise-level goals with the safety measures nominated by the relevant LOB’s and S/O’s. Demonstrate how this alignment supports project-level decision making, informs enterprise-level goals and highlights risks and hazards not previously prioritized as contributing to safety. Output will be a white paper outlining how Performance Management at the Enterprise Level could be achieved.

**Activity: Support FAA’s strategy and DOT’s long range strategic plan for advance analytics development in the NAS.**

Work closely with the Chief Data Office and engage with aviation analysts across all Lines of Business (LOBs) and Staff Offices (SOs) to propose tactical and policy-driven recommendations while identifying scalable use cases that aid in the development of a new FAA Artificial Intelligence (AI) and Machine Learning (ML) strategy.

**Target: Enhance Repository for Predictive Analytics Use Cases**

Provide an analysis of the collection of use cases for purpose, scope, capabilities, and limitations while maintaining the active inventory repository through continuous monitoring, collaboration, and evaluation. Document and socialize how use cases align with tactical processes and technical applications for reference and input into the FAA AI/ML strategy.

**Initiative: Advance surface safety situational awareness tools that enable real time situational awareness**

The FAA will utilize cost effective, innovative, and already existing technologies to ultimately deploy into the air traffic control towers to provide situational awareness of the location of aircraft on the runway area.
**Activity: Surface Situational Awareness Technology Sprint**

The Technology Sprints represented in the Surface Safety Portfolio seek to deploy agile, efficient and effective surface situational awareness solutions across the National Airspace System (NAS). Approach Runway Verification (ARV) provides Tower and TRACON ATC alerts of wrong runway, closed runway and wrong airport aircraft alignments to prevent wrong runway landings. Runway Incursion Device (RID) is a memory aid device used by ATC to augment situational awareness of occupied and closed runways. Surface Awareness Initiative (SAI) is deploying a display of airport surface traffic to ATC in towers at airports that do not currently have a surface surveillance system.

**Target: Approach Runway Verification (ARV)**

Ensure ten (10) sites have Approach Runway Verification (ARV) available for operational use. Collaborate with AJT, AJW, and AJI.

**Target: Runway Incursion Device (RID)**

Complete Test Readiness Review and begin execution of developmental test procedures.

**Target: Surface Awareness Initiative (SAI)**

Surface Awareness Initiative (SAI) solution is installed at the first operational facility.

**Initiative: Leverage modern technology**

Harness innovation in a dynamic aerospace environment by leveraging modern technology and data to solve problems and minimize risk.

**Activity: Placeholder: APL will coordinate with Natesh**

Placeholder for updated activity.

**Activity: Check in on data analytics**

Check in on data analytics.

**Initiative: Leading Practices in Risk Management**

Adopt leading practices in risk management from FAA, government, and industry to improve risk identification, assessment, and mitigation practices across ASH Program Offices.

**Activity: Continuity of Operations**

Lead agency planning and preparedness efforts to ensure the FAA continues operation of essential functions under all-hazard emergencies. Ensure viable continuity of operations facilities and procedures, to include communications and logistics, are continually operational and available through readiness exercises and continuity cadre management.

**Target: NAS Recovery Communications (RCOM)**

Complete the procurement, installation, and testing of twelve (12) fixed-based satellite terminals.
Activity: Personnel Security Background Investigations
The Office of Personnel Security (AXP) will initiate and adjudicate initial and recurring background investigations on FAA employees and contractors in accordance with Office of Personnel Management (OPM) and Office of Director National Intelligence (ODNI) published policy and guidelines. The agency depends on AXP’s ability to properly vet the people managing and operating the NAS in a timely manner to meet the agency mission while reducing risk wherever possible.

Target: Trusted Workforce 2.0 Implementation
Continue phased enrollment of the FAA employees into Rap Back within federally mandated timeframes. Complete enrollment of FAA national security employees in Bargaining Units (BUEs) and Non-Bargaining Units (non-BUEs) without fingerprints on file. Begin enrollment of those FAA public trust employees in Bargaining Units (BUEs) and Non-Bargaining Units (non-BUEs).

Initiative: Security Compliance
Monitor and track vulnerabilities within the FAA’s Federal Information Security Management Act (FISMA) reportable systems; monitor and track Plan of Action and Milestones; manage vulnerability mitigation and remediation; coordinate the remediation of vulnerabilities for all FISMA reportable systems.

Activity: Vulnerability Management Processes
Manage vulnerability mitigation and remediation as identified by security assessments, vulnerability scans and incident events, and all Department of Homeland Security (DHS) Cyber Hygiene scanning vulnerabilities.

Target: Remedi ate 90% of Critical and High Vulnerabilities
To comply with Department of Homeland Security (DHS) Binding Operational Directive (BOD) 19-02, remediate 90% of critical and high vulnerabilities detected on internet accessible systems or complete the required remediation plan with the concurrence of the Cybersecurity Steering Committee (CSC).

Initiative: Improve efficiency of continued operational safety processes.
Improve efficiency of continued operational safety processes.

Activity: Streamline FAA Mandatory Continuing Airworthiness Information (MCAI) acceptance and issuance.
Streamline FAA Mandatory Continuing Airworthiness Information (MCAI) acceptance and issuance.

Target: Streamline FAA acceptance and issuance of Mandatory Continuing Airworthiness Information (MCAI)
Streamline FAA acceptance and issuance of Mandatory Continuing Airworthiness Information (MCAI) to improve efficiency of continued operational safety processes by September 27, 2024.
**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 Action Teams (RSAT)**

Enhance NAS Safety by expanding RSAT participation, and conducting special focus RSATs

**Target: Reduce the Risk of Surface Events by Implementing Improvements and Mitigations**

Conduct a minimum of 3 Special Focus RSAT meetings at airports with elevated rates of wrong surface and runway incursions, based off of data from the previous Fiscal Year. Conduct additional Special Focus RSAT meetings as needed, depending on data trends that are currently occurring. Monitor the effectiveness of the RSAT by tracking Runway Incursion rates and wrong surface operations.

**Activity: Runway Safety Strategy**

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: Promote Data Sharing between Lines of Business to determine possible mitigations in reducing surface risk in the NAS.**

The Runway Safety Group will create methods and processes on ways to share data with other organizations within and outside of the FAA. Data sharing is crucial in discovering possible mitigations to reduce surface risk in the National Airspace System. Learning from other organizations on possible causal factors in surface events will help drive possible mitigations, either locally or nationally.

**Target: Reduce the Risk of Surface Events by Increasing Situational Awareness through Outreach and Education**

The Runway Safety Group, in collaboration with the Office of Communications will develop, distribute and promote through social media “From the Flight Deck” series videos to assist pilots in identifying the possible risk at local airports.

**Activity: ANG Support of Runway Safety Office (AJI) Initiative of Surface Safety Risk Reduction**

The Runway Incursion Reduction Program’s (RIRP) objective is to continually discover, research, implement, maintain and innovate technologies that will detect the incorrect presence of an object in the Runway Safety Area and deliver a directive cue to the individual who can take corrective action.
Target: RIPSA Site Infrastructure
Complete installation of site infrastructure for prototype Runway Incursion Prevention through Situational Awareness (RIPSA) technology system at San Antonio International Airport (SAT).

Target: RIPSA Safety Risk Management
Conduct a local Safety Risk Management Panel in support of Operational Testing and Evaluation of the Runway Incursion Prevention Situational Awareness (RIPSA) technology system at San Antonio Airport (SAT) and support review and signature for the Safety Risk Management Document

Initiative: Develop and execute Universal Safety Oversight Audit Program (USOAP) plan
Develop and execute Universal Safety Oversight Audit Program (USOAP) plan anticipation of USOAP audit

Activity: Develop, execute, and complete USOAP plan
Develop, execute, and complete USOAP plan requirements

Target: Complete AIR USOAP audit plan requirements
Complete AIR Universal Safety Oversight Audit Program (USOAP) audit plan requirements by May 31, 2024.

Initiative: General Aviation (GA) Safety
Improve safety at GA airports.

Activity: Enhance Safety at General Aviation (GA) Airports
Enhance GA safety at airports within the United States, and its territories.

Target: Develop GA airport safety review checklist webinar training
AAS to provide webinar-based training specific to the use of the GA Airport Safety Review checklist. The GA Airport Safety Review Checklist is a tool to be used by ARP staff to record observations of the airport environment during a planned on-airport visit. Information gathered from such observations will help guide the future direction of ARP’s GA airport safety initiatives.

Target: General Aviation Runway Safety Area (RSA) Improvement Program
Headquarters will work with each Region to identify ten (10) general aviation (GA) runways at NPIAS airports within each region, which meet RSA standards in FY 2024 and that require an RSA determination in ADIP.

Target: General Aviation Runway Safety Area (RSA) Improvement Program
Headquarters will assist each Region to update the RSA inventory and complete the RSA determination process in the ADIP RSA module for the ten (10) general aviation (GA) runways selected in each region.
**Target: Enhancing GA Wildlife Hazard Management**
Develop and initiate an awareness campaign on wildlife hazard management at GA airports with the emphasis on enhancing and increasing the wildlife strike reporting at GA airports.

**Target: Develop a General Aviation (GA) Airport Safety Implementation plan template**
A workgroup of 3 field-level SMEs, 3 field-level managers, and 4 HQs-level management representatives (from AAS, APP and ACO) will use interim information gathered from GA Airport Safety Review Checklists completed between October 1, 2023 and April 30, 2024, to develop a standardized GA Airport Safety Implementation Plan template.

**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)**
Complete Final Investment Decision (FID) required artifacts by Q1 CY23 in order to complete FID and contract award in CY23.

**Target: FAA Enterprise Network Services (FENS) Program**
Establish Federal Aviation Administration (FAA) Enterprise Network Services (FENS) Acquisition Program Baseline (APB)

**Target: FAA Enterprise Network Services (FENS) Program**
Completion of Segment 1 Development Testing at Contractor's Facility

**Initiative: Aviation Safety Information and Sharing (ASIAS)**
Improve agency ability to identify and assess safety risks through advanced analytics.

**Activity: Aviation Safety Information and Sharing (ASIAS)**
Support ASIAS expansion for data analysis function.
**Target: Establish cloud capabilities to ingest and process FOQA data.**

To complete the prototype and validation of cloud-based ingest and processing of Flight Operations Quality Assurance (FOQA) data for at least two airlines by March 31, 2024.

Success Criteria:
1. Validate establishment of ASIAS FOQA Cloud Platform with data from at least two airlines.
2. Complete and pass testing to validate the ingest and processing of specified FOQA data in the ASIAS FOQA Cloud platform.

**Activity: Reduce Risk in the National Airspace System (NAS)**

Collaboration between FAA lines of business to evaluate existing data forums where data is shared with external stakeholders, catalog existing data sets, evaluate data to identify a risk register and develop an action plan to partner with external aviation stakeholders to address areas of highest risk.

**Target: Common Taxonomy**

Establish common set of taxonomies to evaluate data.

**Target: Risk Register**

Evaluate identified data, determine areas of highest risk and develop risk register.

**Target: Safety Metrics**

Utilize risk register and develop safety metrics for FY25 to reduce risk in the NAS.

**Target: Communication Plan**

Develop monitoring and reporting plans for communicating metrics and safety improvements with external aviation stakeholders.

**Initiative: Plan and Execute Proactive Communications Activities**

Plan and execute proactive communications activities about operating safely in the NAS.

**Activity: Educate and Inform the Public**

Provide the aviation industry, its stakeholders, and the traveling public with accurate and timely information needed to operate in the NAS safely and obtain pertinent and convenient aviation safety-related information.

**Target: Implement Proactive Communications Strategies**

Implement communication strategies by establishing relationships with journalists; pitching aviation safety story ideas and updates to local and national media outlets; and developing communications campaigns that support the FAA’s safety mission. Each team member has metrics within their performance plans to help the division execute at least 30 pitches and communications campaigns to convey information about the FAA’s priorities and safety programs to the public.
**Target: Earned Media Coverage**
Creating and executing monthly initiatives to earn media coverage for agency safety initiatives.

**Target: Produce and Promote Pilot Safety Informational Products (Creative/Web)**
Produce video and web-based content with airport-specific and general topic safety information products for pilot audiences. Promote the availability of pilot safety products through FAA social media channels, partnerships with aviation stakeholders and media outreach. Develop and publish no less than 12 new From the Flight Deck safety videos and associated airport handbook web page content on faa.gov.

**Initiative: Aircraft Safety Assurance**
Research and Development that assesses and improves aircraft safety systems and the safe introduction of new aircraft technologies. Aircraft centric research areas include composites/materials, propulsion and fuel systems, and fire protection and detection.

**Activity: Safe Installation and Operation of New High Voltage Electric Aircraft Systems**
In collaboration with the Technical Innovation Policy Branch – Propulsion & Energy (AIR-625), the Aviation Research Division are tasked with developing standardized test methods for evaluating the endurance, durability and reliability of electric engines.

**Target: Conduct Partial Discharge Tests for High Voltage Electric Propulsion Networks**
The Aviation Research Division will develop and construct a benchtop test rig capable of evaluating electric engines up to 10 kilowatts.

**Target: Conduct Life-limiting Tests for High Voltage Electric Propulsion Networks**
Researchers will conduct endurance tests on electric engines smaller than 10 kilowatts, with the goal of producing information utilized in standardized methods for the test rig design, instrumentation, data acquisition, and test profiles.

**Target: Report on Environmental Effects in High Voltage Electric Propulsion Networks**
The Aviation Research Division will report out lessons learned in the development and refinement of the benchtop test rig. Anticipated findings will be minimum requirements for the instrumentation and data acquisition sampling rates and/or filtering techniques.

**Activity: Conduct Unleaded Aviation Gasoline Research**
Conduct research to complete pre-screening tests of unleaded fuels. Conduct full-scale testing on pre-qualified fuels that will lead to Fleet Authorization in accordance with Section 565 of the 2018 FAA Reauthorization Act. (In February 2022 the FAA announced a goal to transition piston-engine aircraft to lead-free aviation fuel before 2031 under the FAA EAGLE (Eliminate Aviation Gasoline Lead Emissions) program. This research is performed under the Piston Aviation fuels Initiative (PAFI), which is conducted under and directly supports EAGLE.)
Target: Pre-Screening Tests of Unleaded Aviation Gasoline for Entry into Piston Engine Aviation Fuel Initiative (PAFI)

Evaluate unleaded fuel endurance characteristics per 14 Code of Federal Regulations (CFR) Part 33.49, and conditions affecting engine operation and performance, by leveraging pre-screening tests at the William J. Hughes Technical Center Propulsion and Airpower Engineering Research (POWER) Laboratory. Fuel formulations that successfully pass pre-screening, will enter the full-scale test program that can lead to a fleet authorization.

Target: Pre-Screening Tests of Unleaded Aviation Gasoline for Entry into Piston Engine Aviation Fuel Initiative (PAFI)

Conduct full-scale performance and detonation testing to support Fleet Authorization of a pre-qualified unleaded fuel. Reports and data will be provided to Aircraft Certification Service policy stakeholders on testing conducted in an engine test cell, operating at sea level and simulated altitude conditions. Tests will be performed on a Piston Engine Aviation Fuels Initiative (PAFI)-identified test engine and measure engine detonation - and other operating characteristics - for compliance with applicable portions of 14 CFR Part 33.47 (Detonation Test) and American Society for Testing and Materials (ASTM) D7826. (Standard Guide for Evaluation of New Aviation Gasolines and New Aviation Gasoline Additives).

Initiative: Enterprise and NextGen Safety Management Systems

Conduct integrated safety assessment to determine National Airspace System (NAS) enterprise safety risk and develop safety requirements for mitigating potential hazards and improving safety benefit of the NAS modernization.

Activity: Conduct Data-Driven and Model-Based Safety Risk Management

Utilize the Hazard Enterprise Assessment Tool (HEAT), a decision support tool which enables conducting data-driven and model-based risk assessments, to support Safety Risk Management (SRM) panels. This is an ongoing effort for improving NextGen (ANG)'s SRM practices for better utilizing quantitative data and incorporating system of systems framework.

Target: Conduct Safety Risk Assessments for Supporting at Least Two Safety Risk Management (SRM) Panels Using the Hazard Enterprise Assessment Tool (HEAT)

Validate the operational use case of the Hazard Enterprise Assessment Tool (HEAT) and support FAA’s Safety Risk Management (SRM) practices through data-driven, model-based risk analysis methodologies.

Target: Develop and Refine Requirements for Hazard Enterprise Assessment Tool (HEAT) v4.0 Based on Lessons Learned

Refine the functional requirements for enhancing the user experiences based on lessons learned from conducting Safety Risk Management (SRM) assessments utilizing the Hazard Enterprise Assessment Tool (HEAT).

Initiative: Enterprise Cyber Support for National Airspace System

Provide cyber testing capability to improve the cybersecurity posture of the FAA systems integrity, confidentiality, and availability.
Activity: Test and Evaluate FAA Critical Systems

This is a recurring activity that is required for FAA systems that are designated High Value Assets (HVA) for the agency. Information Security Branch (ANG-B31) is working to increase the number of Pen-tests for FY24 to improve the security posture of HVA systems.

Target: Enhance Penetration Test Standard Operating Procedures to Support FAA High Value Asset (HVA) Test

Document lessons-learned, programmatic requirements, and leading edge tools to maintain the strict requirements that are associated with conducting a penetration test on a High Value Asset (HVA).

Target: Conduct Pen-Test on FAA High Value Asset (HVA) Systems

Conduct penetration test on at least 12 FAA High Value Assets (HVA) systems to support FAA mission critical operations. Maintain spreadsheet with timeline for each HVA test activities.

Target: Provide Yearly Penetration Test Report to High Value Asset (HVA) Sponsor

Develop report for all the High Value Asset (HVA) tests conducted in FY24 containing metrics, findings, and recommendations.

Activity: Research and Development (R&D) Domain Cyber Risk Management

Collaborate with system owners of the Research and Development (R&D) domain to reduce information technology assets cyber risks that potentially disrupt business services provide to the customers.

Target: Enhance Information Security Monitoring and Detection Capabilities in the Research and Development (R&D) Domain and FAA Enterprise.

Enhance Cyber Threat Model (CTM) tool for use by the NextGen (ANG) Prototyping Network (NPN) Network Operations Center (NOC), Department of Transportation (DOT) Security Operations Center (SOC) and National Airspace System (NAS) Cyber Operations (NCO) to support cyber activities. Conduct quarterly user meetings and maintain a database of user requirements for enhancing the CTM tool.

Target: Enhance Information Security in the Research and Development (R&D) Domain Using Artificial Intelligence and Machine Learning (AI/ML)

Develop and evaluate use cases to add machine learning and artificial intelligence capabilities to the Cyber Threat Model tool for use in the NextGen Prototyping Network (NPN) Network Operations Center (NOC) to support enhanced discovery of network assets and vulnerabilities.
Target: Enhance Information Security Visual Display Capability in the Research and Development (R&D) Domain

Develop and evaluate use cases to add geospatial capabilities to the Cyber Threat Model tool for use in the NextGen Prototyping Network (NPN) Network Operations Center to support cyber activities.

Activity: Develop Enterprise Zero Trust Architecture (ZTA)

The Zero Trust Architecture (ZTA) will support agency enterprise adaptation of Zero Trust paradigm from concept to architectural design and technical implementation requirements.

Target: Evaluate the Integration of Micro Segmentation Solutions

Document the testing of the micro segmentation solutions with a trust score provider in the Research and Development (R&D) Operating Environment for the Mission Essential Operating Environment.

Target: Develop Zero Trust Identity Access and Authorization Deployment Plan for the Mission Essential Operating Environment

Perform Zero Trust Identity Access and Authorization testing in the Research and Development Operating Environment and deliver a test report.

Target: Update the Target NAS Requirements Document (TNRD) to Include Zero Trust Common Security Service Requirements

Integrate Zero Trust Enterprise Common Security Service Capability Requirements into the Target NAS Requirements Document (TNRD) to ensure harmonization with FAA enterprise requirements.

Initiative: Reduce Wake Turbulence Accidents and Incidents through Surveillance Program Collaboration

The FAA is committed to reducing wake turbulence accidents and incidents. The FAA’s Air Traffic Safety Oversight Office (AOV) leads collaboration across Lines of Business to oversee surveillance and compliance with safety standards and safety management systems (SMS) in order to reduce wake turbulence accidents and incidents and promote safe and efficient operations.

Activity: Wake Turbulence Surveillance Program Collaboration

Reduce wake turbulence accidents and incidents by engaging FAA leadership and wake turbulence surveillance program teams.

Target: Wake Turbulence Mitigation

Reduce Wake Turbulence events by engaging with ATO, AVS, and ANG Wake Turbulence Surveillance Program teams (Wake Work Group, Wake Incident Team (WIT), and Future Executive Wake Workgroup).
Initiative: Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk

Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk

Activity: Define an enterprise-level process utilizing data for determining and re-evaluating safety measures for a 21st century NAS.

Define a transparent and repeatable process to determine enterprise-level safety measures using a holistic approach that considers potential risks and hazards not previously prioritized as contributing to safety.

Target: Develop a Workflow That Demonstrates Viability For The Safety Measure Nomination Process

For selected use case(s), determine how to align enterprise-level goals with the safety measures nominated by the relevant LOB's and S/O's. Demonstrate how this alignment supports project-level decision making, informs enterprise-level goals and highlights risks and hazards not previously prioritized as contributing to safety. Output will be a white paper outlining how Performance Management at the Enterprise Level could be achieved.

Activity: Support FAA's strategy and DOT's long range strategic plan for advance analytics development in the NAS.

Work closely with the Chief Data Office and engage with aviation analysts across all Lines of Business (LOBs) and Staff Offices (SOs) to propose tactical and policy-driven recommendations while identifying scalable use cases that aid in the development of a new FAA Artificial Intelligence (AI) and Machine Learning (ML) strategy.

Initiative: FAA Alaska Aviation Safety Initiative (FAASI)

Identify strategies and opportunities on how the FAA and the aviation community can collaborate to reduce the accident rate in the State of Alaska.

Activity: FAASI FY23 Final Report and FY24 Road Map

The FAASI Tiger Team will collaborate across LOBs to publish the FY23 Final Report and the FY24 Road Map. The FY23 Final Report will include the unedited external stakeholder feedback.

Target: Publish FY23 Final Report and FY24 Road Map

Distribute the FAASI FY23 final report and the FY24 road map to the FAASI web site; https://www.faa.gov/alaska

Target: External Stakeholder Engagement and Feedback Sessions

Conduct six (6) External Stakeholder Feedback Sessions.
Initiative: Refine Regulatory Oversight to Address New and Evolving Risks

AST will continue to maintain the U.S. commercial space transportation safety record during licensed and permitted space launch and reentry activities by adhering to the safety standards established in 14 CFR 400.

To date, AST’s safety record has been nearly perfect. However, commercial space operators and operations continue to evolve and present new challenges to the way AST conducts oversight. To maintain pace with the cadence and complexity of the innovation of commercial space operations while maintaining our safety focus and safety record, AST will collect data to analyze evolving and emerging risks arising from innovation and changes to the operational environment. Based on the findings, AST will adapt its safety policies, safety analyses, airspace coordination, and compliance monitoring and enforcement to address these risks.

Activity: Identify and Prioritize Existing and Evolving Risks

Identify and prioritize existing and evolving risks and use data to determine best practices for addressing risks and improving processes.

Target: Commercial Space Launch and Reentry Safety

Maintain a public safety record during commercial space transportation authorized launch and reentry operations that is consistent with the FAA’s regulatory safety criteria.

Target: Refining/Improving Inspector Training Based on Lessons Learned

Create a lesson learned training module to improve the training of inspectors. The module will address the minimum requirements to ensure inspector proficiency and to ensure common interpretation of regulatory and compliance requirements.

Activity: Modify Policies and Procedures to Address Identified Risks

Modify policies and procedures to address identified risks.

Target: Mishap Corrective Action Implementation Tracking

Develop a process for tracking the implementation of mishap corrective actions.

Target: Priority of Advisory Circulars and Rulemaking

Establish and maintain a priority list of ACs to develop, publish, and revise and enter projected timelines into the AC Dashboard.

Activity: Guidance and Materials for Operator Compliance and Risk Remediation

Develop and/or update written guidance and materials to lay out clear requirements for operator compliance and risk remediation.

Target: AST University for Self-Led Pre-Application Consultation

Develop and deliver all AST University website content to AOC, featuring a one stop shop for self-led pre-application consultation. ASTU website will include the Project Overview Planning Tool, FAQs, Orientation briefing, and existing guidance.
Target: Voluntary SMS Template for Industry
Develop a draft Safety Management System (SMS) manual template for Commercial Space operators to assist operators develop their own voluntary SMS program.

Initiative: ATO Top Safety Priorities
Identify, mitigate, and monitor top priority safety issues for the ATO to compel swift, cross-organizational, action in addressing them.

Activity: ATO Safety Issues Coordination and Mitigation
Identify and maintain top priority safety issues for the Air Traffic Organization (ATO), supported by data, to compel cross-organizational action in addressing them.

Target: Update Current ATO Top 5 Safety Issues Program
Re-deploy or replace the current Top 5 Program.

Initiative: Data Driven Safety Risk Management and New risk acceptance criteria for Space Missions in the NAS
Perform activities to evolve Data Driven Safety Risk Management. Perform activities to establish new risk acceptance criteria for Space Missions in the NAS.

Activity: Emerging Entrants- Establish new risk acceptance criteria for Space Missions in the NAS
Develop and communicate safety risk Policy that supports space missions in the NAS.

Target: Establish new safety risk criteria
Finalize Policy for applying the Acceptable Level of Risk (ALR) as risk acceptance criteria for space missions in the NAS. Develop communications plan to promote Acceptable Level of Risk (ALR) policy.

Initiative: Digital Systems and Technologies
Conduct Digital Systems and Technologies research to ensure the continued safety and security of enabling systems and technologies.

Activity: Assess the Safety of Artificial Intelligence/Machine Learning in Aircraft Software
Assess current software verification and validation approaches for use with Artificial Intelligence/Machine Learning (AI/ML) that is highly regarded by industry stakeholders and potential applicants (e.g. aircraft manufacturers, avionics suppliers, industry associations). The results will be used for future FAA guidance, standards, certification, and exploration of safety risk mitigation approaches.
**Target: Interim Report on the methodology to certify Machine Learning functions using Overarching Properties**

Document a methodology utilizing well-defined argument structures specific to Artificial Intelligence/Machine Learning (AI/ML), justifying the claim that an AI/ML-based component will possess the desired Overarching Properties (OPs). The demonstration of the methodology will use the design and development of the Recorder Independent Power Supply (RIPS) system involving AI/ML functionality to assure reliable power to the unit.

**Target: Interim Report on the application of alternative assurance of Artificial Intelligence/Machine Learning (AI/ML) through a Level 1 use-case.**

Document the demonstration of Artificial Intelligence/Machine Learning (AI/ML) assurance using a Level 1 case study. Level 1 refers to AI/ML that is utilized to provide information to assist the crew in decision-making. This work focuses on the development of assurance cases for the Overarching Properties (OPs) using Rapid Assurance Curation Kit (RACK) software augmented by traditional Software Considerations in Airborne Systems and Equipment Certification (DO-178C)-based assurance approach where applicable for the Level 1 use case.

**Activity: Explore Artificial Intelligence/Machine Learning to Mitigate Industry Cybersecurity Threats Within the Aviation Ecosystem**

Explore the use of prototype AI/ML capabilities to mitigate cybersecurity threats with various aviation industry stakeholders. Make recommendations regarding cybersecurity guidance, standards development, and best practices based on industry use cases. Share findings with industry stakeholders.

**Target: Application of Cyber Security Data Science (CSDS) Artificial Intelligence/Machine Learning (AI/ML) prototype capabilities to a specific industry use case**

Conduct Artificial Intelligence/Machine Learning (AI/ML) prototype experiments and demonstrations with relevant algorithms and capability features. Apply results to key industry use case affiliated with aircraft log anomaly detection. Apply results, through a proof-of-concept demonstration, to key industry use case affiliated with aircraft log anomaly detection.

**Target: Proposed Guidance for Industry**

Document results from experimentation in the form of industry guidance, such as network architecture design, recommendations for standards development, data collection and formatting considerations, and best practices for application of Cyber Security Data Science and associated Artificial Intelligence/Machine Learning (AI/ML).

**Initiative: Develop Safety Risk Metrics**

Develop advanced analytics to support effective risk management

**Activity: Surface Safety Risk**

The Surface Safety metric represents the weighted risk of all incidents and accidents on the runway or taxiway surface. A Surface Safety metric score at or below the annual target indicates an overall reliable safety performance for the flying public in the surface environment.
**Target: Manage Commercial Surface Safety Risk Index**
Maintain the weighted surface safety risk index at or below 0.38 per million operations for Commercial Aviation.

**Target: Manage Non-Commercial Surface Safety Risk Index**
Maintain the weighted surface safety risk index at or below 1.39 per million operations for Non-Commercial Aviation.

**Initiative: Advanced Data Systems and Analytics**
Identification of hidden aviation risk 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: Advanced Analytics**
Develop advanced analytics to support effective risk management.

**Target: ML/NLP Models**
Develop ML/NLP models to automate the detection of PIREP solicitation issues for the 6 facilities (ZMA, ZAU, ZDC, ZDV, ZHU, ZOB) that have acquired the PIREP Information Display (PID) tool.

**Activity: Safety Tools Functionality Enhancements**
Enhance safety tools platforms to incorporate innovative and modern data sources.

**Target: CEDAR Enhancement**
Enhancement to the CEDAR platform following the successful deployment of the technical refresh project Valkyrie. Items include OARS integration, Falcon 4 integration, dashboard embedding, and FAA template re-skin.

**Initiative: Automated Maintenance Management System (AMMS)**
Automated Maintenance Management System (AMMS)

**Activity: Automated Maintenance Management System (AMMS), M07.05-02**
Automated Maintenance Management System (AMMS), M07.05-02

**Target: Automated Maintenance Management System (AMMS) Phase 1 (P1) - Simplified Automated Logging (SAL) functionality in TechOps Activity Portal (TAP) Complete.**
Automated Maintenance Management System (AMMS) Phase 1 (P1) - Simplified Automated Logging (SAL) functionality in TechOps Activity Portal (TAP) Complete.
Initiative: System Approach for Safety Oversight (SASO)

The SASO Program is a multi-phase effort that transforms FAA Flight Standards Service (FS) and aviation industry business processes to a national standard of system safety based upon International Civil Aviation Organization (ICAO) Safety Management System (SMS) principles. Phase 1, a planning and engineering phase, tested system safety concepts, specifically with respect to the air carrier industry. Phase 2 implemented the Safety Assurance System (SAS), a risk-based decision-making tool incorporating system safety principles to assist in regulatory oversight responsibilities of the aviation industry. Phase 3 expanded the SAS functional capabilities to reduce Aviation Safety Inspector (ASI) workload and quantify certificate holder risk to assist in prioritizing resources. Phase 4 extends the SAS functional capabilities to other aviation safety organizations to enable coordination and interoperability of safety oversight systems/programs.

Activity: System Approach for Safety Oversight (SASO) Phase 4, A25.02-03

**Target: System Approach for Safety Oversight (SASO) Phase 4 (P4) - Wave 1 Last Critical Design Review (CDR) Complete.**


Initiative: Regional Alignment for Emergency Transportation Support Function (ESF) 1 – Transportation

Identify strategies and opportunities to enhance coordination and collaboration among the Regional Emergency Transportation Representative (RETREP), Regional Emergency Transportation Coordinator (RETCO), and FAA Lines of Business, Staff Offices, and Emergency Coordinator when supporting emergencies and natural disasters.

Activity: FAA RETREP / RETCO Communication Plan

The RETCOs from AEA, ASO, ASW, and ANM, together with FAA RETREPs reporting to those RETCOs, ATO Tech Ops, ATO Sys Ops, and ATO Airports, will develop standard and targeted Requests for Information (RFIs) to be submitted to the FAA Emergency Coordinator when RETREPs are activated for response and/or recovery operations.

**Target: Present Initial Standardized RFIs to non-FAA RETREPs and RETCOs and DOT’s Office of Intelligence, Security and Emergency Response (S-60)**

Present the initial set of Standardized RFIs at the 2024 National Transportation Response and Recovery Program (NTRRP) Training Event and incorporate feedback.

**Target: Present Final Standardized RFIs to FEMA**

Hold three (3) briefing sessions for FEMA regional leadership and distribute final RFIs to all RETREPs and RETCOs.

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: Operational Analysis And Reporting System (OARS) Phase 1, M08.32-04

Operational Analysis And Reporting System (OARS) Phase 1, M08.32-04
Target: Operational Analysis And Reporting System (OARS) Phase 1 (P1) - Operational Test (OT) completed.
Operational Analysis And Reporting System (OARS) Phase 1 (P1) - Operational Test (OT) completed.

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: Federal Notices to Airmen (NOTAM) System (FNS) Sustainment
Federal Notices to Air Missions (NOTAM) System (FNS) Sustainment

Target: Federal Notices to Air Missions (NOTAM) System (FNS)
Complete 2.20 Deployment

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: Common Support Services - Weather (CSS-Wx)
Complete Operational Test (OT)

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)
Complete Operational Test (OT) Key Site

Initiative: Commercial Air Carrier Fatality Rate
Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period - FY 2008-2025. Target for FY 2024 is 4.7.
Activity: Commercial Air Carrier Fatality Rate
Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period – FY 2008-2025.

Target: Commercial Air Carrier Fatality Rate
Reduce the commercial air carrier fatalities to no more than to 4.7 per 100 million persons on board U.S. carriers in FY 2024.

Initiative: General Aviation Fatal Accident Rate
Reduce the general aviation fatal accident rate to no more than 0.89 fatal accidents per 100,000 flight hours by 2028. FY 2024 Target: 0.93

Activity: General Aviation Fatal Accident Rate
Reduce the general aviation fatal accident rate per 100,000 flight hours by 10% over a 10-year period – FY 2019-2028.

Target: General Aviation Fatal Accident Rate
Reduce the general aviation fatal accident rate to no more than 0.93 per 100,000 flight hours in FY 2024.

Initiative: Human and Aeromedical Factors
Conduct Human and Aeromedical Factors research to address human-system interactions in an evolving NAS as well as the impact of flight on humans.

Activity: Human Factors Evaluation Considerations for Connected Flight Deck Technologies
Research and data collection will be carried out to examine human-machine interface and interaction characteristics that assist pilot/crew identification of uncertified information from certified information.

Target: Develop prototypes and collect feedback
A series of prototypes will be developed examining how certified information (e.g., avionics-sourced information) can be differentiated from uncertified information (e.g., electronic flight bag sourced information) on a single display approximating a flight deck display. Data is needed by Aircraft Certification on visual design characteristics that would aid pilot discrimination of information source. Examples may include borders, labeling, use of symbology, and other methods. The prototypes will be used to gather feedback from FAA and pilots to inform airworthiness human factors considerations when evaluating displays that co-locate certified and uncertified information.

Target: Complete draft report for examination of the prototype visual separation designs
The draft report will document the examination of the prototype visual separation designs for their usability, perceived effectiveness, and challenges experienced by pilots distinguishing certified and uncertified information.
Activity: Develop a Research Roadmap for Human-Automation Teaming

Human-Automation Teaming (HAT) is an application of artificial intelligence and related technologies to support human operators with "digital teammates". HAT concepts have been proposed for air traffic controllers, pilots, and maintainers. This activity will focus on safety-critical tasks. It will identify and describe knowledge gaps and key research questions. The research roadmap will guide future FAA investments in HAT research, including projects, personnel, and laboratories.

Target: Hold Technical Interchange Meeting with EuroControl on Human Readiness Levels (HRLs) and Human-Automation Teaming (HAT)

Conduct a Technical Interchange Meeting (TIM) with EuroControl on Human Readiness Levels (HRLs) and Human-Automation Teaming (HAT); ensure that TIM outputs are widely available to both agencies. The TIM will examine current research in HAT, the approaches being pursued by each organization, and methods for conducting and implementing HRL practices.

Target: Update Human-Automation Teaming (HAT) Research Agenda

Socialize Human-Automation Teaming (HAT) Research Agenda and Technical Capabilities documents to the wider community, including stakeholders and subject-matter experts in government, industry, and academia, to solicit expert feedback. Compare agenda to other FAA research agendas and other strategic documents to ensure consistency. Revise/update the agenda accordingly.

Target: Develop a Human-Performance Model for Human-Automation Teaming (HAT) Research

Develop a human-performance model of air traffic controllers as a proof-of-concept for using this technology in potential Human-Automation Teaming (HAT) studies described in the agenda. The model will be based on human-performance simulation technology created by the DoD. The model will incorporate important human factors such as workload, error, and fatigue, and is intended to allow researchers to examine proposed HAT concepts using the model rather than human-in-the-loop simulations. This will demonstrate the model’s ability to respond to selected air traffic control situations and allow assessments of the realism and usefulness of the model’s behavior and output.

Target: Develop and Evaluate a Digital D-Side Human-Automation Teaming (HAT) system

Using natural language processing, intelligent agents, cognitive models, or related technologies, create a "Digital D-Side" that can assume some of the Data Controller/Radar Associate air traffic controller (ATC) position tasks. These include updating flight plans, coordinating with adjacent sectors, and assisting a human radar controller ("R-Side") in identifying conflicts. Develop a methodology to evaluate the effectiveness of the Digital D-Side, focusing on critical human factors issues of trust, reliance, skill degradation, and recovery from failures. Develop a human-performance model of R-side controller as a proof-of-concept for using this technology in potential Human-Automation Teaming (HAT) studies described in the agenda.
**Target: Publish Human-Performance Model Technical Report**

Publish a technical report describing the technical development of the human-performance model (including its benefits and limitations), its application to HAT research from the agenda, and recommendations for future development, improvement, and expansion of the technology.

**Target: Publish Digital D-Side Technical Report**

Publish a technical report describing the technical development of the Digital D-Side (including its benefits and limitations), the results of the evaluation activity, and recommendations for future development, improvement, and expansion of the technology.

**Activity: General Human Readiness Level (HRL) scale and process to parallel the Technology Readiness Levels (TRL) structure**

The Human readiness level (HRL) scale will provide a method to perform more objective and performance-focused assessments of systems' human factors maturity than is currently used. HRL is also an area of common interest FAA shares with Single European Sky ATM Research (SESAR). While the HRL working group has developed a general HRL process, research is needed to develop and tailor HRL for Enterprise-wide application to air traffic systems development and acquisition in the FAA.

**Target: Complete Draft Report**

The report will evaluate a method that will provide FAA programs undergoing acquisitions and concept development with a framework and guidance on when the system is ready for human use. This research will develop standardized criteria to assess the human readiness level (HRL) of FAA programs as the programs progress up the scale.
People
Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

Diversity, Equity, Inclusion, and Accessibility
Ensure a more conscious and inclusive culture that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

Initiative: Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility
Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Activity: Hiring Persons with Disabilities (PWD)/Persons with Targeted Disabilities (PWTD).
ACR will lead collaboration between all LOB/SOs to increase the representation of PWD/PWTD in the FAA workforce by 1% each year for the next three years (from FY22).

Target: PWD/PWTD Memorandum to increase awareness and accountability.
Each LOB/SO will increase PWD/PWTD awareness and accountability by issuing a memorandum directing their managers to promote the PWD/PWTD 1% goal.

Target: PWD/PWTD information sessions to increase awareness and accountability.
In collaboration with all LOB/SOs, ACR’s National People with Disabilities Program Manager will host four agency-wide information sessions for hiring managers on effective ways to hire people with disabilities.

Target: Each LOB/SO will report their progress towards the 1% PWD/PWTD goal during the bi-monthly EAC meetings.
Each LOB/SO will report their progress towards the 1% PWD/PWTD goal during the bi-monthly EAC meetings.

Target: Develop a Communications/Awareness Campaign
Develop a communications/awareness campaign to encourage employee self-identification of disabilities to ensure accurate understanding of current representation.

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

Activity: EEO Training Opportunities for FAA Workforce
Ensure that FAA management and employees are aware of EEO training course opportunities throughout the fiscal year.
**Target: Market Training Opportunities**
Each quarter, market and announce EEO training opportunities and resources that further increase DEIA in the workforce. Create and promote training sessions agency-wide.

**Activity: Enhance EEO Training Currency, Accuracy, Appeal and Effectiveness**
Review, revise, enhance, develop or purchase EEO training courses to meet EEO training needs.

**Target: EEO Training Currency, Accuracy and Appeal**
Review and revise existing EEO training courses to ensure they are in compliance with current EEO laws and guidance. Enhance training with multi-media and a variety of training delivery methods to improve student learning and to provide flexibility of training opportunities. To address current EEO training needs, develop or purchase new EEO courses and coordinate with other DOT agencies to determine opportunities for sharing training resources.

**Target: EEO Training Course Effectiveness**
Monitor training effectiveness through customer feedback surveys and complaint data.

**Activity: EEO Facilitator/Producer Quality Improvement**
Enhance ACR Facilitator/Producer quality and skill improvement efforts throughout the organization.

**Target: Annual Trainer Improvement Instruction**
Provide ACR EEO Facilitators/Producers with train-the-trainer sessions and course delivery practice sessions in order to enhance their skills. As budget allows, provide an advanced improvement course provided through contracted or internal training professional instructors. Provide training sessions to address any feedback from customers and to improve the skill set of facilitators/producers. Additionally, within a month of any course update, provide train-the-trainer sessions to producers/facilitators on the updated course material and best practices.

**Initiative: Foster an Environment that Promotes Positive Employee Experiences, Engagement, and Belonging**
A system that engages, develops, and inspires a diverse, high-performing workforce by creating, implementing, and maintaining effective performance management strategies, practices, and activities that support mission objectives.

**Activity: Enhance Managerial Effectiveness and Positive Employee Engagement to Drive Mission Accomplishment**
Across FAA, managerial effectiveness fosters high performance and positive organizational health, and contributes to a supportive and engaging work environment for employees.

**Target: LER Customer Service Aids and Tools**
Update, create and deliver AHL tools and services to support management in addressing labor and employee relations issues.
**Activity: Offer Learning and Development Opportunities and Resources for Employees at all Levels**

The FAA advances a learning culture where competency development is promoted, and knowledge enhancement is supported.

**Target: Expansion of Benefits Education**

Expand services to include additional health fairs and individual retirement planning sessions. As part of an expanded, year-long onboarding program, develop and implement at least three additional benefits and retirement planning educational sessions.

**Activity: Demonstrate Diversity, Equity, Inclusion, Accessibility, and belonging Principles to Cultivate a Positive Work Environment**

AHR is recognized for cultivating diversity, equity, inclusion, accessibility, and belonging so that all employees feel included, respected, and engaged to achieve mission excellence.

**Target: Promote the FAA’s commitment to a workplace free from harassment through customized Accountability Board training and focus groups at LOBs and SOs throughout the FAA.**

Survey data obtained after each site visit, related to quality and content of the training provided by the ABD.

**Initiative: FAA Equal Employment Opportunity (EEO) Diversity and Inclusion Initiative**

Assist Agency efforts to create an office that will change the FAA culture where managers and employees contribute to their roles in creating and maintaining a diverse, inclusive, equitable, and accessible environment that would encourage a culture of inclusivity within the agency.

**Activity: EEO Culture and Accountability Team**

Create a Culture and EEO Accountability team led by a Senior Executive reporting to ACR-1 that leverages the philosophy and tenets of diversity, equity, inclusion, and accessibility to exploit innovation, maximize production, boost prosperity, and empower outreach to guarantee safety in American aerospace and around the world.

**Target: Submit a DEIA Scorecard**

In FY24, LOB/SOs will submit a “scorecard” report twice a year to ACR for review and report-out to FAA management.

**Target: DEIA Scorecard Roadshow**

Create plans for a DEIA Scorecard roadshow to present results to management meetings as an ongoing “grassroots campaign” for LOB/SO that request presentations.

**Target: DEIA Symposium and Town Hall**

Diversity, Equity, Inclusion, and Accessibility Symposium and Town Hall - ACR will organize the Annual DEIA Symposium/Conference and DEIA town hall for senior executive leadership and employees to promote initiatives and leadership accountability for senior executives and FAA employees.
**Target: Inclusion Cafes**
Create plans for Inclusion Cafes in all the service areas that could be in-person, virtual, or hybrid that would allow for diverse discussions and help facilitate and sustain conversations amongst employees to make DEIA sustainable throughout the agency.

**Target: Develop and Implement a DEIA Comprehensive Strategy**
Continue to develop and implement a comprehensive strategy to ensure a more thoughtful, robust workforce environment that embraces the unique and diverse talents of employees, ensures fair and equitable treatment amongst all employees, and advances broader gains in diversity, equity, inclusion, and accessibility across the agency. This includes focus groups, climate surveys, and listening sessions.

**Activity: ACR will Campaign agency-wide ongoing and new courses.**
ACR will campaign, the Office of Civil Rights will offer NoFEAR bi-annual required training to all FAA personnel and other tools and resources that further increase DEIA in the workforce training.

**Target: No FEAR Required Annual and Bi-Annual Training**
The Office of Civil Rights will offer the required online No FEAR bi-annual training to all FAA personnel and provide the No FEAR online training course annually to all FAA New Hires with the goal of having 90% of all FAA New Hires take the course within 90 days of their onboarding to the FAA.

**Initiative: Advancing DEIA**
Advance DEIA throughout ARA to ensure a more conscious and inclusive culture that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility within programs.

**Activity: Equity Accountability**
Integrate tools to ensure that all students, including those in underrepresented and/or underserved populations, have access to events and learning activities aimed at introducing them to aerospace concepts and career pathways into AVSED CEATS.

**Target: Deploy Equity Assessment Tool in CEATS**
Deploy Equity Assessment Tool within CEATS for use with large FAA-sponsored STEM AVSED outreach events meeting the criteria to require the equity assessment.

**Activity: Increase ANE FAA Employees Awareness and Importance of DEIA in the Workplace**
Hold Civil Rights presentation(s)

**Target: Hold Two Civil Rights Presentations**
Host a Civil Rights presentation for RO employees in the first or second quarter and the third or fourth quarter of FY24.
**Target: Fly Heritage Flags and Post Awareness Notifications in Regional Office Building**

For heritage months the State Department recognizes on its Diversity and Inclusion website, the New England Regional Office will fly a heritage flag on the regional office's flagpole and post information throughout building of heritage-related information and/or event. Heritage flags need to be approved by National Development, the building landlord.

**Activity: Expand Relationships with Historically Black Colleges and Universities (HBCUs) in the Southern Region**

Expand partnerships with and build connections between the FAA, HBCUs and aviation stakeholders.

**Target: Conduct Routine Outreach with HBCU Leadership in ASO States**

ASO-1/2 conduct meetings with four (4) individual HBCUs in Southern Region to advance STEM/AVSED efforts, including FAA participation in career fairs, curriculum discussions, and strategic planning efforts.

**Activity: Inspire Employees to Advocate, Develop and Create Inclusive Opportunities for Innovation and Excellence in the Future of Work**

The RAs office will maintain a committed effort to raise awareness of DEIA and making it clear that employees are valued, welcomed, appreciated, and supported. Maintaining awareness of opportunities and pathways available and the agency work being done to remove barriers. Create an environment for career development and inspiration for the next generation of aviation professionals.

**Target: AWP-1 DEIA Program**

Increase employee awareness of DEIA in the workplace through quarterly messaging, staff presentations and promotion of agency or special emphasis group training opportunities.

**Activity: Establish Outreach with Tribal Communities within ACE**

Provide updates and education on UAS processes with our tribal partners.

**Target: In Person Tribal Meetings**

Conduct three (3) in person meetings with tribal officials in ACE to share information on emerging and ongoing aviation issues and work together on any concerns.

**Activity: Tribal Nation Outreach in ASW**

Meet with Tribal Nations within ASW.

**Target: Meet with Tribal Nations Within ASW**

Explore and engage in outreach opportunities with at least one (1) additional tribe within ASW.

**Activity: Tribal Nation Outreach in ANM**

Meet with Tribal Nations within Northwest Mountain.
Target: Meet with Tribal Nations within ANM
Engage in outreach opportunities with two (2) Tribal Nations twice a year to build on prior engagements and to expand relationships.

Activity: Tribal Nation Outreach in AGL
Meet with Tribal Nations within the Great Lakes region.

Target: Meet with Tribal Nations within AGL
Explore and engage in outreach opportunities with at least two (2) tribes within AGL.

Activity: Increase AGL FAA Employees Awareness and Importance of DEIA in the Workplace
Hold Civil Rights presentation(s)

Target: Hold Two Civil Rights Presentations
Host a Civil Rights presentation for RO employees in the first or second quarter and the third or fourth quarter of FY24.

Initiative: Outreach and Special Emphasis Programs
Assist the Agency in building a Model EEO Workplace through outreach, consultations, collaboration, and educational partnerships. This includes support of Presidential Executive Orders, DOT's, department initiatives – the Office of Civil Rights will collaborate with LOB/SOs to support these programs and/or initiatives.

Activity: EEO/EAC Committee Outreach Events
Increase the outreach to targeted groups in the FAA applicant pool by developing a targeted outreach strategy.

Target: EEO/EAC Committee Outreach Events
Complete six outreach events with EAC committees to increase diversity in the applicant pool.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)
Utilize the EEO Action Committee (EAC) to enhance, collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SO. Collaborate with AHR's Corporate Recruitment Council to develop an annual outreach plan, targeting underrepresented groups within the agency.

Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.
Target: AOC - Reasonable Accommodations
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

Target: ARP - Reasonable Accommodations
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

Target: AGC - Reasonable Accommodations
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

Target: AST - Reasonable Accommodations
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

Target: AVS - Reasonable Accommodations
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

Target: ANG - Reasonable Accommodations
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

Target: ASH - Reasonable Accommodations
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

Target: APL - Reasonable Accommodations
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.
**Target: AHR - Reasonable Accommodations**
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

**Target: ATO - Reasonable Accommodations**
Support the FAA’s corporate goal to process 90% of the agency Reasonable Accommodation requests within 25 days or less.

**Target: AFN - Reasonable Accommodations**
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

**Target: ACR - Reasonable Accommodations**
Support the FAA’s corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

**Activity: Ensure a Diverse and Inclusive Workforce - Mediation**
Managers engage in the mediation/facilitation process when requested.

**Target: AOC - Mediation**
Ensure that 70% of managers engage in mediation when requested by employees.

**Target: ARP - Mediation**
Ensure that 70% of managers engage in mediation when requested by employees.

**Target: AGC - Mediation**
Ensure that 70% of managers engage in mediation when requested by employees.

**Target: AVS - Mediation**
Ensure that 70% of managers engage in mediation when requested by employees.

**Target: ANG - Mediation**
Ensure that 70% of managers engage in mediation when requested by employees.

**Target: ASH - Mediation**
Ensure that 70% of managers engage in mediation when requested by employees.

**Target: APL - Mediation**
Ensure that 70% of managers engage in mediation when requested by employees.
Target: AHR - Mediation
Ensure that 70% of managers engage in mediation when requested by employees.

Target: ATO - Mediation
Ensure that 70% of managers engage in mediation when requested by employees.

Target: AFN - Mediation
Ensure that 70% of managers engage in mediation when requested by employees.

Target: ACR - Mediation
Support agency's efforts to ensure that 70% of managers engage in mediation when requested by employees.

Target: AAE - Mediation
Ensure that 70% of managers engage in mediation when requested by employees.

Activity: ADR Tracking - Track Agency mediation/Facilitation and resolution rates.
Assist with Agency effort on ADR engagement by ensuring 70% of all managers engage in mediation when requested by employees. Provide this data to the LOB/SOs. Produce a final ADR engagement and resolution report.

Target: Track Agency mediation/Facilitation and resolution rates.
Provide this Agency mediation/Facilitation and resolution rates to the LOB/SOs. Produce a final ADR engagement and resolution report.

Initiative: ASH Diversity, Equity, Inclusion and Accessibility (DEIA) Strategy
Incorporate DEIA initiatives into recruiting, people development, and employee engagement activities to increase recruitment, development, and retention of diverse staff.

Activity: Implement DEIA Plan & Support FAA DEIA Efforts and Strategies
Implement the ASH DEIA Strategic Plan actions that align with FAA’s DEIA Strategic Plan in effort to create an inclusive work environment.

Target: ASH Diversity, Equity, Inclusion & Accessibility (DEIA) Implementation Plan
Apply the ASH DEIA Strategic plan to strengthen the workforce by reinforcing our commitment to diversity, equity, inclusion, and accessibility.
1. Hold at least two special emphasis events, recognizing monthly diversity observances.
2. Administer ASH DEIA pulse check to assess 2022 FEVS DEIA baseline results.
3. Maintain and update the ASH DEIA SharePoint as a repository for monitoring and evaluating progress ensuring transparency and accountability.
4. Feature diverse employees in video(s) on ASH DEIA SharePoint.
**Initiative: Increasing Equity in STEM/AVSED Outreach**

The aviation industry is facing not only a critical workforce shortage, but also an extensive lack of diversity among most aerospace professions. Through the Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) program, the FAA must place a concerted focus on ensuring equitable outreach to ensure all students have access to learn about pipelines to aerospace and aviation careers. This also supports the Executive Order on Advancing Racial Equity and Supporting Underserved Communities through the Federal Government, as well as the Department of Transportation’s Equity Task Force.

**Activity: Develop Methods and Events to Expose College Students and School-Aged Children to STEM/AVSED Activities**

Develop methods to ensure that all students, including those in underrepresented and/or underserved populations, have access to events and learning activities aimed at introducing them to aerospace concepts and career pathways.

**Target: Report Accomplishments to the Office of Policy, International Affairs, and Environmental** T1

Document STEM/AVSED events and accomplishments in the Community Engagement Tracking System (CEATS).

**Target: Provide a quarterly STEM/AVSED activity report T2**

Provide a quarterly combined report of AFN HQ and MMAC STEM AVSED activities.

**Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)**

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

**Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA.**

The Office of Civil Rights will provide LOB/SOs with a list of DEIA training courses approved by ACR and will provide monthly completion totals to support their efforts in achieving the goal that 75% of managers and 25% of employees attend one training course each fiscal year.

**Target: AST - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

**Target: AOC - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.
Target: ARP - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course
Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

Target: AGC - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course
Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

Target: AAE - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course
Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

Target: AVS - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course
Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

Target: ANG - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course
Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

Target: ASH - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course
Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

Target: APL - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course
Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

Target: AHR - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course
Ensure at least 75% of managers and 25% of employees complete or attend a minimum of one training course from a menu of DEIA training courses.

Target: ATO - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course
Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.
Target: AFN - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

Target: ACR - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

Initiative: Ensure Nondiscrimination in FAA’s External Programs and Activities.

ACR-4 National External Operations and Policy Programs will advance nondiscrimination by conducting compliance and policy activities in support of the external civil rights programs for airports including the Airport Disadvantaged Business Enterprise (DBE) and Airport Concession DBE (ACDBE) Compliance Program, the Airport Nondiscrimination Compliance Program (Title VI, Environmental Justice, and Limited English Proficiency), and the Airport Disability Compliance Program (ADA/Section 504). ACR-4 will also advance nondiscrimination in FAA’s public facing external programs and activities.

Activity: Advance the Airport DBE/ACDBE Compliance Program.

Conduct compliance, training, and technical assistance activities in support of the DBE/ACDBE Compliance Program.

Target: DBE/ACDBE Compliance

Conduct at least 15 compliance assessments, including at least one compliance assessment in every FAA region, to verify airport sponsor eligibility for FAA financial assistance under 49 CFR parts 23 and 26 (Grant Assurance 37).

Target: DBE/ACDBE Training and Technical Assistance.

Develop training materials and conduct a single targeted nation-wide training and/or technical assistance activity for relevant FAA Office of Airports (ARP) staff in every FAA region, addressing the DBE and ACDBE Programs.

Target: DBE/ACDBE Training and Technical Assistance for Airport Sponsor Leadership.

Develop training materials and conduct a single targeted nation-wide training and/or technical assistance activity for airport sponsor leadership in every FAA region, addressing the DBE and ACDBE Programs. Record the training and make the recording available for future viewing by airport sponsor leadership and staff.

Activity: Advance the Airport Nondiscrimination Compliance Program.

Conduct compliance, training, and technical assistance activities in support of the Airport Nondiscrimination Compliance Program.
Target: Title VI Order Implementation
Implement guidelines for small and non-hub primary and other selected airports to have a Title VI Plan and Community Participation Plan, including by announcing due dates for airport sponsor plans at least 3-months prior to due dates and conducting targeted training activities. ACR will review and provide feedback for submitted plans within 45 calendar days of receipt.

Target: Title VI Order Training and Technical Assistance for FAA Office of Airports Staff
Develop training materials and conduct a single targeted nation-wide training and/or technical assistance activity for relevant FAA Office of Airports (ARP) staff in every FAA region, addressing Title VI and related requirements for airport sponsors, including for Title VI Plans, Community Participation Plans, and DEIA principles.

Target: Title VI Compliance
Conduct at least 15 compliance assessments, including at least one compliance assessment in every FAA region, to verify airport sponsor eligibility for FAA financial assistance under DOT Order 1000.12C requirements related to Title VI. (Grant Assurance 30).

Target: Title VI Order Training and Technical Assistance for Airport Sponsor Leadership
Develop training materials and conduct a single targeted training and/or technical assistance activity for airport sponsor leadership in every FAA region, addressing Title VI and related requirements for airport sponsors, including for Title VI Plans and Community Participation Plans, and DEIA principles. Record the training and make the recording available for future viewing by airport sponsor leadership and staff.

Activity: Advance the Airport Disability Compliance Program
Conduct compliance, training, and technical assistance activities in support of the Airport Disability Compliance Program.

Target: ADA/504 Compliance
Conduct at least 15 compliance assessments, including at least one compliance assessment in every FAA region, to verify airport sponsor eligibility under BIL program requirements for FAA financial assistance related to ADA and Sec. 504 facility design and program access obligations for airports. Use either in-person observations or equivalent methods to verify compliance with facility and vehicle design requirements.

Target: ADA/504 Training and Technical Assistance for FAA Office of Airports Staff
Develop training materials and conduct a single targeted nation-wide training and/or technical assistance activity for relevant FAA Office of Airports (ARP) staff in every FAA region, addressing ADA/504 and related requirements for airport sponsors.
Target: ADA/504 Training and Technical Assistance for Airport Sponsor Leadership
Develop training materials and conduct a single targeted nation-wide training and/or technical assistance activity for airport sponsor leadership in every FAA region, addressing ADA/504 and related requirements for airport sponsors. Record the training and make the recording available for future viewing by airport sponsor leadership and staff.

Activity: Advance language access in FAA programs and activities.
Communicate the importance of language access across FAA programs and activities.

Target: Language Access Training
Develop and seek required approvals for eLMS or equivalent training program materials for language access training.

Target: Implement Language Access Requirements
Publish agency language access policy statement and implement language access requirements as mandated by USDOT, to the maximum extent feasible.

Target: Nondiscrimination Language in FAA grant programs and NOFOs
Ensure all applicable grant programs and NOFOs include appropriate nondiscrimination language, to the maximum extent feasible.

Target: Language Access Training
Develop and provide a training session(s) on essential language access requirements to relevant FAA staff, FAA-wide.

Activity: Update External Civil Rights Regulations and Guidance
Update requirements and resources to ensure their ongoing effectiveness.

Target: Review and Update for 49 CFR Part 27
Initiate holistic review and analysis of 49 CFR Part 27 and recommend revisions to USDOT that, if adopted, will modify requirements for nondiscrimination on the basis of disability for airports receiving federal financial assistance, by removing outdated requirements, clarifying existing requirements, and/or adding new requirements for implementation of Sec. 504 of the Rehabilitation Act.

Target: Guidance for Joint Ventures (JV) in the ACDBE Program
Update and implement joint venture guidance for the ACDBE Program.

Human Capital Management
Enhance FAA’s human capital management capabilities to support innovation and collaboration that will empower a synergetic, data-driven workplace. Leverage data and technology to continuously identify and address human capital management opportunities and efficiencies. Position the FAA as an employer of choice by promoting career opportunities to attract the workforce of the future, while maintaining a culture that enhances employee engagement and accountability. Ensure that the FAA retains a diverse and high performing workforce by providing varied learning opportunities and workplace flexibilities.
Initiative: Optimize Agency Policies and Practices to Meet the Evolving Workforce Needs
The FAA will leverage existing and future technologies to enable the best use of remote and in-person engagement, as well as enabling thoughtful decisions about physical space needs.

Activity: Showcase the Dynamic Space Concept
Design and implement a mock-up space to showcase the Dynamic Space concept for the agency.

   Target: Identify the footprint for the Dynamic Space Mock-up
   Identify the footprint within the leased space for Dynamic Space mock-up (6000+ sq ft).
   Task a. Confirm final location within leased space.
   Task b. Confirm final size of space.

   Target: Complete the design work and gain final approval.
   Task a. Gather customer requirements.
   Task b. Deliver 35% design and gain approval to move forward.
   Task c. Deliver final design and gain final approval.

   Target: Build out Dynamic Space mock-up area
   Task a. Contract award.

Activity: Renovate the FAA HQ 9th Floor using the Dynamic Space Concept
Gain support and approval to renovate the FAA HQ 9th floor using the Dynamic Space concept.

   Target: Brochure and Virtual Video for FAA HQ 9th floor Dynamic Space
   Develop brochure and virtual video highlighting potential FAA HQ 9th floor Dynamic Space implementation.
   Task a. Deliver comprehensive brochure that utilizes actual FAA HQ building 10A floor plans with Dynamic Space concepts being utilized.
   Task b. Deliver a virtual walk through video of the FAA HQ 10A space that showcases the Dynamic Space furniture concepts in use.

   Target: Gain Approval and Secure Funding
   Task a. Finalize MOA with all unions having BUE's on the 9th floor for the implementation of Dynamic Space.
   Task b. Secure full funding for 9th floor renovations.

   Target: Gather Customer Requirements and Complete the Design
   Task a. Deliver 35% design and gain approval to move forward.
Initiative: Small Business Opportunities

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: Contracting with Small Businesses

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and 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, economically disadvantaged women-owned small businesses, and historically underutilized business zone small businesses.

Target: Agency’s small business efforts. T1

Ensure at least 25% of the Agency’s total direct procurement dollars are awarded to small businesses.

Target: AOC - Support ACQ’s Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency’s total direct procurement dollars are awarded to small businesses.

Target: APL - Support ACQ’s Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency’s total direct procurement dollars are awarded to small businesses.

Target: AHR - Support ACQ's Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency’s total direct procurement dollars are awarded to small businesses.

Target: ACR - Support ACQ's Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency’s total direct procurement dollars are awarded to small businesses.

Target: AST - Support ACQ's Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency’s total direct procurement dollars are awarded to small businesses.

Target: ASH - Support ACQ's Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency’s total direct procurement dollars are awarded to small businesses.

Target: ARP - Support ACQ's Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency’s total direct procurement dollars are awarded to small businesses.
Target: ANG-A - Support ACQ's Small Business efforts
Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Target: AJM - Support ACQ's Small Business efforts
Support ACQ's efforts to ensure at least 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Target: AQS - Support ACQ's Small Business efforts
Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Target: AJW-2 - Support ACQ's Small Business efforts
Support ACQ's efforts to ensure at least 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Activity: Contracting with Small Disadvantaged Business (SDB)
Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

Target: Agency's Small Disadvantaged Business goals (SDB). T2
Ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Target: AST - Support ACQ's Small Disadvantaged Business efforts
Support ACQ's efforts to ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Target: AQS - Support ACQ's Small Disadvantaged Business efforts
Support ACQ's efforts to ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Target: AOC - Support ACQ's Small Disadvantaged Business efforts
Ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Target: ARP - Support ACQ's Small Disadvantaged Business efforts
Ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Target: ACR - Support ACQ's Small Disadvantaged Business efforts
Ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).
Target: ANG-A - Support ACQ's Small Disadvantaged Business efforts
Ensure at least 14% of the Agency’s total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Target: ASH - Support ACQ's Small Disadvantaged Business efforts
Ensure at least 14% of the Agency’s total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Target: APL - Support ACQ's Small Disadvantaged Business efforts
Ensure at least 14% of the Agency’s total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Target: AHR - Support ACQ's Small Disadvantaged Business efforts
Ensure at least 14% of the Agency’s total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Target: AJM - Support ACQ's Small Disadvantaged Business efforts
Support ACQ's efforts to ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Target: AJW-2 - Support ACQ's Small Disadvantaged Business efforts
Support ACQ's efforts to ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Initiative: Human Capital
In support of the AFN's commitment to attracting and retaining the right talent, the AFN Enterprise Operations (AFN-100) will focus on programs that address Human Capital needs.

Activity: Establish AFN-100 Engagement Series
Provide a collaborative AFN-100 employee-centered engagement space for program and benefit awareness.

Target: Create a List of Topics T1
Create a schedule of hot topics for the AFN-100 Engagement Sessions.

Target: Provide Informational Sessions T2
Deliver four engagement information sessions.

Activity: AFN Honorary Awards Automation
Automate the AFN Honorary Awards Process.

Target: AFN Honorary Awards T1
Draft Program Description Document (PDD).
**Target: Design and Build T2**
Design and build the AFN Honorary Awards application.

**Target: Marketing and Train Personnel T3**
Socialize the Honorary Awards application AFN-wide and train personnel.

**Target: Deploy Application T4**
Deploy the AFN Honorary Awards application.

**Activity: NATCA Negotiations**
Report the NATCA Multi-Unit Contract Negotiations discussions to AFN-1/Senior Management Team.

**Target: Provide Draft Proposals**
Provide AFN leadership draft proposals on key topics for review and concurrence prior to negotiations.

**Target: Monthly Status Updates**
Provide monthly status updates to AFN leadership during each phase of the contract negotiation process.

**Initiative: Drive Service Excellence through Collaboration and the Delivery of Innovative AHR Programs and Services**
Efficiency addresses relationship between key organizational results and human resources activities.

**Activity: Evolve and Leverage Technology, Automation, Analytics, and Business Process Improvement Strategies to Gain Efficiencies and to Support People Data-Driven Decision-Making**
AHR’s relationships with stakeholders are characterized by innovation and service excellence through people, technology, and processes that allow us to serve the FAA as the human capital management thought leader

**Target: Customer Relationship Management Transition**
In an effort to offer customers enhanced service request tracking, educational and self-service options, complete preparations, system configuration and staff training to transition to the new CRM platform.

**Target: Automation and Process Efficiencies**
Building on HR Services' successful implementation of Robotic Process Automation (RPA) and AVIATOR enhancements, identify and implement at least three process solutions to better optimize workload management and to enhance customer experience.

**Target: Career Development Demand**
Expand the development offerings for non-managers as funding permits. Evaluate Career Development On-Demand to determine if CDO should be continued.
**Target: Planning language for Pay Setting**
Evaluate existing pay policies, tools, and reference materials, and gather feedback from managers to determine the effectiveness of established pay-setting guidance. Based on an analysis of the findings, determine the proper course of action to provide guidance to help managers understand and properly set pay.

**Target: INSPIRE Technology**
Pursue the option of moving INSPIRE onto ATO’s Staffing Workbook for the purpose of compiling recognition usage metrics by LOB, region, and manager status (all currently unavailable) across the agency.

**Target: Establish a robust data analytics platform**
Work with the CDO’s office to establish a robust data analytics platform where people data is stored for reporting/dashboarding/analysis.

**Activity: Develop, Implement, and Maintain Excepted Service Guidelines and Policies in Alignment with Federal Mandates**
AHR is a strategic partner oriented toward collaborative and data-informed innovative solutions that leverage FAA’s excepted authorities to meet organizational goals.

**Target: Program Evaluations and Compliance Reviews**
Conduct, at a minimum, four compliance reviews/program evaluations to ensure adherence to Agency human resource policies and procedures and to identify best practices and/or areas of improvement via submission of a report for each compliance review/program evaluation conducted.

**Target: Internal Target: Performance Management Policy Date Alignment**
Align the Performance Plan Launch dates and Employee Ratings due dates for all FAA employees covered by Valuing Performance PM-9.1a (VP), Pass/Fail PM-9.1c (P/F), and Executives EXS-7.7a (EPM).

**Activity: Develop and Implement a Dynamic and Data-Driven Communications Strategy to Improve Stakeholders’ Access to HR Information and Services**
AHR provides clear, proactive, accessible information that better informs stakeholders of AHR programs and services.

**Target: Applicant Help**
Provide at least three new resources to assist candidates in applying to FAA job vacancies.

**Target: Implement Communications Strategy**
Execute on delivering two new communication platforms on WorkLife programs and leverage existing communication platforms to enhance awareness of WorkLife programming.
**Target: Online LER Resource**  
Update Online Library of Resources on SharePoint and MyFAA that support both employees and managers.

**Target: Establish HR Information System (HRIS)**  
Implement an effort to develop a plan for an enterprise HR Information System.

**Initiative: Airport Employee Engagement**  
Support employee engagement through FedView results and Action Plans.

**Activity: FEDVIEW action planning**  
Utilize the annual FEDVIEW data to continue to boost engagement in ARP.

**Target: Employee Engagement Plan**  
Develop and implement an employee engagement plan within 90 days of receiving the FY23 FEDVIEW results.

**Target: Update ARP Workforce**  
Update the ARP workforce at least 2 times a year on employee engagement activities and progress.

**Target: Development Activities**  
As part of succession planning, select at least two critical positions from the projected vacancy list and identify necessary development activities.

**Initiative: Field Delivery Training and Air Traffic Training Performance Standards**  
Implement Field Delivery Training, which will expedite training in the field and reduce throughput at the FAA Academy. Redefine air traffic training from the foundation. Create training blocks, add human performance training, and change the training culture from evaluating to instructor perspective at all phases.

**Activity: TRACON Skill Enhancement Workshop (TSEW) Training**  
Identify the need for facilities and resources to deliver TSEW training at multiple location. The current backlog has created waivers to the field to adjust training to certification.

**Target: Conduct TSEW Training**  
Conduct TSEW Field Training for 60 students at FAA facilities throughout the country.

**Activity: Assess Air Traffic Control Training**  
AJI-2 will assess training that occurs in the field to include order updates, compliance, scenarios, and audits.
**Target: Draft Training Performance Standards**

Draft Training Performance Standards and finalize scoping document for sub-work group. Develop Tower, TRACON, and Enroute standards. Test at various facilities, collect data, and brief leadership on national implementation.

**Target: Conduct Training Assessment Survey**

Document the findings of the Training Assessment Survey at 313 Facilities and submit recommendations to AJI Leadership.

**Initiative: PMO Acquisition Workforce**

Ensure the PMO 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. The PMO has an Acquisition Workforce goal tracked at the AJM-0 level to ensure the Program Managers with certifications due in the current Fiscal Year are obtaining the necessary requirements for their positions. The PMO works with AAP-300, Acquisition Career Management Division, to get monthly status and updates for the overall PMO goal. AJM-1 will continue to track/monitor/status the AJM-0 level PMO Acquisition Workforce goal. The PMO Leadership Team has indicated that each Directorate will track the certifications internally.

**Activity: PMO Acquisition Workforce**

Attain certification requirements for program managers (PMs) and contracting officers due in the current Fiscal Year.

**Target: AJM-2 Acquisition Workforce**

Provide monthly status on the certification requirements of Program Managers responsible for managing Office of Management and Budget (OMB) major programs in the portfolio.

**Target: AJM-3 Acquisition Workforce**

Provide monthly status on the certification requirements of Program Managers responsible for managing Office of Management and Budget (OMB) major programs in the portfolio.

**Target: AJM-4 Acquisition Workforce**

Provide monthly status on the certification requirements of Program Managers responsible for managing Office of Management and Budget (OMB) major programs in the portfolio.

**Initiative: Program Improvement & Workforce Planning**

Provide high-quality employee development programs and alternative recognition appreciation programs.

**Activity: AFN Retirement Certificate**

Coordinate the approval of a fillable AFN retirement template with the FA POCs and the FAA Print Office/BOC.
**Target: Retirement Certificate Framework T1**
Coordinate the design for a fillable retirement certificate with the FA POC’s.

**Target: Submit for Review T2**
Send certificate to AFN-3 for review.

**Target: Add Retirement Certificate to AFN Awards Web Page T3**
Implement the retirement certificate by uploading it to the AFN Awards web page.

**Activity: AFN Mentoring Program Analysis and Design**
Outline the activities needed to implement a mentorship program.

**Target: Establish an AFN Mentorship Program T1**
Establish a Mentoring Program Workgroup.

**Target: Program Scope and Framework T2**
Define and document the program scope and framework.

**Target: Program Framework Review T3**
Submit program framework for leadership review.

**Activity: AFN Internship Onboarding Process**
Develop standard operating procedure (SOP) and guidance for the onboarding of AFN interns.

**Target: Develop a Process Map T1**
Develop a process map that outlines the onboarding process for internship programs.

**Target: Create AFN Internship Onboarding SOP T2**
Develop an SOP that provides the various steps for onboarding AFN interns.

**Target: AFN-3 Review T3**
Send process map and SOP document to AFN-3 for review.

**Activity: AFN-100 Resources and Repository Site**
Define and document the scope of a customer-focused resource repository site.

**Target: Resource and Repository Scope T1**
Document the scope for an AFN-100 Resource and Repository site.

**Target: Resource and Repository Framework T2**
Develop AFN-100 Resource Repository Framework.
Target: Resource and Repository Framework Review T3
Submit AFN-100 Resource and Repository Framework for leadership review.

Initiative: FAA Academy Delivery Effectiveness
Focus resources to improve delivery through people-centric activities and process improvements.

Activity: Corporate Curriculum Execution
The Federal Aviation Administration (FAA) Academy will execute the new AMA Corporate Curriculum utilizing the eLMS platform for new and existing employees. This new curriculum was developed in FY23 and starting use in FY24 as we plan to capture lessons learned from all AMA employees.

Target: Training
Assign the Corporate Curriculum in eLMS for new and existing employees to be completed in the second quarter.

Target: After Action Reporting
Incorporate lessons learned and feedback into the curriculum.

Activity: FAA Academy Air Traffic Controller (ATC) New Hire Training Execution
The FAA Academy will increase its training capacity to meet the ATC new-hire training goal of 1,500 for FY24 and expand its future training capacity.

Target: Execute and Monitor Air Traffic Controller (ATC) Hiring
The FAA Academy will provide monthly metric of progress towards goal of training 1,500 ATC New Hires in FY24. Provide on the 5th of each month for previous month’s data.

Target: Plan Academy Air Traffic Controller (ATC) Training Capacity Expansion for FY25
The FAA Academy will develop a plan to enhance its training capacity through the expansion of its training lab infrastructure (expand Lab C, add an additional Lab D, and increase the number of Tower Simulation Systems) in FY25.

Initiative: Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Program
Champion FAA’s Corporate STEM AVSED Strategic Plan activities for APL through planning and conducting proactive internal and external outreach with collaborative support from all ARA regions and ARA-100. Pipeline and Pathways, STEM for Every Student, Strategic Partnerships and Optimize Internal Resources

Activity: Optimize Internal STEM AVSED Resources
Optimize the ability to train and deploy STEM AVSED Outreach Representatives through the development of materials and resources, enabling them to effectively use the FAA STEM AVSED resources (simulators, drones, educational outreach content etc.) to conduct outreach and connect students to aviation career pathways.
**Target: Training Plan**

Conduct assessment to prioritize STEM AVSED programs and equipment that will have the greatest impact on students. Develop training materials for Outreach Representatives on top two identified priority programs or equipment.

**Target: Outreach Representative Training**

Deliver STEM AVSED Outreach Representative training materials to Outreach Representatives for two (2) priority STEM AVSED programs.

**Target: AEA STEM/AVSED Outreach Representatives**

Partner with ARA-100 to enhance the support and training of AEA STEM/AVSED Outreach Representatives by hosting one (1) annual STEM/AVSED OR Training and Awareness Event in a location to be determined. Proposed training initiatives would include Red Bird Simulator, ATC Simulation, Drone Cage set-up and operation as well as Adopt-a-School instructor training and administration.

**Target: Conduct In Person OR Training at ASW RO**

Conduct one (1) in person OR training session at ASW RO per year focusing on drone cage operation/flight simulator training/familiarity.

**Target: Conduct In Person OR Training at ANM RO**

Conduct one (1) in-person OR training session at the ANM RO and a second in-Person OR training session at a location TBD. Training will include drone cage set-up and operation, Red Bird similar set up and operation, ACE Camp participation, and other event participation and engagement. Training will promote vision, best practices OR recruitment, and alignment with ARA-100 programs and initiatives.

**Target: Regional Outreach Representative Training at Regional Office**

In partnership with ARA-100, host one (1) in person OR training session at AGL RO per year focusing on drone cage operation/flight simulator training/familiarity.

**Activity: STEM AVSED Signature Programs**

Support Adopt-a-School, Airport Design Challenge and ACE Academies

**Target: Engagement with Adopted Schools**

Identify and implement strategies at a national level for continued communication with schools that participated in the FY23 Adopt-a-School Program but have opted to not participate in the full program in FY24.

**Target: Deliver Adopt-a-School Program to Participating Schools**

Successfully deliver the official Adopt-a-School lessons to each school officially participating in the program in FY24.

**Target: Execute the Airport Design Challenge Program**

Conduct all activities necessary to successfully carry out the Airport Design Challenge Signature Program in FY24, as referenced in the annual project plan.
Target: ACE Academies
Connect with 80% of identified FAA Co-Sponsored ACE Academy leadership prior to the event (via email, meetings, phone calls, etc.) to identify appropriate level of FAA support and resources.

Target: Adopt-A-School National Program Expansion Preliminary Assessment
Conduct preliminary assessment of future delivery levels and expansion of Adopt-a-School Program based on lessons learned and level of resources available beginning in the FY25 schools year.

Target: Adopt-A-School National Program Expansion Final Assessment
Finalize assessment of future delivery needs and develop project plan for FY25 and beyond of Adopt-a-School program

Target: Workforce Development Grants ANE
Maintain relationships with FAA workforce development grant recipients, Cape Cod Community College in Plymouth, MA, and Nashua Community College in Nashua, NH

Target: Continued Engagement to Educate External Stakeholders
Engage with external stakeholders at a high-volume aviation event hosted by Alaska Industry to promote aviation education and safety.

Target: STEM AVSED Outreach and Engagement Activities of Aviation Partners within AWP
Promote and participate in one (1) STEM AVSED Outreach effort at a high-volume aviation event hosted by an FAA-recognized outreach organization (i.e., WAI, NBCFAE, NHCFAE, PWC, TWO).

Target: STEM AVSED Outreach and Engagement Activities of Aviation Partners within ANM
Promote and participate in two (2) STEM AVSED Outreach efforts in at least two different states. In Colorado, Denver ACE Academy and in Washington, Girls in Aviation.

Target: Maintain Aviation Interest Among Adopt-a-School Students
Conduct at least one (1) follow-up activity per school beyond the in-class lesson plans, such as Air Traffic Facility tours with students from each of the two Southern Region FY-24 Adopt-a-Schools.

Target: Establish Partnerships with Faculty and School Administrators
Meet with leadership from Southern Region Adopt-a-Schools to gather best practices and lessons learned from the two (2) Adopt-a-School programs conducted in ASO.

Target: Support Future Adopt-a-School Expansion Efforts
Market the need for Outreach Representatives (ORs) in Southern Region and recruit 20 new ORs.
**Target: Conduct Successful STEM/AVSED Outreach at a High-Level Aviation Event**
Obtain necessary approvals and provide direct leadership support for the STEM/AVSED outreach to the thousands of students attending the annual Lakeland Aviation Expo (Sun ’n Fun).

**Target: Identify No Less Than Four Anchor Events in the Great Lakes Region**
With ARA-100 and applicable OR's, identify "anchor events" for STEM/AVSED regional support; determine scoping and resourcing; secure leadership commitment(s); secure "anchor event" sponsor interest and commitments; events will include Oshkosh AirVenture (KidVenture), the Ohio State Fair, and others.

**Target: Deliver Adopt-a-School Program to Participating Schools**
Support ARA-100 with the delivery the official Adopt-a-School lessons to each school in AGL that is officially participating in the program in FY24.

**Target: Centralized Electronic Channel for Regional Stakeholders**
Establish a process where regional stakeholders who are holding their own STEM/AVSED events can notify the FAA of these events and invite the FAA to participate, as appropriate.

**Target: Workforce Development Grants AGL**
Maintain relationships with FAA workforce development grant recipients, National Tuskegee Airman Museum in Detroit, MI; Lincolnland, Community College in Springfield, IL; and Cincinnati State Technical and Community College in Cincinnati, OH.

**Initiative: Attract and Cultivate a Diverse and Talented Workforce**
A system that promotes a high-performing workforce, identifies, and closes skills gaps, and implements and maintains programs to attract, acquire, develop, promote, and retain quality and diverse talent.

**Activity: Utilize a Corporate Approach to Determine Human Resource Requirements for Improved Workforce Planning, Resource Deployment, and Succession Management**
An FAA-wide integrated strategic workforce planning process that supports data-driven budget and other resource decisions while ensuring sufficient succession pipelines.

**Target: Minority Serving Institutions (MSI) Program Enhancement**
Provide at least five enhancements to FAA’s flagship Minority Serving Institutions (MSI) internship program to continue to attract and hire diverse talent, including expanded program materials, tools to facilitate candidate selection, reporting tools and expanded offerings. Program offerings highlight the link between internship experiences and benefit to the mission.

**Activity: Leverage Effective Talent Management Strategies to Invigorate and Sustain FAA’s Employees Throughout Their Employment Lifecycle.**
FAA is committed to attracting and retaining a highly skilled and engaged workforce in an environment where diversity principles are practiced in support of mission achievement.
**Target: Mission Critical Hiring Targets**
In partnership with ATO and AVS, develop plans to achieve FY24 hiring goals.

**Target: ATCS Hiring & Candidate Pipeline Expansion**
Partner with ATO to meet the FY24 hiring goal of 1,800 for Air Traffic Controllers. In partnership with LOB/SO stakeholders, implement at least five solutions that measurably increase availability of qualified, diverse candidates.

**Activity: Develop an FAA-wide Competency Management System that Defines the Knowledge, Skills, and Behaviors the FAA must Build, Enhance, and Retain to Ensure Mission Accomplishment**
The FAA has the competencies in place that it needs now and those it will need in the future to address changing priorities/programs and workforce attrition.

**Target: ATCS Candidate Assessment**
Consistent with FAA’s world-class air traffic service delivery, commitment to increasing the diversity of FAA’s workforce and contractual need to replace the Air Traffic Skills Assessment, in partnership with ATO and NATCA, deliver the ATSA validation study and test replacement recommendations. In FY24, AHR validates job skills and requirements.

**Target: Entry-Level Recruitment**
Building upon the successes of the Tech Ops Early Careers Gateways Program, continue to develop entry-level “onramp” development programs with ATO and AVS by conducting feasibility studies for entry-level developmental programs for at least two additional mission-critical series. Identify program requirements and next steps. Present findings and recommendations to executive leadership for further consideration.

**Initiative: Employee Engagement**
Cultivate employee engagement by keeping employees informed, promoting knowledge transfer, providing varied developmental opportunities and receiving feedback on the state of the ARA workforce.

**Activity: Change Management**
Introducing a government cloud-based ANCIS system represents a significant change in the FAA’s technology landscape. Effective change management is essential to ensure a smooth transition and maximize user adoption. ARA-200 will develop associated training on how to work within the confines of the new system. ARA-200 will also update policy process documents and, if needed, may develop additional guidance documents for inquiry processing.

**Target: Rollout Plan**
Develop and implement a phased rollout plan that outlines when and how different user groups will transition to the updated portal. Information briefing on the new Portal will include: announcements regarding the portal update, information about the benefits and features of the updated portal, details on how the update will affect users and outline for full transition.

**Target: Update Process Documents**
Provide users with an up-to-date document on workflows, system changes, revised guidance and use instructions.
**Target: Develop Training**
Develop associated training on how to work within the confines of the new system.

**Activity: ARA-100 Team Development and Engagement**
Continue undertaking activities to further engage ARA-100 employees and increase team effectiveness.

**Target: Employee Engagement and Team Effectiveness**
Identify and implement at least three (3) activities (offsites, training, change management efforts, etc.) aimed at continuing to increase levels of employee engagement and team efficiency in ARA-100.

**Activity: Communication Plan**
Development communication plan for upcoming lease, building move and organization.

**Target: Develop Communication Plan**
Create workgroups, committees and newsletters, etc. for active communication through the progression of pending space changes and dynamic set up. Ensure communication is effectively spread through managers, employees, unions and everyone impacted by move.

**Activity: CliftonStrengths® Workshop**
The Regional Administrator's staff will take the CliftonStrengths® (formerly Strengthfinders) assessments and have a one-day offsite with a certified CliftonStrengths® consultant to learn about individual strengths of teammates and how each person's strengths contribute to the team as a whole.

**Target: Schedule Consultant and Book Offsite Location for Workshop**
Ensure funding is allowable, available, and approved to hire the CliftonStrengths® to obtain coach; solicit locations for workshop offsite that is free of daily-work distractions.

**Target: Successfully Complete CliftonStrengths® Assessment**
Each team member takes the assessment and submits results to CliftonStrengths® coach for analysis.

**Target: Hold Full-Day Coaching Session With CliftonStrengths® Coach**
Solidify location, meet together as a team, and discuss assessment outcomes with CliftonStrengths® coach.

**Target: Solicit Input from Team**
Solicit input from team on the effectiveness of the workshop.

**Activity: Employee Training in AAL**
Provide Federal Protective Services-Led Employee Training: Violence in the Workplace and Civility Matters at FAA.
**Target: Provide Employee Training: Violence in the Workplace**

Present at least two (2) sessions of Federal Protective Service-led Violence in the Workplace for Alaskan Region employees

**Activity: Leadership Engagement with New Employees**

Partner with the Human Resources and Regional Management Team to improve employee orientation and onboarding experiences to emphasize public service role, awareness of organizational roles and responsibilities, and introductions to senior leadership.

**Target: Conduct Oath of Office for New Employees with RMT**

Begin monthly introduction of new FAA employees in ASO RO as part of the weekly Regional Management Team meeting.

**Target: Host Quarterly Orientation Sessions for New FAA Employees**

Host initial quarterly meeting with new FAA employees who have the Southern Regional Office as their duty station and share information on FAA organizational roles and responsibilities.

**Activity: Employee Association Regional Partnership**

Restore support for these organizations and raise awareness of the value and effectiveness of employee associations in executing outreach activities and offering learning opportunities that enhance employee knowledge, help bridge connections with communities, create awareness of issues and initiatives, and reflect the diverse FAA culture.

**Target: Annual Employee Association Day**

Host annual Employee Association Fair/EA Day in the Western-Pacific Region. The event will be open to all employee associations and special emphasis groups for employees to learn about their organizations, membership opportunities and promote their events. The EA Fair will be open to all employees and contractors.

**Target: Employee Association Leadership Exchange**

Invite at least two (2) Employee Association Leadership to the Regional Management Team Meetings. EA Officers will be given opportunities to brief on topics important to the EA organizations, to engage management and share information, including major STEM/AVSED events.

**Activity: Provide Continuing Engagement Opportunities with New and Current Employees**

Increase employee engagement region-wide by providing career development presentations and discussions on a wide variety of topics. Enhance regional career development and connectedness between colleagues.

**Target: ANM New Employee Meet and Greet**

Provide a bi-annual follow-up program to all new employees that have on-boarded during the previous six months. These events will connect employees to ANM initiatives and opportunities in the context of their on-the-job experiences.
Target: ANM Mentor Program
Provide a bi-annual follow-up program to all ANM Mentor Program Protégés. These events will provide updated career information and opportunities to engage with senior managers and colleagues.

Target: ANM Employee Engagement/Events
Host at least two (2) hybrid (in-person and virtual) region-wide informational meetings about FAA programs and initiatives.

Activity: Leadership Engagement with New Employees in AGL
Partner with the Human Resources and Regional Management Team to improve employee orientation and onboarding experiences to emphasize public service role, awareness of organizational roles and responsibilities, and introductions to senior leadership.

Target: Conduct Oath of Office for New Employees with RMT
Begin conducting swearing in (Oath of Office) for new FAA employees in AGL RO as part of RMT meeting or in another regional facility.

Initiative: Property Workforce Training & Certification
Enhance the skills, knowledge, and certification of property practitioners.

Activity: Project Management Workforce Certification
Maintain certification of Project Managers in the Project Management Division

Target: FAC/PPM Level 1 Certification T1
50% of the combined staff of APM-310 and APM-320 as of October 1, 2023, will attain/maintain FAC/PPM Level certification.

Target: FAC/PPM Level II certification T2
10% of the combined staff of APM-310 and APM-320 as of October 1, 2023, will attain/maintain FAC/PPM Level II certification.

Initiative: Align AST’s Hiring and Workforce Development to Meet the Future Needs of the Organization
The growing, evolving commercial space transportation industry will place new demands on AST’s workforce. AST will identify its future staffing needs, assess its workforce’s capabilities, and develop a plan to meet and sustain its workforce requirements. AST needs to be a diverse and inclusive organization focused on hiring, cultivating, developing, promoting, and retaining the employees by implementing policies to foster and sustain a proficient, professional, and diverse workforce. Embrace DEIA initiatives and guidance around hiring, training, and development practices and ensure any policies, programs, or procedures created take this guidance into consideration.

AST anticipates and reacts to the future workforce requirements to oversee the growing commercial space industry. AST’s workforce is equipped with the skills and career development to confidently perform their duties and step up to leadership positions while utilizing the diversity of the organization.
Activity: Workforce Planning, Hiring, Compensation, and Retention Program
Create a robust workforce planning, hiring, compensation, and retention program to be agile and responsive to current and future mission requirements of commercial space transportation oversight.

**Target: Staffing Level**
Meet 90% authorized staffing level as defined by PBR and AST internal priorities.

**Target: Develop AST's Recruitment and Retention Plan**
Create a robust workforce planning, hiring, compensation, and retention plan to be agile and responsive to current and future mission requirements of commercial space transportation oversight.

Activity: Learning and Development Program
Establish a more comprehensive learning and development program for all AST employees.

**Initiative: PMO Integrated Services & Analysis**
PMO Integrated Services & Analysis

Activity: PMO Integrated Services and Analysis
PMO Integrated Services and Analysis

**Target: Develop Future Leaders**
Develop the key elements and skills necessary to grow the next generation of leaders and ensure continuous organizational performance and service delivery.

**Target: Establish Meaningful Partnerships**
Streamline and enhance stakeholder outreach for specific audiences and goals.

Activity: Integrated Resources Management
Integrated Resources Management

**Target: Financial and Acquisitions Knowledge Sharing**
Increase financial and acquisitions knowledge.

Activity: Program Acquisition Support & Analytics
Program Acquisition Support & Analytics

**Target: Tech Refresh Portfolio (TRP) - Internal PMO Deep Dive Recommendations**
Update the existing Tech Refresh Portfolio (TRP) Guidance document.

**Target: Baseline Program: Lessons Learned Initiative**
Develop and share an initial lessons learned artifact documenting known/recurring causal factors that programs may encounter during the acquisition lifecycle.
**Activity: Planning, Analysis & Integration**

Planning, Analysis & Integration

**Target: Leadership, Planning and Oversight PMO Level Initiatives**
Develop high level Plans of Action and milestones for PMO level initiatives.

**Target: Systems Engineering Best Practices**
Provide Systems Engineering guidance by developing and promoting best practices.

**Target: Systems Engineering Knowledge Sharing**
Enhancing technical practical knowledge across the PMO by delivering knowledge sharing services.

**Initiative: Improve Internal Communication**
Use a variety of internal communications vehicles to publish at least 5 news stories and/or broadcast messages each week to increase employee understanding and knowledge of agency programs and activities.

**Activity: FocusFAA**
Publish agency news in FocusFAA daily during Fiscal Year.

**Target: Activity Target 1**
Publish daily news items during the Fiscal Year.

**Target: Activity Target 2**
Read and evaluate all employees feedback and respond to feedback within 24 hours if platform is stable and functioning.

**Target: Activity Target 3**
Depending on availability, provide FAA SO/LOBs with the opportunity to use GovDelivery for email distribution communications products for employees.

**Activity: Employee Website**
Update the employee homepage every business day.

**Target: Activity Target 1**
Update the employee homepage every business day.

**Activity: Communicate Strategic Initiatives**
Communicate agency goals to the FAA workforce

**Target: Activity Target 1**
Communicate agency goals to the FAA workforce and provide regular updates on progress.
**Activity: Communications Working Group**
Ensure cross-agency collaboration on communications issues and projects through the Communications Working Group.

**Target: Activity Target 1**
Chair monthly meetings of Communications Working Group and ensure active collection of data on communications activities from all LOBs/SOs. Share data with AOA.

**Initiative: Support FAA’s STEM/AVSED Efforts**
Support and promote ARA STEM AVSED outreach engagements with students to encourage participation in pathways activities that will lead to aerospace careers.

**Activity: Support Pipelines and Pathways to Aerospace Careers**
Support and promote ARA STEM AVSED outreach engagements with students to encourage participation in pathways activities that will lead to aerospace careers.

**Target: Support Pipelines and Pathways to Aerospace Careers**
Continue to create opportunities for students to intern with the Office of the Chief Counsel (AGC) through programs such as the Department of Transportation Summer Transportation Internship Program for Diverse Groups, FAA Minority Serving Institutions, and AGC law honors.

**Target: Strategic partnerships to maximize the benefits**
Provide AGC support for strategic partnerships and building relationships with third parties aimed at reaching FAA STEM and aerospace education goals.

**Target: Cross-Agency STEM Collaboration to Optimize the Program**
Support participation by AGC employees in STEM AVSED Strategic Plan programmatic efforts such as subcommittees, contest judges, and outreach for STEM AVSED activities.

**Initiative: Strong Acquisition Workforce**
Ensure FAA has the staffing and skill mix to successfully enable the NAS by implementing training, developing and certifying personnel in key acquisition professions.

**Activity: Train and Certify FAA’s Acquisition Workforce**
Attain and maintain certification requirements of program managers (PMs) and contracting officers.

**Target: 90% of Program Managers are certified T1**
Attain FAA Project Program Manager certification for 90% of program managers (PMs) on Office of Management and Budget (OMB) major acquisition programs and attain/maintain certification requirements for their positions.
Target: 90% of Contracting Specialists are certified T2
Ensure at least 90% of Contracting Specialists are certified.

Target: Certification of Real Estate Contracting Officer/Specialist (RECO/S) T3
Ensure at least 90% of Real Estate Contracting Officer/Specialist (RECO/S) are certified.

Target: Attain and maintain certification requirements (ANG)
Attain and maintain certification requirements: 90% of program managers (PMs) on Office of Management and Budget (OMB) major acquisition programs attain/maintain certification requirements for their positions.

Target: Attain and maintain certification requirements (AJM)
Attain and maintain certification requirements: 90% of program managers (PMs) on Office of Management and Budget (OMB) major acquisition programs attain/maintain certification requirements for their positions.

Target: Research and Analyze One Commercial Opportunity
Research and Analyze whether there is at least one commercial opportunity to provide PMP recertification for less than $1,000/yr that supports the Agency’s Certification Requirements.

Activity: FAA Contracting Profession College/University Outreach
Establish a College and University outreach program that educates and builds awareness of FAA support to developing contracting professionals.

Target: Potential Target Colleges/Universities
Create a list of potential target colleges/universities to partner with.

Target: Agreement From Colleges/Universities
Gain agreement from at least 2 colleges/universities for partnership.

Target: Draft Curriculum/Lecture Outline
Create a draft curriculum/lecture content outline.

Initiative: AJI Employee Development
Educate, prepare, and grow AJI leaders from within.

Activity: Developmental Resources and Programs
Provide AJI Workforce Development resources and programs.

Target: Offer Training
Deliver training and seminars for management and staff in accordance with plans
Target: Develop AJI Communications Vehicles
Partner with AOC to develop and execute four tailored AJI communication campaigns and vehicles based on the intended audience to target AJI personnel and stakeholders at HQ and in the field.

Initiative: Workforce Development and Recruiting
Maintain a highly skilled workforce by recruiting and developing personnel to meet future demands and challenges while fulfilling technical and managerial needs.

Activity: Workforce Learning and Development
Promote and host developmental opportunities to enhance employee engagement while ensuring agency mandated training requirements are met.

Target: Enterprise Development Calendar and Resource Guide
Establish a calendar and resource guide of enterprise career and leadership development programs and offerings to promote to the ANG workforce.

Target: Communications Planning
Establish and launch a communications plan to promote the calendar and resource guide of development programs and offerings.

Target: Use and Participation Measurement
Measure ANG’s use of and participation in programs and offerings by the launch of the communication plan and then again by the end of the fiscal year to assess impact of communications efforts.

Target: Mandatory Training Status Reporting
Provide accurate, complete and timely reporting on mandatory training requirements and completion status throughout the year that facilitates fulfillment by established deadlines.

Activity: MSI Program Activity
Plan and facilitate a series of MSI student engagement activities aimed at providing networking and learning opportunities to interns.

Target: Alignment of Efforts
Host meeting with WJHTC and AHR to coordinate Gateways and MSI intern activities to ensure alignment of efforts to maximize the intern engagement and learning experience, while avoiding schedule conflicts. Create schedule for the two programs and an accompanying description that highlights key milestones, similarities and differences, and unique benefits of each program.

Target: Kickoff Meeting
Host Meet and Greet for ANG's MSI interns.
**Target: Engagement and Learning Activities**

Conduct two aviation learning and engagement tours (e.g., DCA ATC and Air and Space Museum) for Office of NextGen (ANG) Minority Serving Institutions Program (MSI) interns.

**Activity: NAS 2040 Workforce Planning**

Identify workforce capabilities and labor categories needed to support realization of NAS 2040 vision and establish action plans aimed at filling identified gaps.

**Target: NAS 2040 Domain Owners**

Identify one existing domain owner to the extent available for each NAS 2040 domain and establish recruiting plan to acquire one domain owner for any existing gaps.

**Target: Skills Analysis**

Engage domain owners to identify technical competencies and skill levels for each NAS 2040 labor category.

**Target: Gap Analysis**

Conduct analysis to identify technical competency and skill gaps within the existing workforce and document the results.

**Activity: Continue to Institutionalize the Technical and Research and Development Curricula**

Collaborate across the NextGen (ANG) organization to institutionalize the technical and research and development curricula. Incorporate results of the Align Processes and Systems effort, as appropriate. The result of this effort will be an ANG organization that understands and utilizes the Technical and Research and Development Curricula as a tool for employee growth and development.

**Target: Engage Workforce to Implement Technical and Research and Development Curricula**

Develop and implement at least two targeted communications efforts to engage employees and managers to create accountability for further curricula implementation.

**Target: Evaluate Effectiveness**

Develop and execute a plan, based on metrics and feedback, to evaluate the effectiveness of the technical and research and development curricula.

**Target: Optimize Processes and Systems**

Review and continue to implement the institutionalization process by integrating curriculum components into the recruitment, onboarding, and performance management processes.
Target: Engage Workforce to Enhance Understanding of Operational Shortfall Analysis Through Machine Learning Implementations

Sponsor at least two information sessions on machine learning and data analysis related to operational shortfalls to engage employees, managers, and external stakeholders.

Activity: Recruitment - NextGen Gateway Program
Recruit and hire student Interns to assist in the agencies succession planning goals.

Target: Recruit Students to Gateways Program
Subject to position availability, recruit new students into the NextGen Gateway student internship program in order to assist in the agency’s succession planning.

Target: Convert Gateways Interns to Full-Time Permanent Employees
Subject to position and funding availability, convert program participants to full-time permanent employees without further competition, after successful completion of the program.

Activity: ANG New Employee Onboarding
Ensure that all new hires to ANG are fully acclimated to the organization within their first 6 months through the ANG New Employee Onboarding process and develop a schedule of developmental opportunities and activities aimed at supporting the employee throughout the Employee Lifecycle.

Target: New Hire and Hiring Manager Outreach
Ensure that 100% of new employees (managers and non-managers) and their managers receive Onboarding pre-start documents and resources (i.e., ANG Onboarding Program Overview, New Hire Checklists, Resource Guide, and ANG-101) briefing no less than 3 business days prior to start date. Conduct follow-up outreach to candidates within 45 days of arrival to check if the materials were reviewed and answer any questions.

Target: New Employee Meet and Greets
Conduct at least 3 New Hire Meet and Greets spread throughout the year.

Target: New Manager Development and Performance Support
Conduct at least 3 lunch and learn sessions or workshops for new managers to enhance their performance of new managers on the job. Focus on avoiding common issues or challenges.

Target: IDP Workshop Participation
Achieve at least 65% participation rate for new managers and non-managers in AHR-led Individual Development Plan (IDP) workshops.
Activity: Promote and Encourage Test & Evaluation (T&E) Competency and Credentialing
Attract, develop, engage, and recognize a dynamic workforce by promoting continuous learning and development through a progressive T&E training framework with the ultimate goal of ensuring continued delivery of quality T&E services.

**Target: Develop Test & Evaluation (T&E) Training Framework**
Develop and implement a comprehensive test and evaluation (T&E) workforce development training framework by documenting a Training Plan, defining needed curriculum, identifying curriculum sources, and developing internal curriculum where needed. This training framework will support the delivery of a Training Program needed to support high quality and consistent T&E services for the FAA.

**Target: Increase test and evaluation (T&E) FAA Credentialing Amongst Test Professionals**
Foster and incentivize FAA test and evaluation (T&E) credentialing for test professionals through improved outreach and management practices in the T&E divisions. Increase the number of credentialed test professionals by at least 33%.

Activity: ANG-A Recruiting
Plan and execute in-person recruitment efforts at academic institutions to attract and hire new graduates.

**Target: 2024 Recruiting Plan and Recruitment Planning Process**
Establish a recruiting plan to include a schedule of recruiting engagements/visits, targeted degree candidates, and discussion topics to be executed in 2024. The plan will engage with at least two regional universities. Establish accompanying process for developing Office of NextGen (ANG) annual recruiting plan that includes leveraging the Gateways and Minority Serving Institutions (MSI) Intern Programs.

**Target: Recruiting Materials**
Collaborate with ANG-A6 to create at least one brochure, one briefing, and one infomercial, all with a one ANG perspective, to be shared with prospective recruits at universities.

**Target: ANG Career Information Sessions**
Conduct at least two ANG recruitment visits at regional universities, aimed at recruiting upcoming graduates.

Initiative: ATO Organizational Effectiveness
Working collaboratively with Management Services (AJG) senior leadership to design, plan and implement solutions that improve their service delivery, organizational culture and overall performance for the ATO.

**Activity: ATO Organizational Effectiveness Programs and Services**
Provide ATO-wide support with organizational development activities as core work.
**Target: Collaboration and Organizational Development Programs and Services**

This deliverable contains three main areas: (1) Provide at least 100 collaboration training sessions, alignments, engagements, trainings and development sessions to at least 1200 participants in a hybrid learning model that may include virtual and/or in-person interaction; (2) Provide at least 60 organizational development workshops, trainings, strategic facilitations, consultations, engagements, trainings, assessments and/or development/coaching sessions to at least 750 participants in a hybrid learning model that may include virtual and/or in-person interaction; and (3) Lead ATO Coaching Advisory Council (CAC) meetings with members invited from every Service Unit in the ATO at least once per quarter and provide at least 4 ATO Coaching Tools to all Service Units. Deliveries of programs/services are subject to availability of funds.

**Initiative: Integrated Talent Management**

Provide integrated talent management support to the ATO that addresses critical talent issues for the Service Units, to include: customized leadership development, career and succession planning programs and services, including some low to no-cost development opportunities. Collaborate with internal and external partners and stakeholders to leverage ATO and corporate programs and services to provide the right skills to the right people at the right time to meet the ATO's tactical and strategic needs. Provide consultation and technical subject matter expertise to ATO executive leadership and their supporting management teams on 11 Collective Bargaining Agreements (CBAs) covering 18 bargaining units and over 25,000 employees. Ensure labor relations/agency policies are applied consistently throughout the Agency by providing technical expertise on the application of the ATO CBAs to other lines of business and staff offices to solve a variety of complex issues involving: Civil Rights, EEO, Security, Human Resources, Labor Relations, and Aerospace Medicine.

**Activity: Lead Collective Bargaining Agreement negotiation and training efforts for the ATO**

Lead and/or support ATO efforts to negotiate Collective Bargaining Agreements (CBAs) including training and implementation. Provide refresher training on CBAs that were extended for multiple years i.e. NATCA Slate book.

**Target: PASS and NAGE Collective Bargaining Agreement (CBA) Negotiations**

Support CBA negotiations for the Professional Aviation Safety Specialists (PASS) ATO CBA and for the National Association of Government Employees (NAGE) ATO CBA, including training and implementation.

**Initiative: I9 Workforce Development and Training (SP)**

AVS provides and maintains a well-trained workforce that aligns with enterprise needs. As new required skills and competencies are periodically identified, the needed staff and training resources are located or developed. The AVS environment supports learning, diversity, and inclusion to allow the workforce to adapt rapidly to emerging needs.

**Activity: A1 AVS Core Positions**

Identify AVS Core positions, assess position development and training requirements, and give priority to positions according to organizational objectives.

**Target: Training Requirements**

Evaluate Training Requirements with updated JTAs to determine gaps.
Activity: A2 Learning Programs
Evaluate the AVS learning programs to determine each program's strengths/weaknesses and to guide subsequent improvements.

Target: Priority Learning Programs
Evaluate priority learning programs in response to external recommendations and findings to determine if meeting operational need.

Activity: A3 Learning Strategy
Develop a coordinated, sustainable, high-level AVS learning strategy and tactical plan to target directions, resource requirements and success metrics, revisit and refine the plan annually.

Target: Oversight Plan
Develop an AVS learning development strategy and oversight plan.

Activity: A4 Measures and Metrics
Identify, develop and implement efficiency and effectiveness measures and metrics to track the cost and impact of training.

Target: Dashboard Implementation
Implement the AVS Training Dashboard priorities.

Initiative: Workforce Transformation
Enhance talent through recruitment, training, retention and awards programs.

Activity: Fundamentals of Planning and Compliance Program
Develop a Program emphasizing the Fundamentals of Planning and Compliance.

Target: Fundamentals of Planning and Compliance Program
Establish a process and provide training to review sponsor eligibility prior to issuing a grant

Target: Fundamentals of Planning and Compliance
Issue updated guidance on land use inspections.

Target: Fundamentals of Planning and Compliance
Develop 2-3 short videos on grant assurances for the public.

Target: Educate stakeholders about compliance
ACO will lead effort to educate stakeholders about the need for compliance with the AIP grant assurances.
Activity: Expand recruitment outreach
Participate in a recruitment event.

Target: Recruitment Event
Participate in at least one virtual or in-person recruitment event as presented or sponsored by the Agency.

Activity: Support FAA’s STEM/AVSED efforts
Create opportunities for students of all backgrounds to learn about and pursue aerospace careers.

Target: Support Pipelines and Pathways to Aerospace Careers
Provide at least one STEM AVSED virtual training session to interested ARP employees. This training will provide STEM AVSED program information, resources, and tools, that can be used while doing outreach.

Target: STEM for Every Student
Provide one ARP manager and one ARP executive to support the National STEM AVSED Steering Committee and Executive Board.
Global Leadership
Advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally.

Global Aviation Safety and Security Enhancements
Improve global aviation safety and security through targeted assistance and collaboration, partnerships on aviation system safety oversight, streamlining regulatory environments, and promoting higher levels of global airspace and cyber security.

Initiative: Demonstrate continued global leadership on Advanced Air Mobility (AAM) standards and certification through international cooperation, collaboration, and engagement.

Demonstrate continued global leadership on Advance Air Mobility (AAM) standards and certification through international cooperation, collaboration, and engagement. This work is a collaboration with ARP and ANG.

Activity: Create a global framework to harmonize Advanced Air Mobility (AAM) certification standards with the National Aviation Authorities (NAA) Network.

Create a global framework to harmonize Advanced Air Mobility (AAM) certification standards with the National Aviation Authorities (NAA) Network.

Target: Present the FAA Airworthiness Criteria for one appropriate AAM company to the NAA Network.

Present the FAA Airworthiness Criteria for one appropriate AAM company to the NAA Network.

Target: Define the differences between Federal Aviation Administration (FAA) and UK’s airworthiness criteria and share with the NAA Network.

Define the differences between Federal Aviation Administration (FAA) and UK’s airworthiness criteria and share with the NAA Network.

Target: Complete an initial set of Common Standards and Differences between the two frameworks to share among the five civil aviation authorities.

Complete an initial set of Common Standards and Differences between the two frameworks to share among the five civil aviation authorities.

Target: Complete a FAA draft of the proposed AAM roadmap to include identification of phases of convergence on AAM Standards and Certification.

Complete a FAA draft of the proposed AAM roadmap to include identification of phases of convergence on AAM Standards and Certification.

Initiative: National Airspace System Global Information Security Standards
Collaborate with International Civil Aviation Organization (ICAO), EUROCONTROL, Single European Sky Air Traffic Management (ATM) Research (SESAR), and other international partners to plan and develop a cybersecurity proof of concept to inform ICAO of requirements and policies needed to realize a global trust framework and to integrate the cybersecurity concept of operations into the Global Air Navigation Plan.
Activity: Evolve National Airspace System (NAS) Global Information Security Standards
Collaborate with International Civil Aviation Organization (ICAO), EUROCONTROL, Single European Sky Air Traffic Management (ATM) Research (SESAR), and other international partners to develop a cyber-security proof of concept to inform ICAO of requirements and policies needed to realize a global trust framework and to integrate the cybersecurity concept of operations into the Global Air Navigation Plan.

**Target: Document a Memorandum of Agreement Addendum for Operating a Trust Framework**
Document a Memorandum of Agreement between the FAA, the European Community and EUROCONTROL for the implementation of a Trust Framework.

**Target: Create FAA Certification Authority Test Report**

Initiative: Promote State Safety Programs, as well as Regulatory Requirements for Airworthiness, Air Navigation, and Aerodrome Operations
Increased complexity and volume of commercial aviation requires regulators to prioritize developing and maintaining regulations while advancing other risk-based safety enhancements to meet the needs of their ever-changing operations. Ensuring that the FAA effectively engages at the global, regional, and country levels will result in international standardization of safety programs and regulations.

Activity: Safety Culture
Organize and deliver Positive Safety Culture-related activities in collaboration with aviation authorities, Air Navigation Service Providers, or regional entities to include promoting Voluntary Safety Reporting Programs.

**Target: Positive Safety Culture Workshops**
Organize and deliver at least two (2) Positive Safety Culture-related workshops in collaboration with aviation authorities, Air Navigation Service Providers, or regional entities, one of which will be conducted by the ATO Safety Culture Team in Africa.

Activity: Asia-Pacific Regional Organizational Engagement
Promote and influence FAA best practices in Asia-Pacific by leveraging regional entities (e.g. COSCAPs, ACPs, ASEAN, and APEC).

**Target: Promote FAA Best Practices in the Asia-Pacific Region**
Deliver a minimum of two workshops, roundtables, or webinars on civil aviation safety topics which may include, but are not limited to, Cargo Safety, Dangerous Goods Oversight, Lithium Batteries, UAS transport of dangerous goods, Civil Aviation Systems Acquisition Best Practices, accident investigation, and airport management.

Initiative: Cybersecurity in the Aviation Ecosystem
The FAA will develop strong relationships with external 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: International Cybersecurity Resilience
Promote common understanding of cyber threats, vulnerabilities, and resultant risk across the Aviation Ecosystem, and encourage information-sharing among government partners and Aviation stakeholders on aviation cybersecurity best practices and initiatives.

Target: International Cybersecurity Activities
Conduct at least two cybersecurity activities with at least two Civil Aviation Authorities, Air Navigation Service Providers or regional organizations to enhance cybersecurity partnerships.

Activity: International Aviation Cybersecurity Standards
Promote a shared understanding across the agency of FAA engagement in global aviation cybersecurity standards development forums and assess potential conflicts or gaps between global aviation cybersecurity standards development with US cybersecurity standards.

Target: Aviation Cybersecurity Standards Development
Identify FAA priority messages for aviation cybersecurity standards development and develop a plan to advance the priority messages in global aviation cybersecurity standards development forums. Leverage the Cybersecurity Steering Committee’s International Working Group (CSC IWG) to lead discussions with LOBs/SOs and approve the completed plan.

Activity: Evolve National Airspace System (NAS) Global Information Security Standards
Collaborate with International Civil Aviation Organization (ICAO), EUROCONTROL, Single European Sky Air Traffic Management (ATM) Research (SESAR), and other international partners to develop a cyber-security proof of concept to inform ICAO of requirements and policies needed to realize a global trust framework and to integrate the cybersecurity concept of operations into the Global Air Navigation Plan.

Target: Define International Civil Aviation Organization (ICAO) Trust Framework Implementation Guidance
Coordinate with the FAA Lines of Business (LOBs), Interagency Group on International Aviation (IGIA) and select United States Government agencies to document the guidance for implementation of a Trust Framework (TF). Develop Trust Framework International Civil Aviation Organization (ICAO) presentation describing the guidance.

Initiative: Enhance Aviation Professional Skills and Competencies
The skills and competencies of aerospace safety professionals are key components to effectively and sustainably ensure the flying public’s safety and security. They are necessary to keep pace with technological advances. Changing demands on aerospace safety professionals require new or enhanced skills. Sharing our workforce development approaches, specific technical training, and U.S. aviation professional skills, competencies, and training requirements with the world will advance safety and security best practices developed by the FAA.

Examples of specific activities include providing technical seminars, workshops, and courses, sharing safety inspectorate curricula and identified skills and competencies, and sharing U.S. professional training/skills/competencies standards and guidance in areas such as safety inspector, and pilot training requirements and best practices.
**Activity: International Capacity Building**

Promote global capacity building through outreach and training. Conduct Training Program Assessments and/or collaborate with ICAO GAT and ICAO regional offices to better address the needs of at least one state within each of the international regions.

**Target: Train the Trainer in the Asia-Pacific Region**

Collaborate with the International Civil Aviation Organization (ICAO) Global Aviation Training (GAT) office to facilitate the delivery of a Government Safety Inspector (GSI) “Train the Trainer” event in the region.

**Target: Training Program Assessment in the Asia-Pacific Region**

Conduct a Training Program Assessment and issue a final report of recommendations to the FAA’s Asia Pacific Office (APC). APC will provide the final report to the state and will consider the final report data when drafting their internal multi-year capacity building strategy for the region.

**Target: Training in the Africa, Europe, and Middle East Region**

Collaborate with the International Civil Aviation Organization (ICAO) Global Aviation Training (GAT) office to provide one training event in the region on an FAA priority area and provide results to the FAA’s Africa, Europe, and Middle East Office (AEU).

**Target: North American and Caribbean (NAM/CAR) Regional Needs Survey**

Assist the NAM/CAR CATC WG with compiling regional needs survey results and developing a continuity of operations strategy for training centers and provide results to the FAA’s Western Hemisphere Office (AWH).

**Activity: Counter Human Trafficking**

Increase public and partner awareness of countering human trafficking efforts within the aviation sector by educating stakeholders on signs of human trafficking, as well as sharing resources and best practices.

**Target: Continued Engagement with Blue Lightning Initiative**

FAA will work with OST and DHS to support at least one (1) Blue Lightning Initiative outreach event to train aviation industry personnel on how to recognize signs of human trafficking, and the optimal means of reporting potential incidents to the appropriate authorities.

**Initiative: Cross-Functional Programs**

In some limited cases, the FAA establishes comprehensive assistance programs to improve safety, security, efficiency, and/or sustainability with select bilateral or multilateral partners. These programs are approved at an enterprise level based on multiple agency, departmental, and U.S. government priorities.

Examples of such programs include agency-level collaboration in leading and delivering technical assistance to improve, inter alia, safety oversight of operators, airports, remotely piloted aircraft systems, and commercial space launch activities; air traffic flow management; cybersecurity; resilience and disaster response; and sustainability in a partner country or region that has been identified as a USG or FAA priority based on its needs as well as U.S. aviation or aerospace activity or interest.
Activity: Aviation Recovery in Ukraine
Manage FAA assistance to Ukraine as it plans for and begins to rebuild its aviation system.

**Target: FAA Assistance to Ukraine**
The FAA Ukraine Task Force will work in conjunction with the interagency and global partners to lead FAA coordination of technical assistance requests (subject to the availability of resources) from Ukraine, and develop at least two training courses in support of the rebuilding of Ukraine’s aviation system and workforce.

Activity: Promote Asia-Pacific Safety Enhancements
Ensure civil aviation safety aligns with regional growth throughout the Asia-Pacific region (North, South, Southeast, and Pacific Rim) by sharing information and best practices and utilizing engagement with multilateral entities.

**Target: Assistance to the Compact States**
Conduct a multi-disciplinary needs assessment of civil aviation systems in one of Palau, Federated States of Micronesia, and the Republic of the Marshall Islands, and develop recommendations to support the prioritization of future FAA assistance.

**Target: Pacific Aviation Safety Office (PASO) Organizational Evaluation**
Initiate process to conduct evaluation of PASO’s capabilities as a Regional Safety Oversight Organization, to enhance aviation safety in the Pacific Islands region.

Activity: Africa Development Strategy
Manage FAA technical assistance programs and support with Africa, within existing funding limitations, to strengthen FAA leadership in the areas of safety, efficiency, and sustainability across the continent.

**Target: Engagement with Focal Countries in Africa**
Coordinate with FAA Lines of Business to develop focused investments to improve safety and efficiency in focal countries in Africa.

Activity: Increase Safety Oversight in the Western Hemisphere
Engage with critical aviation partners in the Western Hemisphere on initiatives to improve aviation safety and sustainability within existing funding limitations.

**Target: Engagement with Mexico**
In conjunction with the U.S.-Mexico High-Level Economic Dialogue (HLED), the FAA’s Western Hemisphere Office (AWH) will engage with Mexico’s aviation entities to strengthen aviation safety for U.S. travelers, promote the deployment of aviation technologies, and collaborate with industry and stakeholders to enhance aviation workforce in Mexico. To this end, the FAA will complete at least three (3) engagements from the FY23-25 Mexico Strategic Plan which may include, but are not limited to, supporting wide-area augmentation systems (WAAS) and automatic dependent surveillance broadcast (ADS-B) improvements, post-IASA technical assistance and training, sharing of cybersecurity best practices, supporting positive safety culture, promoting aerodrome safety and certification, collaborating on UAS/RPAS integration, among others.
Initiative: Global Aviation Safety
Increase global aviation safety by participating in the development of International Civil Aviation Organization (ICAO) standards and recommended practices and by supporting technical assistance requests from international aviation organizations.

Activity: Provide Global Leadership in Aerodrome Safety
Provide subject matter expertise for airport technical assistance and safety assessments at foreign international airports.

Target: Airport Certification Safety Inspectors (ACSI) Shadowing Events
Support the Civilian Aviation Authorities (CAA’s) request to shadow Part 139 inspections.

Target: Provide Global Leadership in Aerodrome Certification and Safety by supporting the certification of aerodromes
Collaborate with CAA’s and airports that are testing and implementing autonomous operations airside to advance the safe integration of autonomous technology on airports in the United States.

Activity: Encourage global adoption of U.S. safety standards and best practices
Participate in ICAO workgroups to advance the adoption of U.S. safety standards and best practices in order to improve safety at airports worldwide and the adoption of U.S. Standards and best practices.

Target: Participation in ICAO Workshops, and Technical Request from other Civil Aviation Authorities to enhance Global Aerodrome Safety
Ensure the Office of Airports (ARP) actively participates in ICAO Workshops, and technical requests from other Civil Aviation Authorities or International Organizations in all of the Office of Airports Technical Areas such as aerodrome safety, aerodrome certification, planning, environmental, UAS, Financial, and SMS.

Initiative: International Legal Services - Support Client Offices
Provide legal services as required to FAA program offices responsible for promoting USG interests with other countries and international organizations, including the International Civil Aviation Organization (ICAO). Assist API in meeting work plan milestones. Complete legal sufficiency reviews within timeframes that meet defined client needs by (i) providing the initial review of 80% of template-based technical assistance agreements for international activities within 15 working days of receipt, and (ii) by performing initial review and coordination of 90% of U.S. positions and strategies by the deadlines specified in a particular Interagency Group on International Aviation (IGIA) paper.

Activity: Interagency Group on International Aviation (IGIA)
Legal review of Interagency Group on International Aviation (IGIA).
**Target: Legal Review of Interagency Group on International Aviation (IGIA)**
Complete legal review of IGIA matters as assigned by the deadline specified in the IGIA circulation. Legal review results either in (i) determination of legal sufficiency or (ii) a determination of work to be done by others to correct legal deficiencies. When it becomes clear that a deadline cannot be met, the attorney will contact the Assistant Chief Counsel so that the matter can be reassigned.

**Activity: International Agreements and Contracts**
Legal review of international agreements and contracts and providing technical assistance.

**Target: Review of International Agreements and Contracts**
Complete review of international agreements and contracts as assigned within 15 working days of receipt in AGC-700.

**Target: Legal Technical Assistance to Foreign CAAs**
Provide as assigned legal technical assistance to foreign Civil Aviation Authorities (CAAs), the ICAO Global Aviation Safety Oversight System (GASOS), or regional Safety Oversight Organizations (RSOOS) directed at achieving compliance with ICAO Standards for primary aviation law, regulations, enforcement systems, and related issues.

**Activity: Promote USG Interests at the International Civil Aviation Organization (ICAO)**
Provide legal assistance to FAA Program Offices on technical issues involving ICAO Standards and Recommended Practices. Serve as legal representatives at upcoming ICAO meetings, as necessary.

**Target: Legal Support to FAA Program Offices**
Provide as assigned (i) legal support to the relevant client offices in their review of ICAO initiatives, including proposals for new or revised Standards and (non-binding) Recommended Practices (SARPs); and other ICAO guidance materials; and (ii) legal assistance to FAA program offices in implementation of any new or amended SARPs.

**Target: Represent the FAA and United States in ICAO Legal Bodies**
Represent the FAA and the United States in ICAO legal bodies, including but not limited to the Legal Commission of the Triennial Assembly, the Legal Committee, diplomatic conferences and high-level ministerial conferences on various subjects, the Cape Town Commission of Experts (CESAIR), the Task Force on the Cross-Border Transferability of Aircraft, ICAO Council’s Aviation Recovery Task Force (CART), and ad hoc legal advisory and work groups of various kinds.

**Activity: International Aviation Safety Assessment Audits (IASAs)**
Implement and support the IASA program by (1) conducting legal assessment of the civil aviation laws, regulations, and enforcement systems of foreign aviation authorities for compliance with minimum international aviation safety standards established under the Convention on International Civil Aviation; (2) assisting with communicating the results of the assessment to both representatives the assessed country and the U.S. embassy staff; and (3) assisting the program office in development of policy for execution of the Administrator’s responsibility for the safety of foreign air carriers.
**Target: Cooperation with Flight Standards Services International Affairs Office**

Cooperate as assigned with the Flight Standards Service international affairs office (AFS-50) in scheduling and conducting IASA audit visits to foreign Civil Aviation Authorities (CAAs), Final Discussions, or other consultations. Assist in the drafting of cables, team reports, and Record of Discussions (ROD) in a timely manner.

**Target: Development of IASA Policies and Procedures**

Participate in the development of IASA policies and procedures and in training audit team members.

**Activity: United Kingdom Withdrawal from the European Union (Brexit)**

Assist Agency clients in ensuring a seamless transition in safety relationship with the UK upon its withdrawal from the EU.

**Target: Assist Agency Clients to Ensure Transition**

Assist AVS-1, API-1, AIR-1, and AFS-1 in ensuring a seamless transition in our safety relationship with the UK upon its withdrawal from the EU, projected to occur in March, 2019 but has been extended into FY2021, with minimal impact on our continuing safety relationship with the EU, especially the European Aviation Safety Agency and the European Commission, as assigned.

**Initiative: Assist in Development and Implementation of the FAA's International Strategy**

Provide assistance to the Executive Director for International Affairs in development, oversight, and execution of the FAA's International strategy.

**Activity: International Steering Committee Participation**

Participate as assigned in the International Steering Committee and assist with the implementation of its initiatives.

**Target: International Governance Board Participation**

Participate as assigned in the International Governance Board and assist with the implementation of its initiatives.

**Initiative: Runway Safety Improvements**

Runway safety related events incur the largest costs to the aviation industry worldwide due to the prevalence of these undesired incidents and accidents. Additionally, these events can lead to significant injuries and fatalities if risks to safety are not identified and mitigated. The FAA can assist the international community in tackling this shared, often complex, and multifaceted challenge to reduce risk around the globe.
Activity: Improving Runway and Aerodrome Safety

U.S. airlines, corporate and private operators serve aerodromes in nearly every country in the world. Conditions at some foreign aerodromes are challenging due to lack of aerodrome improvements that has not kept pace with larger aircraft and higher traffic volumes. These challenges can have a negative impact on U.S. stakeholders serving these aerodromes. Leading aerodrome safety improvements not only improve the operational environment for U.S. operators, but create opportunities for U.S. aerodrome equipment manufacturers and service providers.

The FAA will assist Targeted aviation authorities and aerodrome operators with aerodrome certification, planning, assessment of State Safety Programs, and adoption of innovative technologies, equipment, and procedures in order to improve operational safety.

Target: Aerodrome Safety

Conduct at least two (2) events related to aerodrome safety that showcase FAA best practices, including the delivery of FAA products such as the Runway Safety Action Team Workshop, and FAA Aerodrome Certification and Safety Inspector Training (ACSIT) for Caribbean/Central America. These events will be identified by the Runway Safety and Airport Certification Working Group.

Initiative: Raise the International Baseline of Aviation Safety and Security for Operations In/Near Conflict Zones

The FAA has well-established processes and capabilities to assess conflict zone-associated aviation risks, conduct risk mitigation planning and engage industry and foreign partners to reduce the risk to the U.S. civil aviation. These agency lessons-learned and best practices benefit the international community to be better positioned to proactively plan for and respond to emerging areas of conflict that present risks to civil aviation operations. and once addressed, raise the baseline of aviation safety and security.

Activity: Airspace Security

Safeguard civil aviation safety and security in or near conflict zones.

Target: Safer Skies

Share FAA best practices with at least two (2) key counterparts by assisting in the development and implementation of priority deliverables under the Safer Skies Consultative Committee (SSCC) initiatives to promote increased communication or risk mitigation related to conflict zones. Lead FAA participation in monthly committee meetings and support planning and execution of annual Safer Skies Forums (SSF) and related workshops and exercises.

Target: Crisis Response Working Group (CRWG)

Employ the Crisis Response Working Group (CRWG) to proactively coordinate agency risk mitigation strategies in response to an international crisis development in which a conflict situation, heightened tensions, military or paramilitary action, a weapons-related hazard, and/or a similar situation in airspace managed by a foreign air navigations service provider, which may pose a risk to U.S. civil aviation. Develop and coordinate NOTAM/SFAR mitigation planning, and proactively inform and collaborate with at least four (4) partners or industry groups to improve global civil aviation safety in and near areas of conflict.
Initiative: Promote the acceptance of FAA certificates, licenses, and approvals abroad

U.S. aerospace standards are designed to maximize safety and the delivery of high quality aerospace products and services. U.S. operators, manufacturers, airmen, maintenance and training organizations, and commercial space transportation entities demonstrate that they meet robust standards when they receive a certificate, license, or other approval from the FAA. The FAA can help ensure that they do not unnecessarily expend critical resources obtaining certificates and approvals from other regulators by partnering with those regulators to maximize the acceptance of each other’s findings of compliance.

The FAA will promote the international acceptance of FAA certifications and approvals, including through Bilateral Aviation Safety Agreements and other agreements that permit parties that have established a high degree of confidence in each other to rely largely on each other’s regulatory processes. By reducing regulatory redundancies, the FAA and counterpart regulators and industry can redirect resources to addressing other safety priorities.

Activity: Facilitate the acceptance of FAA certification and approvals abroad

Increased harmonization with FAA aerospace safety standards provides increased opportunities to enable the acceptance of FAA certifications and approvals abroad through bilateral agreements for reciprocal acceptance. Facilitating the acceptance of FAA certifications and approvals when there are minimal regulatory differences can provide opportunities to reduce redundant regulatory activity and improve safety and efficiency of international operations.

Initiative: Information Sharing and Coordination

Improve formal information sharing and coordination by proactively engaging with internal, interagency, industry, and global stakeholders through briefings, events, and working groups.

Activity: Proactive action to prepare for the International Civil Aviation Organization’s (ICAO) Universal Safety Oversight Audit Programme (USOAP) Audit

ICAO’s Universal Safety Oversight Audit Programme (USOAP) focuses on a state’s capability to provide safety oversight by assessing whether the State has implemented the critical elements (CEs) of a safety oversight system effectively and consistently. This enables the State to ensure the implementation of ICAO’s safety-related Standards and Recommended Practices (SARPs) and associated procedures and guidance material. In addition, it provides ICAO with a means to monitor continuously the States’ fulfillment of their safety oversight obligations. The ICAO Safety Audit of the USG is scheduled to take place in late FY2024. The Office of International Affairs (API) will be the lead for the US Government (USG) but needs a commitment across the FAA to support audit preparation, conduct, and post-audit activities.
Target: Identifying Gaps in advance of the ICAO’s USOAP Audit

The Office of Hazardous Materials Safety (AXH) will support API’s efforts to prepare and plan for the ICAO Safety audit of the USG. Activities include: Continuing to review, edit, and refine responses and evidence supplied for dangerous goods specific Protocol Questions (PQ); conducting a Gap Analysis of each PQ response and evidence to determine areas needed for improvement; compiling a list of gaps and work on resolving said gaps; updating Electronic Filing of Differences (EFOD); reviewing and updating existing differences relating to dangerous goods for Annex 18 and Annex 6, Part 1; coordinating the review with the Pipeline and Hazardous Materials Safety Administration (PHMSA) and Flight Standards Services (FS); submitting the final updated differences to API/Aviation Safety (AVS), as applicable, to be uploaded into EFOD; reviewing, editing, and responding to any feedback from AVS, API, or the ICAO North American, Central American, and Caribbean Regional Office (NACC); and participating in the ICAO Safety Audit of the USG planning, logistics, audit, and post-audit activities that relate to the Standards and Recommended Practices (SARPs) pertaining to dangerous goods/cargo transport.

Activity: Aviation Cybersecurity

Expand collaborative efforts to address aviation cybersecurity threats fostering consistency, harmonization, inclusivity of all aviation domains, and alignment with international civil aviation priorities.

Target: Cybersecurity Threats

Collaborate across ASH, FAA LOB/SOs and agency partners to close gaps defining how FAA’s security risks are effectively managed, and address identified cybersecurity threats.

Q1 – Continue collaboration with FAA cybersecurity partners (enduring); build and standardize information sharing structure for the Cyber Threat Analysis Team; collaborate with AXI to develop business processes and information sharing internal to ASH.

Q2/Q3 – Support ICAO staff-level effort to synchronize emergency response operations to cybersecurity-related events; collaborate with interagency partners to develop business processes and information sharing for FAA. Collaborate with interagency partners to develop and codify business processes and information sharing for FAA.

Q4 – Complete a final draft of the framework of the key elements of effective information sharing, providing a model interagency agreement, and highlighting examples of best practices for partners.

Initiative: Ensure a harmonized approach while leading the world in aviation safety R&D aimed at providing for the certification of the next generation of aircraft.

The FAA will lead the international community In R&D needed to support the certification of fire safety in new and existing aircraft. This will be accomplished through international coordination, cooperation and harmonization of fire safety research programs and plans.
Activity: Collaboration, cooperation and harmonization with international regulators in the area of aviation fire safety research
The FAA, through a series of meetings, conferences and forums, will present its research in aircraft fire safety and solicit input from international regulators and industry. Research programs, in the area of fire safety, will be coordinated and harmonization with those regulators.

Target: Develop a draft, hazard based, classification plan for lithium-ion cells.
A classification plan for lithium-ion cells will be developed, and a presentation compiled for use at the UN Dangerous goods meeting.

Target: Collaboration, cooperation and harmonization with international regulators and aviation industry in the areas of aviation materials and systems fire safety research
The FAA Fire Safety Branch will present its research in aircraft fire safety and solicit input from international regulators and industry at the Materials and Systems Fire safety forums. The forums will be conducted in the US, in Atlantic City, in October, and in Europe, in Cologne, Germany in the spring.

Target: Collaboration, cooperation and harmonization with international regulators to develop a preliminary plan for research to safely use hydrogen as the primary fuel on transport aircraft.
The FAA will work with EASA and other international aviation regulators to develop a draft, preliminary plan for R&D needed to support the safe introduction of Hydrogen as the primary fuel on transport aircraft. Meetings will be conducted with industry to solicit input.

Seamless and Sustainable International Operations
Promote seamless, harmonized, and sustainable international operations by improving operational excellence in delegated airspace and neighboring FIRs, international capacity building, research and innovation, and environmental sustainability.

Initiative: Ensure seamless and efficient movement of aircraft across international boundaries adjacent to U.S. managed airspace
The FAA shares Flight Information Region boundaries with 20 foreign ANSPs. It is critical that the movement of aircraft is as seamless and interoperable as possible. The FAA will cooperate with neighboring ANSPs to increase communications, navigation, and surveillance data sharing. The FAA will share the latest best practices; provide training, equipment repair, and loans; and harmonize procedures and separation standards. The FAA will deepen regional collaboration in Air Traffic Flow Management, Collaborative Decision Making, and performance-based operations, and seek greater participation in air traffic services data and network sharing. The FAA will strengthen regional planning and resiliency for exigency events, such as hurricane and pandemic response.
Activity: Collaborate with Neighboring Air Navigation Service Providers (ANSPs)
Address U.S. regulated/controlled airspace matters in collaboration with ICAO and ANSPs.

Target: Provide Plan for Multiregional Volcanic Ash Exercise
The ATO will plan one event to educate foreign ANSPs on how best to integrate volcanic ash operations into their airspace.

Initiative: Ensure air navigation procedures, technologies and standards are safe and efficient across international boundaries and regions
Beyond neighboring flight information regions, U.S. operators sometimes encounter inefficient airspace management, divergent standards and procedures, different equipage requirements, and other challenges. The U.S. aircraft and equipment manufacturers also encounter many of the same obstacles. The FAA is in a position to lead improvements in safety and efficiency with specific counterparts. The FAA will work through ICAO to encourage global ATM procedures, standards, and technologies that are safe, efficient, and harmonized. The FAA will engage with key international stakeholders such as EUROCONTROL and national air navigation service providers on the advancement and harmonization of emerging technologies and standards in air navigation services. The FAA will share best practices in implementing new procedures, technologies and standards through CANSO, ICAO regional bodies, and other ANSPs. Where appropriate, the FAA will provide direct technical and operational support to improve safety and efficiency; to assist in the development of resilient airspace systems and disaster recovery.

Activity: Africa Initiative
The ATO will engage with key international stakeholders such as ICAO, IATA, AFCAC, CANSO, Boeing and Mitre to work collaboratively in support of the ATO’s Africa initiative.

Target: Africa engagements
The ATO will conduct at least one workshop for safety culture and one for cybersecurity in the Region. Where appropriate, the ATO will provide direct technical and operational support to improve the Region’s overall safety and efficiency initiatives. Lead Org. AJV-I; Supporting Org. AVS, ARP.

Initiative: NextGen International Harmonization
In alignment with the FAA and the NextGen International strategy, promote the international acceptance of NextGen policies, procedures and technologies. Work with identified air traffic modernization partners, through established bilateral and multilateral mechanisms, to harmonize identified efforts with NextGen and assess opportunities to establish new opportunities.

Activity: NextGen International Collaboration
In alignment with the NextGen International Strategy and in anticipation of the incorporation of the FAA's Info-Centric National Airspace System (ICN) vision internationally through multi/bilateral cooperation, assess and identify NextGen Tier 1 partners to pursue establishing NextGen international agreements with for collaboration in the development and propagation of NextGen technologies.

Target: Tier 1 Partners
In coordination with our Tier 1 partners, attend established bilateral and multilateral meetings and events. Promote NextGen programs and policies into global plans and standards, promoting harmonization with NextGen.
**Target: Tier 2 Partners**

In coordination with the FAA international LOB/SOs, identify engagement opportunities for bilateral and/or multilateral meetings and/or events with Tier 2 partners pursuing Air Traffic Management (ATM) modernization that could be harmonized with NextGen and participate as necessary.

**Target: Tier 3 Partners**

In coordination with the Office of International Affairs (API), assess opportunities to pursue bilateral and/or multilateral meetings and/or events with Tier 3 partners to promote ATM modernization and participate if possible.

**Initiative: Advance Internationally Accepted Innovative Technologies to Global Standards to Improve Safety and Efficiency**

The FAA is best positioned to build upon the research and development of innovative technologies critical to providing the safest air transportation system in the world and advancing them as international standards at ICAO and other international standards-making bodies.

**Activity: Harmonization of Safety, Efficiency, and Innovation with Key International Partners**

Work bilaterally with key international partners to increase cooperation on emerging technologies to build support for global adoption.

**Target: Conduct Two Innovation Engagements**

Complete two engagements supporting the introduction, adoption, expansion and/or transferability of emerging technologies and/or commercial space (e.g., UAS joint symposium, workshop to advance FAA space priorities and regulations, etc.).

**Initiative: Influence International Partners**

Participate in international standardization of innovative technologies to enable an efficient and resilient global aerospace system prepared for future challenges.

**Activity: Engagement with Partners to Promote Global Standards**

Engage with global/regional industry consensus standards development organizations and promote global standards that leverage internationally accepted innovative technologies.

Supporting LOB/SOs: AVS, ASH, API, ARP, ATO

**Target: UAS Work Priorities**

Assess the current FAA UAS work priorities for the International Civil Aviation Organization (ICAO) and Joint Authorities for Rulemaking on Unmanned System (JARUS); and communicate these priorities through one or more papers and/or briefings for the ICAO Assembly, JARUS plenary, among others.

**Target: Key Industry UAS-related Standards**

Provide triannual briefings at AUS-internal meetings, and/or at existing cross-LOB meetings, on ICAO and JARUS-related work to foster the timely and consistent adoption by ICAO and JARUS of key industry UAS-related standards that are acceptable to the FAA.
**Target: Cross-Border Working Group**
Engage with Transport Canada on determining next steps with the Cross-Border Working Group (Terms of Reference to conclude January 2024), including conducting demonstration testing.

**Initiative: Separation Standards and Analysis**
Provide separation standards and analysis for U.S. sovereign airspace and international airspace where FAA has delegated authority to provide air traffic services.

**Activity: Provide Analytical Studies and Safety Related Monitoring Services in Support of Separation Reductions**
Conduct and participate in separation standards and transportation system analytical studies, reviews, and meetings to provide recommendations and solutions to continually improve safety in the National Airspace System (NAS).

**Target: Participate at the International Civil Aviation Organization (ICAO) Separation and Airspace Safety Panel (SASP)**
Report on key Separation and Airspace Safety Panel initiatives significant to the FAA. Initiatives include study of Reduced Vertical Separation Minimum (RVSM) above Flight Level 410 and analysis of maximum risk scenario included within existing separation standards.

**Target: Participate at the International Civil Aviation Organization (ICAO) Regional Airspace Safety Monitoring Advisory Group (RASMAG)**
Provide yearly calculated risk data for the vertical and horizontal standards for Oakland and Anchorage oceanic airspace, identifying any significant trends.

**Activity: Monitor Reduced Vertical Separation Minimums**
Provide the Reduced Vertical Separation Minimum (RVSM) Regional Monitoring Agency (RMA) functions for two RMAs. Provide details of the US monitoring programs, safety reports, and yearly audit results. Share Altimetry System Error (ASE) and Assigned Altitude Deviation (ADD) software to assist other RMAs.

**Target: Participate at the International Civil Aviation Organization (ICAO) Regional Monitoring Agency Coordination Group (RMACG)**
As the Regional Monitoring Agency Coordinating Group (RMACG) Chair, provide technical leadership on monitoring requirements and capability, and details of the US monitoring programs, safety reports, and yearly audit results.
**Target: Monitor and Share Reduced Vertical Separation Minimum (RVSM) Performance Results**

Calculate Altimetry System Error (ASE) and Assigned Altitude Deviation (ADD) data from domestic and international traffic within US airspace. Respond to flight plan audits from other Regional Monitoring Agencies (RMAs) regarding approved Reduced Vertical Separation Minimum (RVSM) capability. Conduct audits of aircraft filed capabilities for RVSM and Performance Based Communications and Surveillance (PBCS) against the approved capabilities identified in the RMA shared database.

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**Initiative: FAA Commercial Space Transportation Regulation Adoption**

Promote the international adoption of FAA commercial space transportation regulations.

**Activity: Commercial Space Bilateral Engagement and Binding Agreements**

Finalize commercial space bilateral agreement (BiCOSTA) and increase bilateral engagements with global partners.

**Target: Bilateral Commercial Space Transportation Agreements (BiCOSTA)**

Finalize Department of State Circular-175 negotiating authority for Bilateral Commercial Space Transportation Agreements (BiCOSTA) and initiate formal negotiations with at least two international partners to facilitate easier approval for U.S. operators with international activity and share FAA best practices for licensing of launches.

**Target: Bilateral Meetings**

Increase bilateral meetings in all three FAA international regions where U.S. operators are proposing activities.

**Activity: International Workshops and International Forums**

Promote AST Regulations and safety practices at international workshops, and international forums, informed by input from industry gathered through Commercial Space Transportation Advisory Committee (COMSTAC) engagement.

**Target: Workshop on Safety Requirements to International Community**

Hold one workshop for the international community that provides guidance on acceptable approaches and methods to comply with the safety requirements pertaining to flight safety analysis methodologies.

**Initiative: Encourage Global Approaches to Address Environmental Impacts**

Demonstrate leadership on international environmental standard setting and capacity building.

**Activity: Promote Global Climate Action**

Engage with critical aviation partners to improve aviation sustainability.
**Target: Identify Opportunities to Reduce the Environmental Impact of Aviation**
Facilitate at least one (1) workshop on sustainable aviation fuel supply chain development, new aircraft, improved aviation operational efficiency, and enhance air transportation capabilities and infrastructure needs impacted by climate-related challenges, in Latin America and/or Caribbean states.

**Activity: Internal Activity: Enhance Foreign Partners’ Capabilities in Disaster Response, Planning, Resilience and Recovery**
Increase awareness of resilience and recovery capabilities in the aviation sector following a natural disaster. Through effective coordination with inter-, and intra-agency partners, as well as industry and NGOs, this activity will aid foreign partners in foundational aspects of preparedness including the development of improved planning processes and delineation of roles and responsibilities. Further, the FAA plans to share best practices on responding to emergencies with the end goal of improving aviation resiliency to future disasters.

**Target: Caribbean Aviation Resilience and Recovery Group**
Work through the Caribbean Aviation Resilience and Recovery Group (CARRG) to support the Aviation Safety Support Campaign with quarterly meetings and one workshop, in close partnership with ACI-LAC, ICAO NACC, and other organizations.

**Target: Workshop in Collaboration with USTDA in Fiji**
Conduct a workshop in collaboration with ARP and USTDA to elevate the capabilities of aerodrome operators on disaster response, planning, and recovery, and climate adaptation.

**Enterprise Global Leadership Approach**
Foster an FAA enterprise approach to the prioritization of FAA international engagements.

**Initiative: Lead USG Preparation for the ICAO USOAP Audit of the United States**
Prepare for and participate in the ICAO Universal Safety Oversight Audit Programme (USOAP) Audit scheduled for FY24.

**Activity: Complete Pre-Audit Materials and Manage Audit Planning**
Manage the development and submission of required audit materials, file differences with ICAO prior to the audit, and oversee plans for all phases of the audit.

**Target: Refine USOAP Self-Assessment**
Refine the USG self-assessment in preparation for an ICAO Universal Safety Oversight Audit Programme (USOAP).

**Target: Update Compliance Checklists/Differences with ICAO**
Review and update compliance and differences with Annex provisions where needed, including newly added standards to be applicable before July 2024, in the compliance checklists/electronic filing of differences (CC/EFOD) module of the ICAO USOAP CMA OLF.
**Target: Generate Logistics and Communications Plan**
Develop a draft logistics and communications plan that will support ICAO’s onsite audit of the U.S. government and distribute to key stakeholders.

**Target: Review Preliminary Audit Findings**
Based on the outcome of the USOAP audit, conduct a review of preliminary findings that will help the FAA in providing feedback to the draft audit report and drafting the Corrective Action Plans (CAPs).

**Initiative: Advance Collaboration and Coordination Among Internal FAA Offices on International Strategies and Activities**
Advance collaboration and coordination among internal FAA offices on international strategies and activities.

**Activity: International Agreement Process Improvement**
Improve the FAA’s Process for Developing and Coordinating International Technical Assistance Agreements.

**Target: Systems Development**
Develop systems and structures to streamline implementation and records management associated with Order 1240.18.

**Target: Monitoring and Evaluation**
Develop Monitoring and Evaluation systems and/or methodologies to evaluate the effectiveness of processes/procedures and resources referenced within Order 1240.18

**Activity: ICAO alignment with U.S./DOT/FAA policies and priorities**
Exert leadership at ICAO to promote alignment with U.S./DOT/FAA policy and priorities through enhanced information sharing and awareness, development of coordinated positions and messages, and successful cooperation with ICAO representatives.

**Target: 14th Air Navigation Conference**
Promote and advance U.S. priorities by performing extensive preparation and interagency coordination work advancing at least one (1) working paper and participating in the 14th Air Navigation Conference.

**Activity: C-175 Modernization**
Support the development and modernization of the Circular 175 processes and blanket authorities.

**Target: Evaluate Agreements and Processes**
Evaluate current agreements, interagency processes, and Delegations of Authority.

**Target: Modernization Strategy**
Develop and document a strategy that supports periodic review, updating and improvement of C-175 agreement templates, interagency processes, and Delegations of Authority to meet current and future requirements.
Target: Update FAA Blanket C-175 Authorities
Propose two Blanket C-175 updates to Department of State (e.g., BASA and Collaborative R&D).

Initiative: Evolve Data-Informed Decision-Making Capabilities to Improve Prioritization of International Engagement
Evolve data-informed decision-making capabilities to improve effectiveness of international engagement strategies.

Activity: International Community of Interest (ICOI)
Enhance use of data for prioritizing FAA international engagement through the International Community of Interest (ICOI).

Target: Glide 2.0
Develop and conduct at least one Glide 2.0 Training session.

Target: Technical Assistance Review Process (TARP)
Update the supporting resources and publish the API process for the intake, assessment, and data-informed prioritization of technical assistance requests and proposals, revising Order 1240.15 as needed.

Initiative: Align Agency International Workforce with Future Needs
The agency workforce is a foundational asset in ensuring the FAA mission’s success, including international engagements. With the rise of other influential international stakeholders and the connectivity of FAA efforts with the international community, our workforce must be informed and able to integrate international considerations into day-to-day decision-making. Aligning the workforce expertise to effectively address future needs will further enhance agency agility and improve the efficient use of limited resources. Training and leadership development will ensure that employees have the right skills at the right time to meet the system’s future needs.

Activity: FAA International Presence
Expand the FAA footprint by positioning representatives in key international locations.

Target: FAA Representation in the Asia Pacific Region
Conduct outreach to State Department and develop NSDD-38 request for a new FAA representative position in the Asia-Pacific region.

Target: FAA Executive Engagement in the EU
Identify engagement opportunities for new FAA permanent executive leadership with new executives at DG MOVE, EASA, and EUROCONTROL.

Initiative: NAS / Global Standards
Collaborate with industry to establish Standards for Aviation Community.
Activity: Exchange Model Harmonization
Continue to conduct analysis and establish processes to inform the further development of exchange models and information management related projects and services within the NAS.

**Target: Air Traffic Information Exchange Conference (ATIEC) Coordination Report**
Generate a report that details all aspects of coordination for the Air Traffic Information Exchange Conference (ATIEC). It will include briefing material, action items, lessons learned, and notes captured, among other elements.

**Target: Development of NAS Exchange Model Reference Document**
Document the development of a reference model that allows NAS exchange model (XM) extension developers to easily review existing NAS XM extensions, filter, and search elements in existing NAS XM extensions, and provide context for the development for XM extension updates or new XM extensions. The report will include, but will not be limited to, the documentation of approach, conclusions, outcomes of analysis, lessons learned, and recommendations for next steps.

**Target: Complete the flight information exchange model status update paper to the International Civil Aviation Organization (ICAO)**
Complete the Flight Information Exchange Model (FIXM) status update paper to the International Civil Aviation Organization (ICAO) for communication with the Air Traffic Management Requirements and Performance Panel (ATMRPP). The status paper will include a schedule of FIXM activities, recent developments for the model, and communication with the community.

**Target: Release flight information exchange model NAS Extension v4.4 Release Candidate**
The release candidate will be used for final coordination and testing for the flight information exchange model release. The release will include an updated model, and UML diagrams.

**Target: Complete the Flow Information Exchange Model Traffic Flow Management Analysis.**
This work should identify any elements or gaps that flow information exchange model needs to address in the next release.

**Target: Flow Information Exchange Model (FLXM) Development**
The Flow Information Exchange Model (FLXM) release will contain enhancements such as air traffic flow management daily plan (ADP), as well as additional traffic management initiative elements. The flow information exchange model releases are composed of UML models, XML schema, and best use documents.
Target: Research Development - Operating Environment (RD-OE) ready Flight Object Management Capability (FOMC)

Perform gap analysis of the current Flight Object Management Capability (FOMC) infrastructure and underlying applications with respect to the Research Development - Operating Environment (RD-OE) requirements and offerings. The identified gaps will be resolved in collaboration with the RD-OE team and the product of this activity is a FOMC that is ready to be deployed in the RD-OE environment.

Target: Proof of Concept 5

Complete the software development activities and associated documentation of Flight Object Proof of Concept #5 (POC#5) as defined by the scope and conduct a demonstration to showcase the POC#5. The development activity, the demonstration, and lessons learned will be captured in the POC#5 Final Report.


Complete Terminal Precipitation on the Glass Implementation Strategy and Planning Document (ISPD). The ISPD specifies the overall strategy for obtaining, fielding, and supporting Terminal Precipitation on the Glass (TPOG) over its service life. The ISPD is needed for the capability to be approved and funded for implementation by the Joint Resources Council at the final investment decision. The document illustrates the strategy for implementation and will be used to drive post Final Investment Decisions (FID) activities.

Global Training and Outreach

Modernize the FAA International Training program to provide technical assistance to foreign civil aviation authorities to meet our international stakeholder’s demanding needs.

Initiative: International Training FAA Academy Support

The FAA Academy provides critical safety related training to international entities to support the safety of air travel across the globe, enhance aviation skills and competencies and build partnerships with international entities.

Activity: Academy Course Catalog and Course Pricing Software Application

The FAA Academy will create a web-based course pricing software application to generate reimbursable instructor hourly rate calculations for greater accuracy and consistency and to enhance the current course catalog design and infrastructure for International Stakeholders. This activity was driven by Global Outreach and Training, (GOaT) discussions, which align with Agency Initiatives.

Target: Automated Tools

Complete the development of a new Course Pricing Software Application and a new Course Catalog.
Initiative: Reassert FAA Global Leadership through Global Outreach & Training
Reassert FAA Global Leadership through Global Outreach & Training

**Activity: International Global Outreach and Training Partnerships**
Foster international partnerships that increase knowledge, awareness and participation in FAA’s training and outreach activities.

**Target: Implement the International Fellowship Program**
Conduct a proof-of-concept with one candidate for the FAA International Leaders in Aerospace Fellowship program. Assistance from one or more support organizations will be dependent on program requirements specific to the candidate selected.

Initiative: Promotion of Gender Equality and Women in the Aerospace Sector
Promote FAA’s vision of gender equality and its impact on economic growth, development, and the security of the aerospace sector.

**Activity: Women in Aviation**
Conduct a gender equality and/or women in aerospace event for colleagues from the Western Hemisphere region.

**Target: Gender Equality/Women in Aviation Event**
Host a gender equality and/or women in aerospace event for foreign representatives in the Washington, D.C. area in conjunction with Women’s History Month.
Operational Excellence
Operate the world’s most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

Mission Efficiency and Support
Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, infrastructure resiliency, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

Initiative: Bipartisan Infrastructure Law
The Bipartisan Infrastructure Law is a once-in-a-generation investment in America’s transportation network. It will modernize infrastructure, increase equity in transportation, help fight climate change, strengthen the supply chain, and create jobs. As the FAA’s BIL Representative, Gian Macone will oversee the performance of such goals.

Activity: BIL - 30x30
Complete Construction on a Total of 30 Staffed Air Traffic Control Towers by 2030.

Target: Airport Traffic Control Tower Design
Complete a standard design on a low activity sustainable Airport Traffic Control Tower (ATCT).

Activity: BIL- Focus 19
Focus $19.4 billion in BIL funds on airport modernization and safety infrastructure projects including:
(1) participation in completing 50 new or replacement terminals by 2030 and
(2) funding 2,000 new or rehabilitated pavement projects by 2030.

Target: FY24 Grants for Pavement Projects
Announce grants for 350 new/rehabilitation pavement projects.

Target: FY24 Grants for Terminal Projects
Announce the intent to award grants for 10 new or replacement terminals.

Activity: BIL-Grant Announcement
Administer $3.88 billion BIL Airport Infrastructure Grants and Terminal Program Grants. Announce the intent to fund 10 ATP projects that provide a new or improved public transit connections to an airport terminal by 2030.

Target: BIL - Airport Terminal Projects Announcement
Publish the Notice of Funding Opportunity (NOFO) for the FY2025 competitive discretionary Airport Terminal Program (ATP).

Initiative: Achieve clarity on cyber regulatory authority
Advance our safety culture and risk management by achieving clarity on cyber regulatory authority
Activity: APL/AVS work together to add information
APL/AVS work together to add information

Activity: Existing cyber initiative bodies (DoD and former Administrators CSC Dash-1s)
Existing cyber initiative bodies (DoD and former Administrators CSC Dash-1s)

Initiative: Major System Investments
Monitor the implementation of consistent program and baseline management standard practices to keep programs within a negative 10% variance of their cost, schedule, and performance baseline.

Activity: Major System Investments Performance Monitoring
Major System Investment programs will implement consistent program and baseline management standard practices to remain within a negative 10% variance of their cost, schedule, and performance baseline.

Target: Major System Investments Performance
90% of major baselined acquisition programs must be maintained within a negative 10% variance of their current cost, schedule, and performance baseline as of the end of fiscal year 2024.

Activity: Critical Acquisition Milestones on Schedule Monitoring
90% of the critical acquisition milestones are achieved by their scheduled due dates.

Target: Critical Acquisition Milestones on Schedule
90% of the critical acquisition milestones are achieved by their scheduled due dates.

Initiative: Enhance Workforce Planning
Improve centralized workforce planning by developing and applying policies, objectives, standards, and models to validate staffing requirements and provide workload assessments that support efficient operation.

Activity: Air Traffic Controller Workforce Plan
Lead in the development of the Air Traffic Controller Workforce Plan to advance FAA’s mission and meet external stakeholder requirements.

Target: Air Traffic Controller Workforce Plan Document
Complete updates to the Air Traffic Controller Workforce Plan, and prepare for the FAA Administrator’s signature, no later than 60 days after the President’s budget submission.

Target: Air Traffic Controller Staffing Monthly Tracking
Update the attrition forecast monthly. Monitor hiring, losses, overtime, time on-position, trainee ratios, etc., by facility.

Activity: AVS Workforce Plan
Support the development of the Aviation Safety Workforce Plan to advance FAA’s mission and meet external stakeholder requirements.
Target: AVS Workforce Plan Document
Complete updates to the Aviation Safety (AVS) Workforce Plan, and prepare for the FAA Administrator's signature, no later than 60 days after the President’s budget submission.

Target: AVS Staffing Monthly Tracking
Update the attrition forecast monthly. Monitor hiring, losses, overtime, and other key indicators by the work group.

Activity: Labor Cost Analysis
Provide labor cost analysis in support of term negotiations.

Target: Labor Negotiation Support
Perform labor cost analyses, forecasting, and monitoring to support ongoing labor negotiation for the FAA.

Target: Labor Cost Analysis Support
Perform labor cost modeling and analysis to support new and ongoing FAA business cases, policies, and budget-related initiatives.

Initiative: Unmodified Audit Opinion
Obtain an unmodified audit opinion on the FAA’s FY 2024 financial statements identified by external independent auditors.

Activity: Unmodified Audit Opinion
Obtain an unmodified audit opinion on the FAA’s FY 2024 financial statements identified by external independent auditors.

Target: Obtain Unmodified Audit
Obtain an unmodified audit opinion on the FAA’s FY 2024 financial statements identified by external independent auditors.

Activity: Capitalization of Assets
Ensure timely capitalization of agency assets.

Target: Capitalization Assets Timely
Capitalize new assets within 65 days of being placed in service 93% of the time. Provide quarterly reports within one month after each quarter ends (i.e., January 31, April 30, July 31, and draft End of Year report on September 30).

Target: Timely Process Capitalization Packages
90% of the time, support the timely and accurate processing of FAA’s capitalization packages within 30 days.

Initiative: Cost Control Program
Implement line of business-specific as well as agency-wide cost efficiency and strategic initiatives to reduce costs or improve productivity. Achieve documented cost savings and cost avoidance in FY 2024.
Activity: Corporate Leadership for Cost Efficiency Activities
ABA will lead an agency-wide initiative to control and reduce the cost of operations.

**Target: FY2024 End of Year Cost Savings**
Achieve 90% of the projected cost savings and cost avoidance of $110 Million in FY 2024. Target: $99 Million.

**Target: SAVES FY 2024 Target**
Achieve the FY 2024 FAA Cost Control Target for SAVES established collaboratively between SAVES and the FAA Chief Financial Officer (CFO). Achieve a cost savings of $89.58 million for FY 2024.

**Target: National Wireless Program Cost Avoidance Target**
The Enterprise Services Center will achieve $2.2 million in documented National Wireless Program cost avoidance in FY 2024.

**Target: Workers' Compensation FY 2024 Target**
Workers' Compensation program will achieve a cost avoidance of $5.4 Million in FY2024.

**Target: Virtualization of the Air Traffic Basics (ATB) Course Cost Control FY2024 Target**
AMA will achieve a cost avoidance of $1.35 Million in FY2024.

Initiative: Envision the Future of Commercial Space Transportation
The pace, variety, and complexity of commercial space operations continues to grow. AST will be agile and able to efficiently and effectively oversee the commercial space transportation industry to maintain public safety. The regulatory approach for the future will require changes to legislation, policies, business processes, and systems. AST will meet these needs by completing a comprehensive study to identify, target, and prioritize the actions needed to be ready for the future of the commercial space transportation industry.

Activity: Research and Development Program
Develop Research and Development program to give practical research results that improve AST regulations and business processes.

**Target: LOx/Methane Testing**
Complete remaining tests from Phase I, conduct analysis, and provide a report.

**Target: Research Alliance Acquisition**
Determine and begin acquisition path for Research Alliance.

**Target: AST Research and Development Strategic Plan**
Develop AST Research and Development Strategic Plan, to include specifics on Human Spaceflight-specific R&D.
Activity: Future of Commercial Spaceflight Oversight
Develop internal AST concept for the future of the commercial spaceflight oversight.

Target: Semi-Annual Review of Rulemaking Plan
Review the 5-year plan in January and July to determine if a rule is ready to be taken to the rulemaking committee for approval and to place on the consolidated government rulemaking plan. Review the rulemaking timelines identified and modify timelines and determine if publication date is in jeopardy and if other action is necessary.

Initiative: Artificial Intelligence & Analytics Enablement
Accelerate adoption of advanced analytical methods, machine learning and artificial intelligence, to bring innovative solutions to business problems throughout the FAA. Make tools and training available across a broad spectrum of use cases to speed up adoption of advanced analytics to derive business insights.

Activity: Conduct an External Data Challenge
The Data Challenge is open to teams of undergraduate and graduate students at accredited United States-based colleges and universities. Students will submit the details of the project to be evaluated by a panel of subject matter experts.

Target: Notify the Challenge Finalists
Evaluate the student submissions and notify the Challenge finalists.

Activity: Implement Advanced Analytics Platform (AAP) for Enterprise Use
The Chief Data Office will implement an Advanced Analytics Platform (AAP) to support safety, operational, and other mission-driven data analysis needs. AAPs provide a user interface that allows users to prepare data for analysis with the use of little or no code and to create visualizations and other business intelligence products. The goal is to empower decision-makers at all levels the data-driven insights needed quickly while enabling a fundamental transformation around the use of artificial intelligence/machine learning. Successful implementation of the platform(s) will be achieved when the platform is added to the Enterprise Information Management Data Platform (EIMDP). This includes integration with the EIMDP security and data storage frameworks and cost monitoring and control features to enable tracking and management of external business program usage costs and funding status.

Target: Enable Usage of Advanced Analytics Platform (AAP)
Complete integration and deployment of a software-as-a-service platform that provides low-code/no-code integrated analytics and application/visualization functionality on the Enterprise Information Management Data Platform (EIMDP). Upon integration and deployment, usage will be enabled by the creation of user groups, Teams channels, and similar user engagement tools. The Advanced Analytics Center for Enablement will support the enablement of the platform(s) by providing another forum for power users of the platform(s) to share best practices, lessons learned, and plan governance and developer documentation.
Activity: Publish FAA Artificial Intelligence (AI) Strategy

The AI Strategy will define a plan of action on how the agency can use AI to achieve goals, promote environment supporting trustworthy AI, address needs for talent and skills within agency, and address ethical implications of AI and define the agency principles and policies for responsible use.

Target: Adjudicate Cross-agency Input

Circulate the AI Draft Strategy for review and address comments from the lines of businesses and staff offices with the goal of publishing a final version.

Initiative: Driving Federal Shared Services

This initiative reflects integration efforts under way in the Mike Monroney Aeronautical Center (AMC) and the Enterprise Services Center (ESC) to improve delivery and compliance of federal shared services. As a designated Shared Service Provider, ESC will continue to work with partners to streamline, standardize and automate processes across government, and consolidate/retire legacy systems to reduce the cost of administrative services and give back to partner core missions.

Activity: Enterprise Services Center Successful Audit Opinions

As a shared service provider, the Enterprise Services Center (ESC) is required to provide its user organizations with an independent audit report on the design and effectiveness of its internal controls. The annual audit is performed in accordance with the American Institute of Certified Public Accountants' Statement on Standards for Attestation Engagements Number 18 (SSAE 18), Reporting on Controls at Service Organizations. This audit tests the service organization controls ESC has in place over Delphi, as well as other critical financial management systems (i.e. ESC PRISM) to provide assurance to their customers, the ESC must maintain proper controls and obtain successful audit opinions.

Target: ESC Audit Opinions - SSAE/SOC T1

The Enterprise Services Center will obtain an unqualified “clean” audit opinion on the Standards for Attestation Engagement (SSAE18) Service Organization Control (SOC1) audit.

Activity: Enterprise Services Center Targeted Cost Savings

The Enterprise Services Center will implement cost/pricing baselines and processes that can be used to drive cost containment and/or cost avoidance and encourage fiduciary behaviors that recognize cost-effective results for FY24.

In the area of Maintenance and Operations, The Enterprise Services Center will reduce cost while maintaining Customer Agreement Service Level Targets.

Target: ESC Cost Savings/Avoidance MMAC 125 by 2025 contribution T1

The Enterprise Services Center will establish cost savings initiatives and cost avoidance targets that will result in a $1M accumulated cost savings in FY23 that contributes to the MMAC $125M by 2025 overall Cost Savings Goal.

Activity: Organizational Improvements

Improve ESC’s ability to assess, address and communicate organizational risks and ensure the organization is equipped to deliver valuable and timely services.
**Target: Enterprise Risk Management**
Define Enterprise Risk Management for ESC and develop an implementation plan.

**Target: Capital Plan**
Develop a long-term capital plan that supports strategy and aligns with ESC’s technology roadmap

**Activity: Expansion of Services**
As a shared services provider, the Enterprise Services Center will continue to focus on the expansion of services in FY24.

**Target: Enterprise Content Services**
Expand Enterprise Content Services marketplace by bringing on one new customer in FY24

**Target: Service Now**
Develop a plan to expand the Service Desk as a Service.

**Activity: Customer Experience**
Improve Customer Experience through ESC continuous improvement.

**Target: Customer Relationship Management**
Develop a plan to reimagine the Customer Relationship Management Process.

**Target: Metrics Improvement**
Develop customer facing/customer experience metrics for ESC performance.

**Initiative: Controller Scheduling Optimization System Contract**
Most prominent, professional, shift-based workforces utilize schedule optimization policies and systems, generally using software-based schedule optimization programs to develop efficient schedules. These optimization tools are being used by air navigation service providers worldwide (e.g., NavCanada and Airservices Australia). For example, commercial air carriers use commercially available software to schedule flight and ground crews. FAA and NATCA agreed to implement a scheduling system with optimization capabilities as part of the 2016 collective bargaining agreement. An optimization tool has already been developed and updated and currently exists within the FAA infrastructure. However, the existing tool has reached the end of the contract lifecycle, and costs for replacing and sustaining a new system are expected to exceed the base funding.

**Activity: Award the new contract for FAA Scheduling Systems**
Award the new contract for FAA Scheduling Systems.

**Target: Publish Solicitation Information Request (SIR)**
Publish the Solicitation Information Request (SIR).

**Target: Approve Source Evaluation Plan**
Review and approve the Source Evaluation Plan.
**Target: Receive Vendor Proposals**
Receive vendor proposals and initiate technical and cost evaluations.

**Target: Finalize Technical and Cost Evaluation Reports**
Finalize Technical and Cost Evaluation Reports.

**Target: Award the Contract**
Award the new contract for FAA Scheduling System.

**Initiative: AOC ACSI FAA Web Survey**
Maintain the annual FAA.gov customer satisfaction survey score at or above the average Federal Regulatory Agency ACSI score. Review customer requirements annually and measure customer satisfaction more broadly for FAA service.

**Activity: AOC ACSI FAA Web Survey**
Continue to survey FAA website users for their levels of satisfaction with FAA website and ensure ease of use and task completion ratings are on par or exceed similar industry benchmark scores.

**Target: Activity Target 1**
Review customer feedback and provide monthly reporting to management with actionable steps taken on iterative improvements.

**Target: Activity Target 2**
Measure FAA.gov ease of use and ensure that it performs as well or better than similar web sites and industries.

**Target: Activity Target 3**
Measure FAA.gov task completion rates and ensure that it performs as well or better than similar web sites and industries.

**Initiative: AFN Employee Communications**
The AFN Strategic Communications Team is committed to informing employees of important information, news, features, and other content that highlights the accomplishments of AFN’s mission.

**Activity: AFN Monthly Newsletter**
Reach, engage, and inform all of AFN with the publication of the AFN monthly newsletter. The newsletter will convey important AFN updates, personal interest stories about AFN employees, featured news and other items of interest to employees.

**Target: Timely Publication T1**
Ensure the publication of the AFN Monthly Newsletter, except in the case of a government shutdown, furlough or management decision.
Target: Newsletter Metric Goal T2
For FY24, the Strategic Communications Team will test innovative strategies for increasing engagement. The yearly average unique click-through rate for the AFN Newsletter will be no less than 9.5%, with the stretch goal of 11.6%.

Initiative: Communications Support Initiative
The AFN Strategic Communications group will provide communications support with broad awareness messaging to enhance the visibility of AFN efforts.

Activity: Communications Support Activity
The AFN Strategic Communications Team will promote AFN priorities, including agency situational needs, RPA, EIM, FedView, awards programs and other initiatives with broad awareness messaging through newsletter articles, webpage updates, direct emails and other collateral and communications channels to enhance the visibility of these AFN efforts.

Target: Deliverables Metric T1
The AFN Strategic Communications Team will support AFN priorities through scripts, blast emails, graphics, remarks, letters, reports, promotional materials and speeches. The team will create or collaborate on an average of four communications products per month.

Activity: Website Support and Maintenance
Provide website support and maintenance.

Target: AFN Web Liaison Updates T1
Update the Citizen Development Facilitation Office, EIM, FOIA, Budget and FAA Academy websites after receiving web-ready content.

Target: Validate AFN Content T2
Annually, validate that 90% of AFN’s faa.gov web content is reviewed and current.

Target: AFN ACSI T3
Remediate any AFN ACSI (American Customer Satisfaction Index) customer feedback on FAA.gov pages and provide AOC the actionable steps taken on iterative improvements.

Target: 508 Compliance Rates T4
Ensure that AFN’s website exceeds FAA’s Section 508 compliance rates.

Initiative: Data Communications - Segment 1 Phase 2 Initial En Route Services
Provide Data Comm Initial En Route Services

Activity: Data Communications - Segment 1 Phase 2 Initial En Route Services
Execution of Data Comm Initial En Route Services Deployment

Target: Data Communications - Segment 1 Phase 2 Initial En Route Services
Achieve 24/7 operations at two (2) additional Air Route Traffic Control Centers (ARTCCs)
**Initiative: National Academy of Sciences Study on Staffing Standards**

AFN has been tasked to work with the National Academy of Sciences to allow them to conduct an assessment of the FAA's interest in developing objective, science-based approaches for setting future air traffic controller staffing targets to ensure the safe and efficient operation of the National Airspace System (NAS).

**Activity: Establish the contract award and funding**

To establish the contract award and funding of the work. Provide all the necessary information and project support as needed by the Academy to affect the study.

- **Target: Develop the SOW, Evaluate the Proposal, and Signing the Contract Award**
  
  Navigate the contracting process, including developing the Statement of Work (SOW), evaluating the Academy’s proposal, and signing the contract award with the Academy.

- **Target: Identify and Allocate Funding**
  
  Identify and allocate funding to pay for the Academy contract and any other project support that may be warranted.

- **Target: Provide necessary technical information, data, and project support to complete the project**
  
  After the contract is awarded, provide necessary technical information, data, and project support to the Academy on an ongoing basis to enable the successful completion of this project by mid-2025.

**Initiative: FAA FOIA Program**

Improve Management of the FAA Freedom of Information Act (FOIA) Program.

**Activity: FOIA Backlog Reduction**

Per the Open Government Directive, each agency with a significant pending backlog of outstanding Freedom of Information requests shall take steps to reduce any such backlog by ten percent each year. Reduce the number of backlogged FOIA requests, and maintain the targeted reduction over the course of the fiscal year.

- **Target: Reduce FAA FOIA Backlog T1**
  
  Sustain a true 10% reduction, thus maintaining the reduction over the course of the fiscal year. Reduce FAA FOIA backlog not to exceed a total count of 522 from overdue backlog levels of 580 as of October 1, 2023.

- **Target: AFN - Reduce FAA FOIA Backlog T2**
  
  Reduce AFN FOIA overdue backlog (level as of October 1, 2023) by 10% and sustain a 10% reduction on new overdue requests throughout FY2024.

- **Target: ARP - Reduce FAA FOIA Backlog**
  
  Reduce ARP FOIA overdue backlog (level as of October 1, 2023) by 10% and sustain a 10% reduction on new overdue requests throughout FY2024.
Target: AGC - Reduce FAA FOIA Backlog
Reduce AGC FOIA overdue backlog (level as of October 1, 2023) by 10% and sustain a 10% reduction on new overdue requests throughout FY2024.

Target: ACR - Reduce FAA FOIA Backlog
Reduce ACR FOIA overdue backlog (level as of October 1, 2023) by 10% and sustain a 10% reduction on new overdue requests throughout FY2024.

Target: APL - Reduce FAA FOIA Backlog
Reduce APL FOIA overdue backlog (level as of October 1, 2023) by 10% and sustain a 10% reduction on new overdue requests throughout FY2024.

Activity: 10 Oldest Pending FAA FOIA Requests Activity
Close 50% of the FAA’s 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2023.

Target: 10 Oldest Pending FAA FOIA Requests T1
Close 50% of the FAA’s 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2023.

Initiative: Time-Division Multiplexing to Internet Protocol (TDM-to-IP) Migration
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: Time Division Multiplexing (TDM) to Internet Protocol (IP) Migration
Obtain formal Authority to Operate (ATO) for Conversion Appliance System Service (CASS) from ACG

Target: Time Division Multiplexing (TDM) to Internet Protocol (IP) Migration, Network Portfolio Remote Telecommunications Infrastructure Replacement (RTIR)
Complete six hundred and ninety (690) cumulative Remote Telecommunications Infrastructure Replacement (RTIR) site transitions.
Target: Time Division Multiplexing (TDM) to Internet Protocol (IP) Migration En Route Automation Modernization (ERAM) All Purpose Structured Eurocontrol Surveillance Information Exchange (ASTERIX)

Complete Operational Test for En Route Automation Modernization (ERAM) All Purpose Structured Eurocontrol Surveillance Information Exchange (ASTERIX) functionality.

Target: NAS Integration and Infrastructure Solutions - Integrated Enterprise Services Platform (IESP) External Demilitarized Zone (DMZ) and Public Demilitarized Zone (DMZ) Expansion project

Achieve the Test Readiness Review (TRR) milestone to place hosting assets on the operational ACY/OEX External Demilitarized Zone (DMZ) and ACY/OEX Public Demilitarized Zone (DMZ) environments in support of the Enterprise Information Display System (E-IDS) program.

Target: NAS Integration and Infrastructure Solutions - Internet Protocol (IP) Service Between Federal Aviation Administration (FAA) and Portugal

Implement Internet Protocol (IP) service between the Federal Aviation Administration (FAA) and Portugal to replace existing Time Division Multiplexing (TDM) connection.

Initiative: Voice Switching and Control System (VSCS) Tech Refresh Phase 4

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 4

Design, develop, and test VSCS technical refresh hardware and software.
Target: Legacy Voice Switch Sustainment (LVSS) - Voice Switch and Control System (VSCS) Sustainment


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: Air/Ground Voice Communications-Communication Facilities - Sustain (CF-S)

Complete four (4) Communication Facilities - Sustain (CF-S) Corporate Work plan projects.

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

Next-Generation VHF A/G Communication System (NEXCOM2) - Segment 2 Phase 1: Deploy Terminal and Flight Services Air Traffic Control Radios.

Target: Air/Ground Voice Communications-Next Generation Very High Frequency (VHF) and Ultra High Frequency (UHF) Air/Ground (A/G) Communications (NEXCOM) Phase 2

Operational Readiness Demonstration (ORD) at ninetieth (90th) Next-Generation Air/Ground Communications (NEXCOM) Phase 2 site.

Initiative: Student Controller Objective Recorder for Evaluations (SCORE) System

Execute the Academy (AMA) Student Controller Objective Recorder for Evaluations (SCORE) system. This system builds on previous efforts which developed an objective means of recording the entire In-person Tower Air Traffic Control (ATC) evaluation utilizing the Academy Tower Simulation Systems (TSS).

Activity: Tower Simulation Systems (TSS) Lab

Complete the TSS lab infrastructure modification for the operation of the AMA SCORE System. This will allow for student evaluations on the TSS system to be recorded for storage.
Target: Equipment Installation
TSS lab infrastructure equipment is delivered, installed and available for use by the customer AJI.

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: Air/Ground Voice Communications-Airport Cable Loop Systems (ACLS) Sustained Support
Complete two (2) Airport Cable Loop Systems (ACLS) Corporate Work plan projects.

Initiative: Application Modernization
Modernize legacy applications and platforms to adopt the latest technology and development methodologies, including Agile, DevSecOps, and Cloud.

Activity: Technology Modernization Fund (TMF) Application Modernization
Modernize legacy applications and move to the Tyrion Container per the approved/awarded TMF funding for Year 1.

Target: Year 1 - TMF Application Modernization
Complete modernization of 6 applications and move to the Tyrion Container Platform.

Initiative: Improve Data Management Systems
Improve capabilities of individual data management systems (SOAR, ADIP, ADMS, etc.) and provide integrated data tools supporting enhanced business analytics for ARP employees.

Activity: Implement Airports Document Management System (ADMS) system
Implement new electronic document management system for ARP documents and records.

Target: Develop Plan for Record Management Module implementation to ADMS
Assess and determine what is needed to implement records management in support of ARP under ADMS

Target: ADMS enhancements
Develop, test and deploy the four primary ADMS enhancements that were identified by the ADMS users during rollout of the ADMS platform. This includes the following four items: (1) Ability to Save in Red Folders, (2) Ability to delete others files (in certain circumstances)
Target: ADMS training
Identify, prepare, and conduct ADMS training opportunities for new and advanced users across the Office of Airports. This will include soliciting ADMS training topics from staff, preparing the appropriate webinar based training materials and delivering training to ADMS users. This will include no fewer than 3 user training opportunities.

Target: Enhance Airports Document Management System (ADMS) system
Establish superusers within ARP to manage new/existing users, edit and create folders

Activity: Improve, transform and integrate SOAR modules (internal and external) to gain productivity and increase access to a wide variety of information in a timely manner.
Improve, transform and integrate SOAR to gain productivity and increase information availability and timeliness.

Target: SOAR Contract Officer Representative (COR) transition
Develop transition plan for decommissioning all SOAR legacy code by FY2026

Target: SOAR support contract
Assuming new contract award in or before Q1 FY24, complete contract transition and define plan for quarterly performance evaluations for selected contractor.

Target: Transformation of the Airports External Portal (AEP)
Implement Phase 1 of Contacts, Sponsors and Public Agencies and start at least one other legacy transformation project.

Activity: Database/Technology Optimization
Optimize the TIMC’s ability to receive, assess and make recommendations on ARP System Requests.

Target: Database/Technology interoperability
Improve interoperability plan between ARP database and dashboards

Target: Technology request form
Implement use of standardized electronic technology request form for new technology.

Activity: Modernization of the Airport Data Information Program (ADIP)
Consolidate modules and implement improvements to the ADIP.
**Target: Runway Airspace Management Tool**
Continue to develop the Runway Airspace Management tool in ADIP that includes but is not limited to the development of the Obstacle Action Plan.

**Target: Apply ISO 9001 criteria to ADIP's Quality Management System (QMS)**
Apply ISO 9001 criteria to the Airport Data & Information Portal's (ADIP) Quality Management System (QMS), to include the first ISO 9001 internal audit.

**Target: Aeronautical Surveying and Data Standards**
Continue coordination and review of Draft Aeronautical Surveying and Data Standards with internal and external stakeholders.

**Target: Airport Data Manager module**
AAS-120 will continue to draft revisions to AC150/5300-19 incorporating requirements of Airport Data Manager (ADM) module.

**Activity: Grant Administration Efficiency**
Evaluate and implement, as appropriate, the efficiency recommendations

**Target: SOAR Grant Announcement List/Tool**
Finalize implementation of a dynamic Grant Announcement List/Tool internal to SOAR.

**Target: Grant Document Index Automation**
Review the implementation plan and work with the SOAR Transformation team to Auto-generate the correct index for a given AIP project.

**Target: SOAR Enhanced Grant Tracking**
Review and implement new capabilities in SOAR to produce the 3-year ACIP, manage the discretionary candidate list (DCL), and automate the justification process.

**Target: State Block Grant Program (SBGP) Tracking Tool**
Review Airports External Portal (AEP) access to SOAR for SBGP States. Determine data needs/IT compatibility. Develop plan for integration of SBGP states in AEP.
Target: Improve SOAR Buy American waiver forecasting, submissions, and reporting. External orientation and education
Initiate case and action research Buy American oversight across RO/ADOs to identify variances, identify best practices. Increase education to consultants, airport sponsors, manufacturers, and contractors. Research and explore forecasting ability in SOAR of CIP to forecast project needs and develop Business Case models for AIP funded projects.

Activity: Implement Records Management System
Implement Records Management

Target: Review/update ARP Records Management Plan
Brief ARP Directorates on ARP Records Management plan

Target: Ensure consistent management of ARP records and compliance with FAA Records Management policy
Records Coordinators/File Coordinators complete FAA recommended training for recertification.

Initiative: Tower Simulation System (TSS) Modernization
Modernize Tower Simulation System (TSS) by updating the software and upgrading the hardware across the NAS.

Activity: Tower Simulation System (TSS) Enhancement 1 Implementation
Complete Final Investment Analysis and initiate the implementation of Enhancement 1.

Target: Complete Software Validation
Complete software validation at three sites.

Target: Initiate Solution Implementation Phase of the Acquisition Management System
Deploy hardware and software refresh to 15 TSS.

Initiative: Develop MMAC Capability to Support eVTOL
Several organizations at the MMAC will contribute to the sustained, safe and efficient integration of electric Vertical Takeoff and Landing (eVTOL) technologies into the NAS: Flight Research and Analysis Group, Civil Aerospace Medical Institute, Registry, Academy Technical Training, DOT’s Transportation Safety Institute, and NASA to name a few. With 95% of NAS equipment replicated at the MMAC, over $2B worth of infrastructure, and the unique expertise at the MMAC, the capability will leverage existing sustainment operations to ensure the strong operational support and sustainment of an eVTOL-integrated NAS in the coming years via engineering support, on-site maintenance capabilities, and hands-on training at the MMAC.
Activity: Execute Type A Study for eVTOL Project
In 2024 AMP will execute a Type A Study for the electric Vertical Takeoff and Landing (eVTOL) project. This will be to determine the scope of the project with some initial estimates for the construction. Construction will fall into the FY 25 plan.

Target: Identify Available Funding and Develop ROM
HQ to provide funding level and AMC will develop Rough Order of Magnitude (depending on Congressional action).

Target: Develop Independent Government Cost Estimate (IGCE)
Develop an Independent Government Cost Estimate (Type A design award, Type A completion).

Target: Define a timeline through construction
Define plan for Type B Award, Type B Completion, CFO approval, Construction bid and Completion.

Initiative: Airports Compliance Program
Enhance the Office of Airports Compliance Program.

Activity: Update Compliance Guidance
Update Compliance Guidance

Target: FAA 5190.6B Compliance Handbook Revision
Publish FAA Order 5190.6C - Airport Compliance Manual.

Target: Airport closures related to new entrants
Form a working group to prepare guidance on airport closures related to new entrants.

Target: Draft guidance for sponsor safety responsibilities
In cooperation with AAS, draft guidance for safety responsibilities for airport sponsors.

Target: Monitoring Airport Business Trends
Track and create periodic reports on international governance and access trends for ARP Management.

Target: Develop airport financial review guidance
Develop guidance for identifying airports for onsite financial review, determining scope of review, and target of review.

Activity: Improve compliance tools and resources
Improve compliance tools and resources to increase program efficiency
Target: FAA Order 5190.2R Guidance
Prepare guidance on the use and maintenance of HALO

Target: Certification Activity Tracking System (CATS) Upgrade
Enhance the accuracy of the sponsor’s reporting of CATS Forms by performing periodic assessments to determine abnormal entries, timely submittal, and a complete reporting population.

Target: Compliance Database Enhancements
Implement ACAS (Airport Compliance Activity Suite) case management system to track Part 16

Target: Compliance Database Enhancements
Conduct quarterly reporting of ACO database usage, including a geographic analysis of compliance issues and complaints.

Initiative: Corporate Leadership for Cost Efficiency
FAA Academy will pursue methods and mechanisms to improve the cost efficiency related to the development and delivery of Academy courses.

Activity: Academy Marketplace
The Federal Aviation Administration (FAA) Academy has developed a tool for Inventory specialists to add items for employees in AMA to review and request, as needed. This tool captures a cost avoidance measure as items are requested by users. Items can be held at the Division level or be open to all of AMA based on need. This new tool maximizes our existing inventory to minimize new purchases.

Target: Cost Tracking
Build a baseline to track monthly cost avoidance and report monthly total savings for AMA.

Initiative: Internal and External Outreach
Add value and leverage convening authority with internal and external stakeholder engagement by effectively planning, managing and executing outreach activities.

Activity: Congressional Outreach
Meet with ASW Congressional Staff.

Target: Meet with ASW Congressional Staff
Meet face to face with congressional offices in each ASW state and a minimum of 50% of all congressional offices regionwide (33 offices).
Activity: Tribal Outreach
Increase engagements between FAA and all 10 Federally Recognized Tribes in the New England Region.

Target: Establish a Stronger Relationship Between the New England Federal Recognized Tribes and the RA Office Staff
Invite Tribes to come to monthly stakeholder workshops and include Tribal engagements when RA and DRA activities intersect with other activities in the local areas of the Tribes.

Target: Assess Activities
Assess whether activities related to Target 1 led to increased engagement and if not, evaluate other potential ways the Regional Office can engage with Tribes.

Target: Notify Tribes of Outreach Opportunities
Ensure Tribes are aware of and, if applicable, invited to STEM AVSED outreach opportunities happening in their local area.

Activity: Outreach Pilot Program
Pilot program between ACE and ASO to conduct targeted outreach in Kentucky and Tennessee. Leverage qualified outreach team members to work on those states to support staffing constraints.

Target: Conduct Outreach in Kentucky and Tennessee in FY 24
Evaluate program upon completion to determine success, sustainability and expansion.

Activity: Introduce ARA-200 to ARA
Provide briefings to introduce the roles, responsibilities, and organizational structure of the new division.

Target: Rollout Plan: ARA
Develop and implement a phased rollout plan that outlines how the new division will operate and interface with their office/staff. Information briefing on the new Division includes: announcements regarding the new division, information about how ARA-200 will interface within the organization and details on ARA-200's roles and responsibilities.

Activity: ROC Data Analysis Dashboard
Develop a ROC Data Analysis Dashboard for FAA stakeholders to use to assist with trend analysis regarding safety events.

Target: Collect Stakeholder Requirements
Collect requirements for dashboard, including data types, filters and formats from three (3) different internal stakeholders.

Target: Integrate Stakeholder Requirements
Integrate approved stakeholder requirements into the ROC dashboard.
Activity: Building Goodwill with Noise Sensitive Communities Through STEM and Proactive Outreach Connections
Through STEM, the agency has an opportunity to proactively engage with targeted noise sensitive communities to share the good work and efforts extended to their community and promote and support the agency goals to expand the pipeline for STEM careers.

Target: STEM Outreach to Noise Sensitive Communities
Conduct STEM outreach for two (2) new noise sensitive communities.

Target: RA Roadshow – Raising Awareness of Community Engagement and the Role of the Regional Administrator
Deliver briefings to two (2) FAA field offices to educate them on the RA’s role in Community Engagement and stakeholder outreach. Offer at least one partnership opportunity for a joint outreach activity.

Activity: Quarterly State Aviation Director Meetings
Collaborate with ARP, and other LOB/SO as needed, to provide a regional approach on national, state, local, and tribal aviation-related areas of interest. Examples include noise, community awareness, air traffic services, airport funding, and new entrants to the NAS.

Target: Schedule Quarterly Meetings
Establish quarterly meeting schedule and proposed meeting topics for FY24 with ANM State Aviation Directors.

Target: Establish Agenda for Quarterly Meetings
Collaborate with FAA and ANM LOB/SO to provide program presentations that are of interest to the regional State Aviation Directors.

Activity: Plan and Conduct Internal and Outreach Activities
Provide a forum to exchange information, educate, develop, and strengthen relationships through meaningful interaction with internal and external stakeholders, and elected officials on FAA programs and policies.

Target: Conduct Congressional Engagements with Elected Officials
Monitor and identify trends with existing noise complaint hotspots. Proactively brief all associated congressional districts as trends improve or trend downward. Conduct a minimum of six (6) targeted briefings.

Target: Conduct External Stakeholder Engagements
Identify hot spots of noise complaints and conduct at least one (1) external stakeholder meeting such as Helicopter Symposiums/Workgroup Meetings/etc., for affected areas.

Activity: Support Annual RSATs
Collaborate with internal LOBs including ARP and ATO (Runway Safety) and external airport sponsors to support annual RSATs. RA and/or DRA to attend all Special Focus and Priority RSATs within ASW. Any RA Staff to attend all OPSNET 45 and AOI RSATs within ASW.
Target: In Person Attendance to ASW RSATs
RA and/or DRA to attend all Special Focus and Priority RSATs within ASW. Any RA Staff to attend all OPSNET 45 and AOI RSATs within ASW.

Activity: Congressional Outreach
Meet with AGL Congressional Staff.

Target: Meet with AGL Congressional Staff
Hold two (2) hybrid sessions with AGL congressional delegation.

Activity: Quarterly State Aviation Director Meetings
Collaborate with ARP, and other LOB/SO as needed, to provide a regional approach on national, state, local, and tribal aviation-related areas of interest. Examples include noise, community awareness, air traffic services, airport funding, and new entrants to the NAS.

Target: Schedule Quarterly Meetings
Establish meeting schedule and proposed meeting topics for FY24 with AGL State Aviation Directors.

Initiative: Organizational Efficiency/Innovation
Promote organizational efficiency and innovation by leveraging resources that support mission requirements through daily execution and continuous improvement.

Activity: Emergency Preparedness and Response
Explore communication improvement opportunities associated with emergency preparedness and response.

Target: Explore Process Improvement
Collaborate with ASW states to identify challenges to emergency preparedness and response.

Activity: Technical Update: Aviation Noise Complaint and Inquiry System (ANCIS Portal)
Implement new and updated portal features and functions.

Target: Organizational Governance Board (OGB) Update
Brief OGB on implementation status and next steps to gain continued program support approval.

Target: User Acceptance Testing (UAT)
Complete User Acceptance Testing (UAT).

Target: Demonstration of Updated Portal Functionality
Brief demonstrations to the leadership of each LOB/SO affected by the Portal update.
Activity: Identify and Elevate Processes
Identify and elevate for process concerns to improve outcomes for users within the regions and across the agency and promote service area wide standardization.

**Target: Project Reimbursable Costs**
Identify and coordinate evaluation of reimbursable process to respond to end users concerns.

Activity: Facility Management
Improve Visitor Notification Process and update regional space management policy/Archibus.

**Target: Successfully Improve Existing Visitor Notifications Process**
Work with ARA to ensure accurate posting of form and links to visitor webmail site is on ANE internal website.

**Target: Successfully Ensure Archibus is up-to-date and All Space is Accurately Dedicated to Regional Lines of Businesses (LOBs)**
Through a Space Council, work with LOB managers to ensure each LOB is in its designated space in the building.

**Target: Lead Space Council Meetings**
Hold two Space Council meetings to ensure Regional Management Team members understand the importance of accurate designation of their spaces in the Regional Office and keeping Archibus current.

Activity: Identify Aviation Events Throughout the Region
Use innovative processes to identify aviation events throughout the region.

**Target: Alaskan Aviation Events List**
Catalog aviation events across the Alaskan Region and distribute to Alaskan aviation stakeholders monthly.

**Target: Common Traffic Advisory Frequency (CTAF) Working Group**
Publish CTAF Kenai Peninsula area update, addressing one of the NTSB recommendations following a fatal mid-air collision.

Activity: Identify Emergency Management and Facility Management roles and responsibilities, define the associated skills and develop training plans in support of workforce development.
Ensure efficient, effective, and resilient organizational Emergency Management and Facility Management.

**Target: Identify Emergency Management and Facility Management Roles and Responsibilities**
Define standardized roles and responsibilities for Emergency Planners and Building Services personnel.
Target: Identify Resources Needed for Performance of Emergency Planners and Building Services Responsibilities
Perform gap analysis in order to define necessary resources for: (a) performance of standardized roles/responsibilities and (b) recruitment, retention, and career development of Emergency Planners and Building Services personnel.

Target: Develop Workforce Training Plans
Develop training plans for defined roles/responsibilities of Emergency Planners and Building Services personnel.

Activity: Advance and Expand Innovation and Efficiencies of the AWP Community Engagement Tracking Tool
Maximize efforts and sharing best practices, processes across regions through innovation exchange at monthly Senior Advisor meetings.

Target: Innovation in Business Processes
Share the Community Engagement Tracker with ARA Senior Advisors and provide best practices for development and utilization of the tool.

Target: Innovation Exchange
Deliver a demonstration of the Community Engagement Tracker to the Senior Managers.

Activity: Alternative W-ROC Workstation
Ensure implementation of compatible alternative W-ROC workstation for off-site designated emergency operations location. Identify, purchase, install, and program necessary workspace equipment and infrastructure.

Target: Purchase and Install Workstation
Purchase ADA compliant desk and acquire space from Technical Operations at the Auburn ARTCC. Install and configure workstation equipment.

Target: Install and Configure Communication Equipment
FAA IT will install communication equipment to accommodate additional lines that are needed in an emergency event.

Target: Validate Alternative Worksite Functionality
Complete at least three (3) shift assignments utilizing the alternative worksite.

Initiative: Runway Pavement Maintenance
Ensure airport infrastructure is kept in a safe and serviceable condition through capital improvements and airport inspections.

Activity: Ensure runway pavement is kept in a safe and serviceable condition
Maintain eligible runway pavement in Excellent, Good, or Fair condition
Target: Ensure runway pavement is kept in a safe and serviceable condition
Maintain eligible runway pavement in Excellent, Good, or Fair condition (based on visual inspections) for 93% of the paved runways in the National Plan of Integrated Airport Systems.

Initiative: Data Communications - Segment 1 Phase 2 Full Services
Provide Data Communications Full En Route Services

Activity: Data Communications - Segment 1 Phase 2 Full Services
Execution of Data Communications Full En Route Services deployment

Target: Data Communications - Segment 1 Phase 2 Full Services
Training Development Complete

Initiative: FY24 Critical Acquisition Milestones
This serves as the repository of AEM FY24 Critical Acquisition Milestones.

Activity: Safety Workforce Device Deployment FY24 Critical Acquisition Milestone
Regulation and Certification Infrastructure for System Safety (RCISS) has FY24 Capital Investment Plan (CIP) milestones that must be met according to the Financial Services (ABA) goal to meet 90% of approved milestones. One of these milestones is to complete the deployment of the safety critical workforce devices.

Target: Safety Workforce Device Deployment - T1
Replace 25% (or 1,831 units) of safety critical workforce equipment.

Activity: DroneZone FY24 Critical Acquisition Milestone
AEM FY24 Critical Acquisition Milestone for DroneZone.

Target: FAA Recognized Identification Area (FRIA) – T1
Complete development of all core requirements associated with the final operating capability of the FAA Recognized Identification Area (FRIA) features in DroneZone as required by Part 89 Remote Identification (RID).

Activity: FAA Critical Infrastructure for System Safety (FCISS)
Execute Agency-wide investment program for IT infrastructure.

Target: Network Infrastructure Services Deployment 2 - Facility Wireless Access Point Contract Award -T1
Contract award complete for the second FCISS technology refreshment of facility wireless access point hardware.
**Initiative: Creative Services**
Use creative communications products (graphics/video/live events) to improve internal and external communications.

**Activity: Creative Services**
Use digital communications products to improve education and outreach about the NAS.

**Target: Activity Target 1**
Produce 15 creative communications products to educate stakeholders about aviation safety and/or operating safely in the NAS.

**Initiative: Educate and Inform the Public**
Plan and execute communications activities to provide stakeholders and the traveling public with accurate and timely information.

**Activity: Public Information**
Establish credibility with media by providing timely and accurate information.

**Target: Activity Target 1**
Respond to media requests and/or acknowledge receipt of media inquiries within 1 hour and coordinate accurate and timely responses.

**Target: Activity Target 2**
Advise agency leadership on strategies to effectively and creatively communicate with the public. Coordinate agency-wide projects to ensure that information delivered to the public is consistent and that public events are transparent and inclusive.

**Target: Activity Target 3**
Respond to social media requests and/or acknowledge receipt of social media requests during core business hours Monday-Friday and coordinate with media relations for awareness and to ensure accurate and timely responses.

**Target: Activity Target 5**
Increase user engagement and participation from FY23 by 10% through FY24 by making information and data available to a wider and non-traditional audience, including social media posts, blogs, live events, podcasts, and outreach with social media influencers, on digital and social media platforms.

**Initiative: Support Open Government Initiative**
Support the Open Government Initiative, the President's Executive Order on Streamlining Service Delivery and Improving Customer Service (EO 13571) and the 21st Century Digital Government directive by leveraging technology to make data available, improve web service efficiencies and increase collaboration with the public, stakeholders and other government agencies while reducing duplicative efforts.
Activity: Effectively communicate as “one FAA”
Establish consistent and unified messaging from the top down across all lines of business.

Target: Activity Target 1
Description: Work with LOB and Staff office web liaisons to validate 90% of faa.gov web content is reviewed and updated annually.

Activity: Content Management Modernization: Modernize www.FAA.gov content management
Optimize www.FAA.gov search

Target: Activity Target 1
Measure performance of Search on FAA.gov. Based on website metrics, implement keywords, best bets, and other strategies to achieve search result relevancy ratings on par with similar websites and industries.

Initiative: Proactively Inform the Public and Stakeholders
Conduct outreach activities to provide the public, Congress, industry and pilots with accurate and timely access to information needed to operate in the National Airspace System safely.

Activity: Social Media Coverage
Increase public, Congress, industry and pilot engagement by 10% from FY23 levels on digital media platforms by providing safety information and opportunities to engage with FAA subject matter about safety initiatives and how to operate safely in the NAS.

Target: Activity Target 1
Exceed user participation and engagement via questions and comments for live digital events hosted in FY23 by 15% through FY24 by providing information and opportunities to engage with FAA subject matter experts about safety initiatives and how to operate safely in the NAS.

Target: Activity Target 2
Provide communications support to cover Advanced Air Mobility milestones that engages and informs the public as the FAA makes steady progress certifying aircraft and pilots, planning for integration of these aircraft into the airspace, and collaborating internationally.
**Initiative: Long-term Stable and Sufficient Capital Funding (Reauthorization and Appropriation)**

The chronic and systemic underfunding of the Federal Aviation Administration (FAA), which manages one of the most important and complex operational systems in the Federal government, is now putting the aviation sector at risk. To maintain the National Airspace System (NAS), the FAA manages hundreds of crucial IT systems as well as hundreds of physical facilities and thousands of pieces of infrastructure. Many of these systems, facilities, and pieces of infrastructure are antiquated or obsolete, have outlived their useful lives, and at risk of failure.

Over the past 15 years, the annual appropriation to the Facilities and Equipment (F&E) account used to sustain and improve most of FAA’s air traffic control infrastructure has remained essentially flat at about $3 billion per year. This stagnant funding has caused the FAA to lose about $1 billion in purchasing power due to inflation, as the agency seeks to maintain aging systems and infrastructure and meet ambitious goals to modernize the system for increased safety and efficiency of the NAS. And since F&E dollars fall under the discretionary caps, the budget process fails to provide the FAA with the same long term certainty that contract authority grants in other programs provide to make long term capital investments.

**Activity: Mandatory Funding Proposal**

The Bipartisan Infrastructure Law funding of $5.0 billion over five years provides an opportunity to begin replacing and modernizing air traffic towers. To capitalize on this down-payment on the nation’s aviation infrastructure and ensure the highest level of safety and integrity of our national airspace system, the FAA will propose a new mandatory account that provides funding needed to re-capitalized NAS facilities and modernize radars. This proposal will provide an additional $8.0 billion over five years (FY 2025-2029) to replace additional towers, ARTCCs and radar facilities across the nation. Because the proposal is for a new mandatory budget account, the funding would be exempt from the discretionary budget caps.

**Target: OMB Submission**

Submit proposal to OMB that would exempt capital funding from the discretionary budget caps.

**Target: Congressional Submission**

Submit budget request to Congress that includes capital funding exempt from the discretionary budget caps.

**Target: Stakeholder Engagement Support**

NAS facilities and infrastructure are located across the country. ABA will provide a detailed briefing to Regional Administrators on the mandatory funding proposal so their engagement with FAA stakeholders can be informed by the details of the proposal.

**Initiative: Expiring Lease Notification RPA/BOT**

Expanding Lease Notification RPA/BOT

**Activity: Retrieves expiring land/space lease data, and proactively notifies the LOB POC**

Retrieve expiring land/space lease data from dashboard and notify the LOB POC.
Target: Develop and implement an Expiring Lease Notification RPA
Develop and implement an Expiring Lease Notification RPA which will retrieve expiring land/space lease data from the ACQ Expiring Lease Contracts Dashboard, create a report listing expiring leases, and send an email to the appropriate LOB/SO point of contact on a monthly basis to take appropriate actions.

Initiative: Increase Awareness for Airspace Efficiency
Support executive level initiatives to improve customer service and digital government by leveraging technology to make more data available to the public.

Activity: Increase Data Awareness
Support executive level initiatives and orders on improving customer service and digital government by leveraging technology to make more data available, improve web service efficiencies and increase collaboration with citizens, stakeholders and other government agencies while reducing duplicative efforts.

Target: Activity Target 1
Develop new data visualizations to support the FAA data culture and better connect stakeholders with information they can use.

Initiative: Organizational Risk Management
Implement a framework and process for regularly assessing organizational risk and mitigation or maintenance strategies for each risk.

Activity: Investigations and Professional Responsibility
The Office of Investigations and Professional Responsibility (AXI), collects and disseminates evidence in support of investigations, e-Discovery, UAS and FOIA requests, and guides procedural standards for the FAA's OPR program. Responsibilities include evaluating allegations, planning, conducting, documenting, and distributing investigations of FAA employees, contractors and non-employees, based on established guidelines, suspected of violating various FAA orders, policies, and procedures, ensuring the safety of the National Air Space and flying public is not affected by workforce misconduct.

Target: Advance the Investigations and Professional Responsibility (OPR) Program
Grow the OPR program through agency wide socialization of the intake portal, and provide quarterly reports on briefings, portal usage levels, and reporting of management inquiries. Create and distribute an annual trend analysis on all investigations and inquiries received through the portal or other ASH intake sources, integrating past years trend analysis to create an annual trend line. Mature the OPR program by developing the infrastructure to improve program efforts. Collect, store, and analyze data related to agency wide disciplinary actions, including management deviation from recommended to final action. Provide quarterly reports on progress.

Activity: Personnel Security Program Improvement
Develop analytics/metrics to assess AXP's overall impact on reducing security risks at the FAA.
Target: Same Day PIV Issuance at ASH ID Media Offices

Implement PIV card printing directly at the ASH ID Media offices—enabling PIV card enrollment and issuance on the same day (one-visit PIV card issuance). Implement same-day PIV issuance at the 12 ASH PIV offices.

Initiative: Radio Control Equipment (RCE) System
Sustaining operation until Radio Control Equipment (RCE) has been fully replaced with Air/Ground Protocol Converters (APC). The main objective is to keep the current RCEs and their monitoring systems including Communication Server Interface Units (CSIUs) operational until their replacement by APCs.

Activity: Radio Control Equipment (RCE) System
Procure and install new Communication Server Interface Units (CSIUs) as part of tech refresh for the Radio Control Equipment (RCE) monitoring system.

Target: Radio Control Equipment (RCE) System
Receive Final Shipment of Radio Control Equipment (RCE) - Sustainment Communication Server Interface Units (CSIUs).

Initiative: Flight Program Fleet Modernization
The Flight Program Fleet Modernization (FPFM) Program will modernize the fleet and transition to multi-mission capable aircraft to decrease the number of makes and models while maintaining the capability to support multiple mission types.

Activity: Flight Program Fleet Modernization (FPFM) Phase I
Phase 1 will acquire four used Bombardier Challenger 605/650 long-range jets to supplement the two existing Bombardier Challenger 605 jets.

Target: Aircraft 4 Modified
All FAA required modifications are complete; aircraft are mission capable.

Activity: Flight Program Fleet Modernization (FPFM) Phase II
Phase 2 will acquire 18 new King Air 350/360 ER mid-range turboprop aircraft.

Target: Preliminary Design Review (PDR)
The PDR is complete when the service team determines that action items resulting from the review are sufficiently addressed and the contractor is authorized to proceed.

Initiative: FAA Space Utilization
Support space guidance and project management of FAA’s design and construction activities.

Activity: FAA Space Utilization
Support space guidance and project management of FAA’s design and construction activities.
Target: Dynamic Space Concepts into the FAA’s 10A 9th Floor Redesign Project
Incorporate dynamic space concepts into the FAA’s 10A 9th floor redesign project, with final space requirements and concept designs provided to GSA by the end of the fiscal year, allowing GSA to initiate the project procurement plan.

Target: AIT’s Innovation Center
Design, procure, and furnish AIT’s Innovation Center; providing AIT a space to demonstrate IT tools and capabilities to the FAA workforce.

Target: Revise and publish the FAA’s Space Order
Revise and publish the FAA’s Space Order, providing the workforce guidance on various space types, associated size allocations, and in-office requirements for dedicated space.

Initiative: Modernization of William J. Hughes Technical Center’s Operations and Infrastructure
Modernization of The Technical Center’s infrastructure to ensure facilities operate efficiently and effectively by initiating, continuing and completing the design and construction of Capital Investment projects. Such projects include: Remove Mold and Replace Air Conditioning Units 4 & 5 in the Technical Administrative Building 300; Building 300 Floor Replacement; Sustainment of Electrical Distribution Feeder on the West side of the campus; and Replacement of the Roofing System at the Cockpit Simulation Facility Building 201.

Activity: Remove Mold and Replace Air Conditioning in the Technical Administrative Building
Complete mold removal and replace air conditioner units 4 and 5 on floors 1 and 2 for the administrative areas in the Technical and Administrative Building to alleviate health and safety concerns. Project will remove suspected contaminated ductwork, extend the life cycle of the heating ventilation, and air conditioning system by replacing two 30-year-old air handling units, and improve energy efficiency by replacing fluorescent lights with new light-emitting diode lights.

Target: Complete 1st Floor Construction
Complete construction in the administrative area of the 1st floor of the Technical and Administrative Building (associated with mold removal and AC Units 4 & 5 replacement project.)

Target: Complete 2nd Floor Construction
Complete construction in the administrative area of the 2nd floor of the Technical and Administrative Building (associated with mold removal and AC Units 4 & 5 replacement project.)
Activity: Modernization/Sustainability of the FAA William J. Hughes Technical Center Hangar (Building 301) Electrical Substation and Implement Power Monitoring and Control Capabilities.

Complete replacement and modernization of the FAA William J. Hughes Technical Center Hangar's (Building 301) electrical substation. Implement Power Monitoring and Control System (PMCS) capabilities to 1. allow the monitoring of energy consumption at the Hangar in real-time; 2. provide insight into how much energy the building is using; and 3. help operations and maintenance personnel implement energy saving measures and support overall agency sustainability goals.

**Target: Replacement and Modernization of the FAA William J. Hughes Technical Center Hangar (Building 301) Electrical Substation**

Replace and modernize Hangar’s (Building 301) obsolete electrical substation to increase the reliability and resiliency of the building's electrical infrastructure. The upgraded system will also make the substation more sustainable for the future and more energy efficient.

**Target: Implement Power Monitoring and Control Capabilities in the new FAA WJHTC Hangar Electrical Substation.**

Deploy Power Monitoring and Control System (PMCS) capabilities with the new Hangar electrical substation. The PMCS monitors energy consumption and provides real-time insights into the building's energy performance. PCMS lets operations and maintenance personnel take proactive steps to ensure efficient energy use, helping the agency meet its sustainability goals. The PMCS comprises several components, including metering and control relays, data communication devices, software applications, and a user interface. The system can be used to monitor energy consumption in the substation, analyze usage patterns over time, and make informed decisions about when to use power-saving measures. Additionally, it provides support for predictive maintenance of Hangar equipment by proactively identifying any potential issues before they become a problem. This comprehensive system is critical for achieving the agency’s sustainability goals and will help ensure that energy consumption remains as efficient as possible.

**Initiative: Research and Development Management**

A vibrant aviation sector relies on a safe, efficient, and cost-effective aerospace system. To that end, the FAA will invest in and manage a research and development portfolio that engages aviation stakeholders across industry, academia, and federal partners to promote aviation technology innovation, enable new entrants, leverage non-federal research investments and prioritize FAA investments to address critical industry needs and drivers.
**Activity: Implement Reimbursable Partnership Program**

Actively pursue external partners to access federal personnel, facilities, and expertise. Extend lab use availability to industry, academia and government to mature innovative technologies and to maximize laboratory use rates.

**Target: Activate website for reimbursable partnership program.**

To promote the FAA’s laboratories and their unique capabilities the website will be public-facing. The website will be used to monitor, engage, and track interested potential partners, ultimately to enter into partnership agreements. These partnerships will enhance the William J Hughes Technical Center's local, regional, and international impact on aviation.

**Target: Implement enterprise wide communication plan**

Execute the enterprise-wide communication plan through promoting the Tech Centers capabilities, exploring communication channels and expanding employee awareness of the Technical Center. This plan highlights and illustrates the William J Hughes Technical Center’s global contributions in operating, sustaining, and modernizing the NAS. Executing the plan will raise internal and external awareness of the Technical Center's mission.

**Target: Implement Outreach and Partnership Strategy**

Increase the Technical Center's partnership opportunities and leverage partnership resources that support the region’s influence on the aviation industry by establishing relationships with global aviation stakeholders and partners. This will allow the Technical Center to promote and showcase its capabilities through enhanced communication tools to increase partnership opportunities.

**Activity: Manage FAA’s Research and Development Portfolio**

Manage key processes and activities for the agency’s research and development (R&D) portfolio. Develop and submit research, performance and funding plans and reports per legislative mandates in compliance with statutory research planning requirements. Ensure FAA research enables and safely advances aviation and reduces the overlap of research areas with other DOT modal agencies. The plans and reports, including the National Aviation Research Plan and the Annual Modal Research Plan, highlight planned research for the upcoming fiscal year and communicate research impacts that facilitate government and private sector partnerships, leading to the commercialization of aviation ideas, concepts, and products.
Target: Share information and technologies among Federal laboratories, private industry, and academia

Deliver FAA technology transfer metrics including all FAA Cooperative Research & Development Agreements, patents, licenses, and royalties to the Department of Transportation (DOT). This input is mandated by the Federal Technology Transfer Act of 1986, Utilization of Federal Technology (15 U.S. Code 3710(f)), and related legislation. DOT requests the data from all modes in April, DOT then compiles it, and delivers it to the National Institute of Standards for inclusion in their annual Technology Transfer report to the President of the United States and Congress. The report is a critical metric to assess the success of the United States Federal Government technology transfer legislation.

Target: Draft annual fiscal year 2026 RE&D budget formulation package for distribution to Congress.

Coordinate development with research stakeholders across the FAA to submit the Research, Engineering and Development budget formulation request to the Office of Budget Programs. Describe Research, Engineering and Development budget line items and proposed investment requests for the fiscal year 2026 President’s Budget. Ensure proposed research priorities meet FAA strategic goals and objectives in coordination with the FAA Research and Development Executive Board.

Target: Fiscal Year 2024 Annual Modal Research Plan

Draft and deliver the statutorily required annual DOT modal plan to the Assistant Secretary of Research and Technology. Outline research and development program plans across the Research, Engineering and Development, Facilities and Equipment and Airport Improvement Program funding accounts for fiscal year 2025. Outlook plans for fiscal year 2026 in accordance with legislative mandates.

Target: National Aviation Research Plan 2025-2029

Draft and deliver the congressionally required, annual National Aviation Research Plan (NARP) that charts the course for the agency’s five-year plan to ensure continued capacity and maintain the safest, most efficient airspace system in the world. Describe how FAA investment in research and development address national aerospace priorities, drive innovation, represent areas of congressional or public interest, and have a global impact.

Initiative: Contract Administration, Agreements, and Grant Management

Proactively manage ANG’s portfolio of contracts, agreements and grants by monitoring progress and deliverables, providing financial oversight, and ensuring compliance with all FAA regulations. Administers contracts to provide effective communication and customer service.

Activity: Contracts and Grants Forecasting and Reporting

Institute process and frequency for contracts and grants forecasting and reporting to enable proactive portfolio management, decision making, and issue mitigation and resolution.
Target: FY25 Contracts and Grants Forecast
Develop a consolidated contracts and grants forecast report (execution plan) that shows all anticipated actions and their expected execution timing during FY25. Coordinate with pertinent program managers and/or stakeholders to develop the best forecast possible within time constraints.

Target: Contracts and Grants Status Report
By 8/30/24, scope, design, develop, socialize, and be prepared to implement in October 2024 a consolidated contracts and grants status report that shows status of all contracts and grants in the ANG portfolio. By 6/30/24, evaluate current reporting processes and establish a single process with standardized analysis across all contracts and grants, including variance from planned or target award schedule. Socialize the draft report across ANG before finalization and implementation.

Activity: Center for Advanced Aviation System Development (CAASD)
Proactively manage the Center for Advanced Aviation System Development (CAASD) contract vehicle by monitoring progress and deliverables, providing financial oversight, and ensuring compliance with all FAA regulations.

Target: Center for Advanced Aviation System Development Work Plan
Develop proposed strategy and development schedule for the Center for Advanced Aviation System Development (CAASD) FY25 Work Plan by the end of the second quarter of the fiscal year and award the work plan in accordance with the proposed development schedule.

Target: Product Review Board (QPRB) Meetings
Schedule, design, develop and facilitate at least two QPRB meetings with FAA outcome managers and MITRE stakeholders to collaboratively identify potential strategies and solutions to improve current and future systems and operations. Feedback from participants indicates the meetings were productive and well executed.

Activity: Technical Service Contracts
Proactively managing the ANG portfolio of Technical Service Contracts by monitoring progress and deliverables, providing financial oversight, and ensuring compliance with all federal regulations.

Target: Systems Engineering and Technical Innovative Solutions (SETIS) Transition
Transition 25 existing task orders from SE2020 and SE2025 to SETIS in FY24. The transition of these task orders will result in the awarding of approximately 6 task orders per quarter (12/30/23, 03/30/24, 06/30/24, 09/30/24).

Activity: Grant Management Planning, Awarding and Reporting
Proactively manage ANG’s portfolio of grants with a lifecycle approach that encompasses planning, awarding, executing, administering and reporting in a timely manner.
Target: FY 2023 Centers of Excellence Annual Report to Congress
Deliver Fiscal Year (FY) 2023 Centers of Excellence (COE) Report to Congress by September 30, 2024, that depicts grant awards and financial data to meet the FAA Administrator’s annual requirement of 49 U.S.C. § 44513(h). Develop the report in coordination with each COE Program Manager to gather all required data and information.

Target: Quality of Grant Application Packages
Develop and implement at least two new procedures, practices or tools to improve the quality of application packages received from program offices and transmitted to the Chief Counsel (AGC) for legal review.

Target: Round 3 Aviation Workforce Development Grant Awards
Issue Notice of Agreements to Aviation Workforce Development (AWD) Round 3 Grant Recipients.

Initiative: Financial Management and Planning
Implement improvements to enhance NextGen financial management. Ensure all funds are executed in accordance with federal guidelines and FAA procedures.

Activity: Budget Formulation, Execution and Financial Planning
Lead development of annual budget submissions (OST, OMB, and President's) and execute enacted budget in accordance with agency policy and regulations.

Target: Budget Formulation
Collaborate across ANG Directorates to ensure timely delivery of annual budget submissions in accordance with FAA timelines. Develop an annual framework/schedule for aligned execution and ANG management review and approval of budget formulation data calls.

Target: Budget Execution
Perform fund certification activities within three business days of receipt of obligating documents that comply with FAA policy and regulations for 85 percent of randomly selected transactions averaged over the fiscal year. Statistical analysis is conducted once every quarter. (Due dates: 10/31/23; 1/31/24; 4/30/24; 7/31/24)

Target: Budget Reporting
Create a monthly report of Facilities & Equipment, Operations and Research Engineering & Development OMB budget obligation rates and expenditures. Leverage and integrate existing reports and data rather than simply creating a new report to the extent possible.

Target: Budget Forecasting
Conduct personnel affordability analysis after the annual performance increase and based on the results provide ANG leadership with hiring guidelines for the rest of the year. Document and standardize the process for implementation twice a year.
Activity: NextGen Portfolio Management
Collaborate with stakeholders to continually improve NextGen planning and benefits delivery. Ensure all funds are executed in accordance with Federal guidelines and FAA procedures.

**Target: First Quarter Report Status of Project Level Agreement**
Coordinate advancement and enterprise alignment of NextGen and Info-Centric NAS priorities through Project Level Agreement (PLA) development. Ensure achievement of decision points that further shape the direction of the NAS, NextGen, and Info-Centric NAS through PLA deliverables. Ensure 100% tracking of all deliverables.

**Target: Systems Engineering Portal**
Complete all Systems Engineering Portal changes to 2024 NAS Segment Implementation Plan (NSIP) Information.

**Target: Second Quarter Report Status of Project Level Agreement**
Coordinate advancement and enterprise alignment of NextGen and Info-Centric NAS priorities through Project Level Agreement (PLA) development. Ensure achievement of decision points that further shape the direction of the NAS, NextGen, and Info-Centric NAS through PLA deliverables. Ensure 100% tracking of all deliverables.

**Target: Third Quarter Report Status of Project Level Agreement**
Coordinate advancement and enterprise alignment of NextGen and Info-Centric NAS priorities through Project Level Agreement (PLA) development. Ensure achievement of decision points that further shape the direction of the NAS, NextGen, and Info-Centric NAS through PLA deliverables. Ensure 100% tracking of all deliverables.

**Target: Fourth Quarter Report Status of Project Level Agreement**
Coordinate advancement and enterprise alignment of NextGen and Info-Centric NAS priorities through Project Level Agreement (PLA) development. Ensure achievement of decision points that further shape the direction of the NAS, NextGen, and Info-Centric NAS through PLA deliverables. Ensure 100% tracking of all deliverables.

**Target: First Quarter semi-annual Stakeholder Portfolio Management Review**
Foster communication, transparency, and collaboration among stakeholders through semi-annual Stakeholder Portfolio Management Reviews. Deliver an overview and status of the portfolio, a review of the programs in the portfolio, and provide an opportunity for stakeholders to ask questions and have discussions about the portfolio and programs to help address challenges and make adjustments for successful execution.
**Target: Third Quarter semi-annual Stakeholder Portfolio Management Review**

Foster communication, transparency, and collaboration among stakeholders through semi-annual Stakeholder Portfolio Management Reviews. Deliver an overview and status of the portfolio, a review of the programs in the portfolio, and provide an opportunity for stakeholders to ask questions and have discussions about the portfolio and programs to help address challenges and make adjustments for successful execution.

**Initiative: Surface Awareness Initiative (SAI) Solution**

**Activity: Surface Awareness Initiative (SAI) Capabilities**

The Surface Awareness Initiative (SAI) will deliver capabilities to improve controller situation awareness and reduce runway incursions. The SAI will only provide depictions of aircraft and vehicles broadcasting their position on the surface movement area. The FAA AAQ organization will provide acquisition support for this safety initiative through developing a Qualified Product List (QPL). Once the QPL is developed, the FAA and other entities, such as, airport authorities can procure solutions based on criteria most important for any given location.

**Target: Award the Qualified Product List**

The Qualified Product List (QPL) will be awarded and made available after the ATO Program Management Organization (PMO) successfully provides a complete and fully signed source selection decision at least forty-five (45) days before the ATO’s current plans for the first SAI solution to be operational by June 30, 2024.

**Initiative: ABA’s 30-Year Sand Chart for Capital Needs**

The Sand Chart serves as a pivotal visual tool in our strategic planning and financial management, offering a comprehensive overview of the FAA’s capital needs in relation to the annual budget. This chart delineates a clear demarcation between the FAA’s budgetary provisions and its overarching capital needs, underscoring the financial challenges and opportunities ahead.

This business plan goal is to not only update and maintain the Sand Chart but also to utilize it as a strategic tool for identifying funding gaps and advocating for additional resources. By continuously updating the Sand Chart, we aim to provide a clearer, dynamic snapshot of our capital financial needs. This will enable informed decision-making, facilitate discussions, and support our efforts to secure the necessary funding to meet both the current and future needs of the FAA.

**Activity: Update and Maintain the Sand Chart**

Update and maintain the Sand Chart to utilize it as a strategic tool for identifying funding gaps and advocating for additional resources.

**Target: Update the Sand Chart with FY25 President’s Budget Request and Future OMB Targets**

This target involves a comprehensive update of the Sand Chart to incorporate the capital investments published in the January CIP (FY25 PB request). This update will also extend to adjusting the chart to reflect the newest OMB out-year targets.
Target: Air Traffic Organization (ATO) Leadership Concurrence
To present the updated Sand Cart, seeking ATO concurrence and ensuring that the chart accurately reflects the budget realities and their capital needs.

Target: NextGen Leadership Concurrence
To present the updated Sand Cart, seeking Next Gen's concurrence and ensuring that the chart accurately reflects the budget realities and their capital needs.

Target: Incorporate Budget FY26 Formulation Results
Updating the Sand Chart with information and decisions that emerge from the FY26 budget formulation process.

Initiative: Unmanned Aircraft Systems (UAS) Services
UAS Services Low Altitude Authorization and Notification Capability (LAANC) provides an automated approval process for airspace authorizations in controlled airspace under 400ft. Through automated applications developed by an FAA Approved UAS Service Suppliers (USS), drone pilots apply for an airspace authorization.

Activity: Unmanned Aircraft Systems (UAS) Services
Unmanned Aircraft Systems (UAS) Services

Target: Low Altitude Authorization and Notification Capability (LAANC) - Before You Fly (B4UFLY)
Incorporate airspace awareness features and decision support tools from the Before You Fly (B4UFLY) platform into Low Altitude Authorization and Notification Capability (LAANC) Business Mode

Target: UAS Flight Restriction (UAFR)
Complete system design and requirements development for the UAS Flight Restriction (UAFR) Minimally Viable Product.

Initiative: Aerospace Medicine Equipment Needs (AMEN) – Sustainment #3 – Critical Acquisition/Operational Excellence
TAGARS Out-the-Window Dome Visual* System In Service

Activity: TAGARS Out-the-Window Dome Visual* System In-Service
Complete user acceptance testing following on-site installation

Target: TAGARS Out-the-Window Dome Visual* System will be in-service
Complete user acceptance testing following on-site installation

Initiative: ANG Strategic Business Planning and Resource Management Program Review (RMPR)
Develop the fiscal year NextGen Business Plan and execute by identifying a snapshot of the available resources, staffing, and financials.
Activity: Office of NextGen (ANG) Fiscal Year 2025 Business Planning
Coordinate and develop the Office of NextGen’s (ANG) Fiscal Year 2025 Business Plan to identify agency priorities and linkages to work units.

**Target: Office of NextGen (ANG) Fiscal Year 2025 Business Plan**
Develop a comprehensive ANG Fiscal Year 2025 Business Plan.

Facilitate discussions to align objectives and initiatives to the corporate framework; deliver guidance, requirements, and timelines to ANG planners; and receive ANG senior leadership approval of the plan after ANG-1/2 and ANG Directors agree upon activities supporting DOT, FAA, and ANG priorities.

Business Plan Framework Due: 4/30/24; Business Plan Kickoff Due: 5/31/24; Directorate One-on-One Business Plan Reviews Due: 6/30/24.

**Target: Office of NextGen (ANG) Directorate-level Resource Program Management Review**
Conduct annual Resource Program Management Review (RPMR) for all directorates by Q3, to capture specific personnel and fiscal resources allocated in executing FY25 Business Plan priorities and targets.

**Target: Quality-based business plan commentary and contents**
Develop and begin to implement a two-part action plan to improve the quality of progress commentary in FY24 and business plan contents in FY25.

**Initiative: Long-Term Stable and Sufficient Capital Funding**
The chronic and systemic underfunding of the Federal Aviation Administration (FAA), which manages one of the most important and complex operational systems in the Federal government, puts the aviation sector at risk. To maintain the National Airspace System (NAS), the FAA manages hundreds of crucial IT systems as well as hundreds of physical facilities and thousands of pieces of infrastructure. Many of these systems, facilities, and pieces of infrastructure are antiquated or obsolete, have outlived their useful lives, and are at risk of failure. Over the past 15 years, the annual appropriation to the Facilities and Equipment (F&E) account used to sustain and improve most of FAA’s air traffic control infrastructure has remained essentially flat at about $3 billion per year. This stagnant funding has caused the FAA to lose about $1 billion in purchasing power due to inflation, as the agency seeks to maintain aging systems and infrastructure and meet ambitious goals to modernize the system for increased safety and efficiency of the NAS. And since F&E dollars fall under the discretionary caps, the budget process fails to provide the FAA with the same long-term certainty that contract authority grants in other programs provide to make long-term capital investments.

**Activity: Creative Funding Proposal**
The Bipartisan Infrastructure Law funding of $5.0 billion from FY22-FY26 provides an opportunity to begin replacing and modernizing air traffic towers. To capitalize on this down payment on the nation’s aviation infrastructure and ensure the highest level of safety and integrity of our national airspace system, the FAA will advance creative financing proposals that provide funding needed to re-capitalize NAS facilities and equipment.
**Target: Fiscal Year 2025 President’s Budget**
FAA will work with stakeholders to ensure that a capital funding proposal not subject to annual discretionary caps representing at least $1 billion per year for at least three years will be included in the FY2025 President’s budget.

**Target: Fiscal Year 2026 Departmental Budget Submission**
FAA will submit a capital budget proposal for FY2026 to the Department of Transportation that will include a capital funding proposal for additional non-traditional funding.

**Initiative: Management Staff Support**
Provide a broad range of personnel, financial management, travel, transportation and logistical services for the APL organization as well as all the Regional Offices and FAA lines of business and staff offices in support of FAA’s international programs.

**Activity: Personnel Support**
Provide personnel support to the APL organization, regional offices, and FAA’s operations in foreign areas.

**Target: Response Time**
Respond to FAA managers and employees within 1 business day and provide accurate information about human resource issues.

**Target: Mandatory Training**
Track and issue monthly reminders to APL and ARA employees on mandatory FAA training requirements.

**Target: LDR Compliance**
Track and issue biweekly reminders to employees for LDR entries. Maintain at least a 98% compliance rate.

**Target: ICAO Detailee Support**
Provide advice and guidance to employees seconded to International Civil Aviation Organization (ICAO) in support of Global Leadership Initiative. Employees are notified to enter their move into the PCS portal within 15 days of notification of candidature.

**Target: Access to Classified Information Training**
Ensure completion of required security training (Access to Classified Information), both annual and situational, by all personnel in accordance with prescribed standards for appropriate levels of access.

**Target: Performance Management**
Provide advice and guidance on required actions related to performance management which includes ensuring that 100% of employees receive a new performance plan, mid-year review and EOY final rating. This includes launching plans, monitoring movement and transferring employee records when necessary due to reassignments/realignments/details.
**Target: APL New Employee Seminar**
Implement and deliver the new employee seminar twice during the fiscal year. Document the development, implementation, and delivery process of the November 2023 session. Evaluate and iterate for the next session, and develop best practices, contacts, and procedure templates for future use.

**Target: Internal Standard Operating Procedures (SOPs) and Checklists**
Develop SOPs and Checklists for new hires and detail assignments.

**Target: Personnel Drive Standard Filing System**
Establish a standard electronic filing system with uniform organization folders within the personnel drive.

**Activity: Finance and Training Support**
Provide financial and acquisition support to the APL organization, regional offices, and FAA's operations in foreign areas. Support the registration of international students for resident training courses at the FAA Academy.

**Target: Response Time**
Respond to FAA managers and employees within 1 business day and provide accurate information about financial management issues.

**Target: Budget Reviews**
Provide quarterly budget reviews to office directors within three weeks of the close of each quarter.

**Target: FIT Plans**
Develop annual spending plans and cost estimates within established Office of Budget & Programs (ABP) deadlines throughout FY 2023.

**Target: Reimbursable Closeouts**
Close out international reimbursable agreements within 60 days of the activity conclusion.

**Target: R&R Requests**
Coordinate 100% of new Reception and Representation (R&R) requests within 2 business days of receiving a complete request from the program office and send a draft request to OST when the request is routed for internal FAA approvals. Send out quarterly reminders to program offices with planned activities at the beginning of each quarter.

**Target: Monthly Reconciliations**
Complete previous month reconciliations within 5 business days of the beginning of the next month and maintain a monthly green status (>95%) in REGIS for APL and ARA.

**Target: DIR Tracking**
Complete special project tracking (pay and non-pay) for STEM-AVSED, Noise, and UAS activities for the prior month within 8 business days of the beginning of the next month.
**Target: International Training**
Coordinate 100% of new International Training Agreements (ITAs) within 2 business days of receiving a complete request from the sponsor.

**Target: Prior Year Reimbursable Closeouts**
Closeout prior year reimbursable agreements and return funding to sponsor or to Treasury.

**Activity: Travel and Transportation Support**
Provide travel and transportation support to the APL organization, regional offices, and FAA's operations in foreign areas.

**Target: Response Time**
Respond to FAA managers and employees within 1 business day and provide accurate information about travel and transportation issues.

**Target: Passport and Visa Applications**
Forward all visa and passport applications for official travel within 1 day of receipt.

**Target: Courier Actions**
Ensure all courier actions are delivered within 1 business day to Department of State and Embassies.

**Target: eCountry Clearances**
Track and issue monthly reminders to FAA employees who have traveled internationally and have not obtained the required official passport or submitted an eCountry Clearance.

**Target: PCS Portal**
Permanent Change of Station (PCS) portal system that consolidates the end to end transfer of the employee's PCS move. Track travelers monthly to ensure the Portal is being actively utilized.

**Target: Website Updates**
Ensure all of FAA's guidance for Passport and Visa processing is current and accurate with Department of State International travel information on a monthly basis.

**Activity: Logistical Support**
Provide logistical support to the APL organization, regional offices, and FAA's operations in foreign areas.

**Target: Response Time**
Respond to APL managers and employees within 1 business day and provide accurate information about logistical issues.
Target: FRAMES
Work collaboratively with AIT Shared Services to ensure that the issuing, tracking, and disposing of accountable equipment in accordance with FAA's property management policies. Verify and maintain a 90% compliance rate that APL's accountable equipment is inventoried and input into the FAA Real Estate and Asset Management Enterprise System (FRAMES).

Target: Records Management
Work collaboratively with the designated APL Record Coordinators to ensure each office is following the federal government's records management responsibilities. Attend monthly FAA Records Management Officer meetings and report minutes to record custodians.

Target: Internal Target: Occupational Safety & Health and Emergency Action Plan
Participate in monthly Occupational Safety & Health (OSH) meetings and submit POC reports as necessary. Review and update the Emergency Action Plan (EAP) for APL.

Target: ENS Support
Support the FAA Emergency Notification System (ENS) through APL. Send at least one test message every quarter.

Target: APL Emergency Planning
Participate in Emergency Planner Meetings, emergency preparedness exercise, and Crisis Response Working Groups (CRWG) as required.

Target: Mobile Device Charges
Quarterly review and update mobile device inventory and usage charges with the National Wireless Program Office (NWPO) for accuracy and minimize costs.

Initiative: Training Administration
Improve Technical Training's Administration through establishment of new tools and processes.

Activity: Out of Agency Training

Target: Create Standard Process for Out of Agency Training (OAT)
Develop and document an AJI-2200 process or determining Quota management roles and responsibilities for OAT versus traditional development including a process for right-sizing a schedule based on AJW's needs for model-specific training.

Activity: Technical Operations Proficiency Training

Target: Technical Operations Proficiency Training
Activity: FAA JO 3120.4 Air Traffic Technical Training
Continuously update FAA JO 3120.4 Air Traffic Technical Training to align with changes to Air Traffic Control policies, procedures, technology, etc.

Target: Update FAA JO 3120.4 Air Traffic Technical Training
Publish JO 3120.4S, Air Traffic Technical Training.

Activity: Predictive Training Schedules
Establish a process for predicting student needs for training classes.

Target: Predictive Technical Operations Training Schedules
Establish and document a process for creating predictive Technical Operations training schedules with a three-year outlook to forecast instructor resources at the FAA Academy.

Initiative: AJW-B NAS Security and Enterprise Operations
Maintain the current mission, vision, and core values of NAS Security and Enterprise Operations (NASEO). Provide operational management of systems providing data in the areas of flight planning, weather data, traffic flow, aeronautical information, and satellite navigation, for US and international stakeholders.

Activity: ATO Cybersecurity Group AJW-B400 (Vulnerability Processes)
Protect and defend FAA information, information systems and networks to mitigate risks to the FAA mission and services. 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.

Target: Vendor Security Enclave (VSE) M31.05-01
Vendor Security Enclave (VSE): Complete VSE Phase 2 at ACY including configuration, security assessment and authorization.

Initiative: Very High Frequency Omni-Directional Range (VOR) - Tactical Air Navigation (TACAN) (VORTAC) - Landing and Lighting Portfolio
The VOR collocated with Tactical Air Navigation (VORTAC) Program relocates, refreshes technology at VOR and VORTAC facilities, and improves VOR operational performance by procuring and installing Doppler electronic kits and Doppler antenna hardware kits to upgrade the conventional systems. Numerous VORs have radial restrictions because of encroachment by obstacles that block the transmission of VOR signals. Doppler upgrades for a VOR eliminates the signal reflection restrictions caused by newly constructed tall buildings, nearby industrial parks with a high concentration of metallic buildings, overhead transmission lines, radio, television and cellphone towers, and, more recently, wind farm stations. 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 – Very High Frequency Omni-Directional Range (VOR) - Tactical Air Navigation (TACAN) (VORTAC)

In FY24 the VORTAC Program will enhance VOR signal performance by converting TACANS to DMEs. There are numerous VORs that have signal restrictions due to encroachment of obstacles that block the transmission of VOR signals. These restrictions are having a serious impact on en-route, arrival, and departure procedures. Natural encroachment also comes from trees located outside the boundaries of the FAA controlled area where the VOR is located which have grown tall enough to cause electromagnetic interference. Many manmade obstacles can cause the same interference. Examples include: newly constructed tall buildings; nearby industrial parks with a high concentration of metal buildings; overhead transmission lines; towers for radio, television, and cell service; and more recently, wind farms. Dopplerizing a VOR eliminates the signal reflection restrictions caused by most of these obstacles.

Target: Very High Frequency Omni-Directional Range (VOR) - Tactical Air Navigation (TACAN) (VORTAC) - Landing and Lighting Portfolio

Convert six (6) Tactical Air Navigation (TACAN) systems to Distance Measuring Equipment (DME) (CAM Goal)

Initiative: Civil Aviation Manufacturing Supply Chain Resiliency Report

Executive Order 14017 required a report on supply chain resiliency for the Transportation Industrial Base. DOT split the report into two sections (Civil Aviation Manufacturing and Freight/Logistics). DOT is the lead on this report and has requested FAA to co-lead. The Office of Policy and Plans (APO) has agreed to be the point of contact for this effort.

Activity: Civil Aviation Manufacturing Supply Chain Resiliency Report

Executive Order 14017 required a report on supply chain resiliency for the Transportation Industrial Base. The report is broken down into two sections: Civil Aviation Manufacturing and Freight and Logistics. The Executive Order requires the report be finished and with the White House by February 22, 2022.

Target: Civil Aviation Manufacturing Supply Chain Resiliency Report

Submit draft Civil Aviation Manufacturing Supply Chain Resiliency Report to OST.

Initiative: Make AST’s Regulatory and Business Operations More Efficient

As the number of commercial space operators and the pace of operations increases, AST must sustain its current level of responsiveness to commercial space operators and ensure regulatory compliance. Improving the efficiency of AST’s regulatory and business operations will enable AST to obtain more value from its resources. AST will invest in technology to implement automation, simplify processes, improve communication, and better manage data and resources. AST will also continue to examine its regulations and guidance to identify rules for clarifications and modification.

AST will realize a measurable improvement in the efficiency of processing license applications by establishing (measurable & trackable) business processes that enforce adherence to regulations and enable improved efficiency of the evaluation of licenses and experimental permits. This improvement will allow AST to better serve the American people and the Commercial Space Industry.
Activity: Licensing and Experimental Permitting Evaluation Processes Improvement

Measure and improve the efficiency of organizations involved in the licensing and experimental permitting evaluation processes

Target: Commercial Space Performance Baseline
Develop baseline licensing performance measures for Commercial Space Transportation Office of Operational Safety.

Target: Create and Maintain an AST Licensing Process Road Map
Create and maintain an AST Licensing Process Road Map to capture AST's workflow from pre-application consultation, license evaluation, determination, issuance, modifications, and renewals.

Target: Project Management Training
Provide basic project management training to identified staff

Target: Safety Assurance Career Planning Guides

Activity: Licensing Process Efficiency
Evaluate the licensing process for efficiency and identify tasks that can be simplified or eliminated.

Target: Development of Licensing LDR Project Codes
Provide support to ASA by providing LDR code usage identifying time/resources spent in the steps of the licensing process.

Target: License Evaluation Lessons Learned
At least quarterly, consolidate lessons learned from per-application, evaluation, and inspection activities. Review them for trends and potential updates to processes and procedures and communicate findings to ASA leadership. Produce an annual report that highlights lessons, findings, and outcomes.

Activity: Policy and Guidance to Applicants to Improve the Quality of Applications Received
Evaluate and improve AST’s policy and guidance to applicants to improve the quality of applications received.

Target: Guidance Material for Applications
Publish twelve new or revised part 450 Advisory Circulars and in conjunction with MITRE FFRDC develop a prototype accessible digital Advisory Circular as a proof of concept.

Activity: IT Tools to Improve Efficiency of the Licensing Process
Develop and use IT tools to improve efficiency of the licensing process.
**Target: Licensing Evaluation Application Portal (LEAP)**
Implement the plan and milestones to ensure a viable product by the end of FY24.

**Target: Dynamic Regulatory System Implementation**
Transition 90% of AST’s active advisory circulars, licenses, safety element approvals into Dynamic Regulatory System (DRS).

**Target: Dynamic Regulatory System Implementation Phase 2**
Execute transition plan of website-hosted documents to DRS.

**Initiative: Runway Safety Area - Navigation Mitigation**
The 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. Compliance with the RSA standards provide a measure of safety in the event of an aircraft’s excursion from the runway by significantly reducing the extent of personal injury or aircraft damage during overruns, undershoots and veer-offs. Thus, the primary benefit of the RSA Phase II program is the prevention of loss of life from aircraft striking non-compliant NAVAIDs located in designated RSAs.

Under the previous RSA Phase I effort, between FY 2010 and December 2018, the FAA successfully executed 1,401 projects to correct violations at 611 RSAs. Although significant progress has been made to mitigate all known RSA violations, additional RSA violations have been found during routine Air Traffic Organization and ARP inspections. RSA Phase II will ensure that previously undiscovered violations are corrected in a timely manner.

**Activity: Runway Safety Area (RSA) Navigation Mitigation Phase II**
In FY24 the RSA program will upgrade Runway Safety Areas to meet standards.

**Target: Runway Safety Area (RSA) 2**
Complete three (3) Runway Safety Area (RSA) Projects

**Initiative: Visual NavAids - Replace Visual Approach Slope Indicator (VASI) with Precision Approach Path Indicators (PAPI) - Landing and Lighting Portfolio**
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: Visual NavAids - Replace Visual Approach Slope Indicator (VASI) with Precision Approach Path Indicators (PAPI) - Landing and Lighting Portfolio**
In FY24 VASI systems will be replaced with PAPI systems. The replacements will improve 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.
Target: Visual NavAids - Replace Visual Approach Slope Indicator (VASI) with Precision Approach Path Indicators (PAPI) - Landing and Lighting Portfolio
Complete installation for eight (8) Precision Approach Path Indicator (PAPI) systems to replace Visual Approach Slope Indicator (VASI) systems.

Wide Area Augmentation System (WAAS) is a combination of ground based and space-based system that augments the GPS Standard Positioning Service. WAAS utilizes GPS signals to refine position and provide improved accuracy. WAAS consists of a network of 38 precisely located ground reference stations distributed across the United States, Canada and Mexico that monitor the Global Positioning System (GPS) satellite signals. Three master stations collect reference station data and calculate corrections and integrity messages for each GPS satellite. The WAAS messages are broadcast to user receivers via leased navigation transponders on three commercial geostationary (GEO) satellites. The receiver on the aircraft applies corrections and uses integrity information from the WAAS message, to ensure the validity and obtains a precise navigation position.

Activity: Augmentations for Global Positioning System (GPS) Wide Area Augmentation System (WAAS) Phase 4B
During Phase 4B, the WAAS Program Office will continue to support GPS civil technical oversight efforts. The GPS technical oversight ensures changes the Department of Defense (DoD) makes to the GPS constellation does not impact the FAA's WAAS and GPS based aviation users.

Target: Augmentations for Global Positioning System (GPS) Wide Area Augmentation System (WAAS) Phase 4B
Complete Build Linux prototype

Activity: Augmentations for Global Positioning System (GPS) Wide Area Augmentation System (WAAS) Phase 4B
The program will ensure Localizer Performance with Vertical Guidance/Localizer Performance (LPV/LP) approach procedures are available at each of the 5,218 runways in the NAS that meet the criteria.

Target: Augmentations for Global Positioning System (GPS) Wide Area Augmentation System (WAAS) Phase 4B
Fund AJV, AJF, and Operations Support Group (OSG) Flight Procedures Team (FPT)s to design, develop, chart, flight inspect, and publish twenty-five (25) Wide Area Augmentation System (WAAS) Localizer Performance with Vertical Guidance/Localizer Performance (LPV/LP) procedures

Initiative: Wind and Wave Evacuation Survival Facility (WiWAVES) Phase 1
Success Criteria: Completion of final inspection; obtain certificate of occupancy; issue final completion documents including warranties

Activity: WiWAVES Commission Completed
Completion of final inspection; obtain certificate of occupancy; issue final completion documents including warranties
Target: WiWAVES Commissioning Complete
Success Criteria: Completion of final inspection; obtain certificate of occupancy; issue final completion documents including warranties

Initiative: Runway Visual Range (RVR) - Landing and Lighting Portfolio
The Runway Visual Range (RVR) Replacement/Establishment program allows airports to conduct takeoff and landing operations during conditions of low visibility. Replaces older RVR equipment with Personal Computer (PC) Based RVR equipment as well as equipment for sites that have qualified for an upgrade from a Category I to a Category II/III precision approach. RVR provides air traffic controllers with a measurement of the visibility at key points along a runway that is used to decide whether it is safe to take off or land during limited visibility conditions. During reduced visibility weather conditions, RVR system measurements are used by Air Traffic to establish airport operating categories; thus, properly equipped aircraft with a trained crew may continue operations under reduced visibility Category I, Category II and Category III conditions. RVR decreases diversions and delays at an airport by providing an accurate measure of the runway visibility. The RVR information affects airline scheduling decisions and air traffic management decisions regarding whether flight plans should be approved for an aircraft to fly to or take off from an airport with low visibility.

Activity: Runway Visual Range (RVR) - Landing and Lighting Portfolio
In FY24 the RVR program will procure and install the new-generation RVR and PC-based RVR\ systems. Replacement decisions are prioritized based on the level of Internal 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. The replacement or upgraded equipment will require 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) - Landing and Lighting Portfolio
Complete installation of twenty (20) Runway Visual Range (RVR) systems.

Initiative: Visual Navigational Aids - NavAids - Sustainment - Landing and Lighting Portfolio
The NavAids Sustainment Program renovates or replaces airport approach lighting systems at sites where there is a high risk for failure and where that failure would result in loss of the primary precision approach. NavAids include: MALSR for Category I approaches, ALSF-2 for Category II/III approaches, Runway End Identifier Lights (REIL), Lead-In Lights (LDIN), and Precision Approach Path Indicator (PAPI).

Activity: Visual Navigational Aids - NavAids - Sustainment - Landing and Lighting Portfolio
In FY24 this program will renovate or replace 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 Navigational Aids - NavAids - Sustainment - Landing and Lighting Portfolio
Complete one (1) Medium Intensity Approach Lighting System (MALSR) replacement project.

Initiative: Distance Measuring Equipment (DME) - Landing and Lighting Portfolio
The Distance Measuring Equipment (DME) is a radio navigation aid used by pilots to determine the aircraft slant distance from the DME location. The program is procuring and installing state-of-the-art DME systems to: support replacement of DMEs that have exceeded their service life expectancy, establish new DMEs at qualifying airports, to relocate DME facilities, and establish DMEs in lieu of Instrument Landing System marker beacons. DMEs reduce the need for less desirable step-down non-precision approach procedures in which a pilot descends to the minimum allowable altitude to visually locate the runway. DMEs lead to better specification and control over the vertical descent profile and reduces controlled-flight-into-terrain (CFIT) risk.

Activity: Distance Measuring Equipment (DME) - Landing and Lighting Portfolio
In FY24, the DME Program will provide program management, system engineering, logistics support, procurement of DME systems, to complete establish/replacement DME projects.

Target: Distance Measuring Equipment (DME) - Landing and Lighting Portfolio
Complete installations of five (5) Distance Measuring Equipment (DME) systems.

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
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: Legacy Voice Switch Sustainment (LVSS) - Terminal Voice Switches (TVSS) Sustainment
Enhanced Terminal Voice Switch (ETVS) Power Supply Replacement - Complete installation at 80th Site.
Initiative: NextGen Distance Measuring Equipment (DME) Program

Performance Based Navigation (PBN) uses Area Navigation (RNAV) and Required Navigation Performance (RNP) to improve access and flexibility in the National Airspace System (NAS) with the goal of providing the most direct and efficient aircraft routes possible. This begins with leaving the departure runway to arriving at the destination runway while also enabling right-sizing of conventional procedures and navigation infrastructure. PBN defines the requirements for routes and procedures that enable aircraft to navigate with greater precision and accuracy. It provides a basis for designing and implementing new flight paths, redesigning airspace, and providing safe obstacle clearance. In support of PBN, the objective of NextGen DME is to provide a resilient network to continue PBN operations during a Global Navigation Satellite System (GNSS) disruption.

Activity: NextGen Distance Measuring Equipment (DME) Program

For FY24 the NextGen Program will complete activities for successful installation of critical Distance Measuring Equipment (DME) Systems and fill coverage gaps to enable DME Area Navigation (RNAV) aircraft.

Target: NextGen Distance Measuring Equipment (DME) Program

Complete installation of three (3) Distance Measuring Equipment (DME) systems.

Initiative: Financial Services Directorate - ATO Ops and F&E Budget Integration

The ATO OPS and F&E Integration team will manage the budget of ATO Facilities and Equipment Funding (F&E) Activities 1-4, A5, Reimbursable, and Franchise appropriations with the Operations budget. They will evaluate program requirements to determine and forecast fiscal resource needs for assigned appropriations across the ATO Service Units for critical funding activities for the procurement, modernization and operations of ATO facilities and equipment.

Activity: Automation - Develop Financial Dashboards in support of ATO Ops and F&E Integration

Develop dedicated ATO and Service Unit Financial Dashboards to share information on Ops and F&E integrated funding.

Target: Provide Funding Analysis

Incorporate ATO F&E financial data into AJG-R dashboards to reflect complete acquisition and operations lifecycle. Adjust dashboard views and content based on customer input and to meet ATO's reporting requirements.

Target: Determine Automation Requirements

Enhance tools to improve and automate F&E spend plans, including: Determine requirements for automating F&E spend plans; Meet with stakeholders; Identify existing tools or alternate solutions.

Initiative: Regulatory Evaluations: Regulatory Analysis and Support

Provide timely Regulatory Impact Analyses as required in rulemaking using accepted economic principles and statistical analysis. Provide consulting for agency regulatory and deregulatory projects.
**Activity: Economic Evaluations and Support of Aviation Regulations**

Conduct economic analyses for agency rulemaking projects and policy initiatives to promote a safe and efficient National Airspace System. Support FAA's priorities for safety-first rulemaking policy development under the requirements under EO 12866, Regulatory Planning and Review.

**Target: Produce Draft Regulatory Evaluations**

Produce draft regulatory impact analyses for the FAA priority strategic rulemaking projects (RAMP-1 projects), in a timely manner as approved by the Rulemaking Management Committee or by a Principals Brief decision, unless projects are on hold due to a key policy consideration or prioritization of other projects.

**Target: Improve data sources and methods used for regulatory impact analyses**

Conduct market research to identify potential data sources that would enable analyses of regulated entities based on employment and revenue size.

**Target: Develop a Training Module on Regulatory Impact Analysis**

Develop a prototype training module that could be deployed either on the “Employee Learning Management System” (eLMS) or internal APO website and would be available on-demand to all FAA Lines of Business and Staff Offices interested in the economic analysis of rulemaking.

**Initiative: FAA Air Traffic Cost Allocation Study (Section 519. FAA Data Transparency, FAA’s Reauthorization Act of 2018)**

Produce the FAA’s Cost Allocation and Revenue Estimation Model (CAREM) per Section 519 of FAA 2018 Reauthorization.

**Activity: Produce the FAA’s Air Traffic Cost Allocation Study**

To understand the relationship between the cost of providing air traffic services to various air service users and the revenue derived from these users, Section 519 of FAA 2018 Reauthorization has instructed the Federal Aviation Administration (FAA) to develop a Cost Allocation and Revenue Estimation Model (CAREM). This model will distribute air traffic service costs to a minimum of 15 distinct user groups, as specified in Section 519 (3) (A) of FAA’s 2018 Reauthorization, and estimate the revenue derived from each of these user groups. The model is currently at the Office of Inspector General for review and validation. Upon validation a separate report to Congress detailing the results of the model will be produced.

**Target: Integrate Recommendations from OIG into the Cost Allocation Model**

Integrate Recommendations from OIG into the Cost Allocation Model.

**Target: Develop Draft Report to Congress on Cost Allocation Model Results**

Develop draft report to Congress on Cost Allocation Model results.

**Target: Finalize Report to Congress on Cost Allocation Model Results**

Finalize Report to Congress on Cost Allocation Model results and transmit to OST.
Enhance FAA’s enterprise performance management, (EPM) strategic planning, and DOT reporting activities.

**Activity: FAA Enterprise Performance Management and DOT Performance Reporting**

Provide guidance on strategic and enterprise performance management procedures, obtain stakeholder input on the planning process, and support the user community through troubleshooting, training, and enhancement of performance planning processes and tools for the SPIRE Strategic Business Management (SBM) module and FEDTool. Work with DOT and OMB on all reporting requirements.

**Target: Provide Guidance on Enterprise Performance Management and DOT Performance Reporting**

Facilitate 2024 enterprise performance management communications through bi-weekly LOB/SO planner and regular Deputies meetings. Also collaborate on formal and informal customer communications training sessions and promptly respond to business owner and LOB/SO planner questions. Coordinate development and delivery of FY24 Corporate Goals. Collaborate with LOB/SoS to complete all DOT/OMB reports on time.

**Activity: Support DOT and FAA Strategic Planning**

Support the integration of strategic planning in FAA and DOT decision-making - including DOT and FAA performance measurement and reporting.

**Target: Support DOT and FAA Strategic Planning and Performance Measures Oversight**

Support the integration of strategic planning in FAA and DOT decision-making - including DOT and FAA performance measurement and reporting.

**Initiative: Policy Development and Monitoring: Legislative, Policy and Funding Activities**

Timely and high-quality support to senior management and stakeholders in monitoring and developing cross-agency policies, including but not limited to funding stability and adequacy, and other high-level objectives. Support the FAA Reauthorization process and cross-cutting policy issues.

**Activity: FY23 Reauthorization Legislative Support**

Facilitate development and coordination of the agency’s legislative proposals in support of the FY23 FAA Reauthorization bill.

**Target: FY23 FAA Reauthorization Development and Coordination**

Working in collaboration with all LOB/SoSs, identify and coordinate potential legislation to put forward in the reauthorization bill reflective of FAA priorities.

**Activity: Emerging Policies**

Lead cross-organizational efforts to facilitate maturation of emerging policy issues impacting FAA and the aviation industry.
**Target: Identify, Coordinate, and Develop Emerging Aviation Policies**

Identify, coordinate, and develop policies associated with emerging aviation technologies, working across and outside of the agency. These may include UAS and counter-UAS, UAS preemption, and spectrum issues including Position, Navigation, and Timing (PNT) analyses. Deliverable: Provide a monthly report on the progress of emerging technologies to the Deputy Director of Policy and Plans, develop policy/status memos, prepare FAA senior leaders for meetings with DOT/OST and industry, and provide staffing support.

**Initiative: Develop Forecasts and Reports for the Aviation Industry**

Forecast of overall demand for FY23 as measured by passengers enplaned is within levels established by COVID-19 recovery scenarios: Develop and publish national, international, and facility forecasts of the demand for aerospace services (including Commercial Space Launch and Re-Entry) and the workload it will impose on the National Airspace System (NAS) and support the agency's safety mission.

**Activity: FAA Aerospace Forecast Development and Publishing**

Develop and publish an annual FAA Aerospace Activity Forecast out to FY 2042 including forecasts for Air Route Traffic Control Center (ARTCC) Forecasts, UAS, and Commercial Space Launch and Re-Entry activity.

**Target: Publish the Annual Aerospace Forecast for FY 2023-2043**

Publish the annual Aerospace Forecast for FY 2023-2043 (including a UAS forecast)

**Target: Develop Forecasts for UAS**

Develop forecasts for UAS activity, including small and large UAS (as needed).

**Activity: Terminal Area Forecasts (TAF) Development and Publishing**

Develop and publish Terminal Area Forecasts (TAF).

**Target: TAF Publication**

Prepare the TAF for publication. Once management approves release, publish on the internet within one week

**Activity: Publish Air Route Traffic Control Center (ARTCC) and Commercial Space Launch and Re-Entry Forecasts**

Develop and publish additional aerospace forecasts, including an Air Route Traffic Control Center (ARTCC) and Commercial Space Launch and Re-Entry forecasts.

**Target: Publish the Air Route Traffic Control Center (ARTCC) Forecast**

Publish the Air Route Traffic Control Center (ARTCC) Forecasts for Aircraft Handled.

**Target: Publication of Commercial Space Launch and Re-Entry Forecast**

Work with the Office of Commercial Space Transportation (AST) to generate and publish Commercial Space Launch and Re-Entry Forecast.
Activity: Industry Trends and Operations Report(s)
Publish quarterly report highlighting aviation industry traffic and revenue trends.

Target: Inform Stakeholders on Aviation Trends
Publish and distribute quarterly reports to stakeholders highlighting aviation industry traffic and revenue trends. Hold at least two live webinars with stakeholders to socialize trends in aviation industry.

Target: Publish Report on Economic Impact

Activity: UAS Implementation Plan and Strategic Analysis
Support and identify UAS integration research activities that align to FAA strategic priorities. Conduct testing for survey deployment, analyze findings and integrate into the FY23 UAS forecast.

Target: Define FAA UAS Data Collections
Define FAA UAS data collection and analysis requirements.

Target: UAS Survey Analysis
Complete tests for survey deployment and analyze survey results.

Initiative: Develop and Implement Modernized Forecast Tools and Products
Develop and implement modernized forecast tools to enhance efficiency.

Activity: Modernize the Terminal Area Forecast (TAF-L)
Select a recommended option for modernizing TAF-L from list of options presented in TAF-L audit.

Target: Terminal Area Forecast Improvements
Implement at least 1 recommended improvement from TAF-L audit.

Initiative: NY Operational Initiative
As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

Activity: NY Operational Initiative
As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.
Target: Advocate for Delay Reduction in the New York Metro Area

Through coordination and enhanced communication with FAA and industry stakeholders, ensure successful implementation of NY Area Delay Reduction Activities captured in the Integrated Master Schedule (IMS). Through efforts of the New York Area Program Integration Office (NYAPIO) Matrix team the IMS activities will be updated monthly. Integration meetings and status briefings will be coordinated quarterly or as requested. At least one (1) in-person full MATRIX Team meeting will be conducted.

Target: One DOT

Enhance department-wide integration and communication with respect to projects funded under the Bipartisan Infrastructure Law (BIL) as well as those funded under regular operating administration authorities by holding at least one (1) One DOT meeting to conduct a Capital Programs review for the region.

Target: Development of Area Navigation (RNAV) procedure to Newark Airport (EWR) RWY 29

Support and advocate for development of procedure to overlay existing EWR 29 Stadium Visual Procedure. Implement prior to PANYNJ Rehabilitation of RWY 4L-22R to provide alternate arrival procedure during extended runway closure planned in summer 2025.

Target: Replacement of LaGuardia Airport (LGA) RWY 04 Approach Lighting

Support and advocate for the replacement of LaGuardia Airport (LGA) Approach Lighting on RWY 4 to help minimize operation impacts. Track and complete all critical path Integrated Master Schedule (IMS) activities scheduled in FY24.


Enhance safety by advocating for the restoration of PHL SA CAT II ILS procedures for Runways 9L and 27R. The procedures have been published; however, the mid-point Runway Visual Range (RVR) is outside of tolerance for full SA CAT II minimums. The ILS visibility on 9L and 27R has been raised by NOTAM from 1200 to 1600 RVR. Installation of the Midpoint RVR will allow FAA to cancel the NOTAM, re-establish the lower 1200 RVR minima, and allow the runway to be available for landing in lower visibility conditions.

Target: Helicopter Access to the East End of Long Island in Instrument Meteorological Conditions (IMC)

Enhance safety by providing advocacy for an Instrument Flight Rules (IFR) solution to permit helicopters to enhance access to eastern Long Island so they can continue to operate in IMC conditions.
Initiative: Legal Services Supporting the Agency Compliance and Enforcement Program

Prioritize and prosecute enforcement actions timely in accordance with the agency's safety goals by taking the first legal action in at least 70% of cases within 90 days of receipt by legal counsel and 85% within 180 days. Conduct 70% of informal conferences within 90 days of receipt of a respondent's request and 90% of informal conferences within 180 days.

Provide legal support for the compliance and enforcement activities of AVS, ASH, ARP, and AST, which include representing the agency before the NTSB, DOT, the FAA decision maker, and the Federal courts, providing timely and effective legal advice and policy document review in support of enforcement activities, and providing and assisting with training that improves the effectiveness of the agency’s enforcement program.

Activity: Legal Services supporting the Agency Compliance and Enforcement Program

Provide legal services supporting the Agency Compliance and Enforcement Program

**Target: First Legal Action**

Take first legal action (initiate case, transmit case alert to headquarters, return case to program office, take other significant action (EIS legal event code 20)) in at least 70% of cases within 90 days of receipt by a legal counsel and 85% within 180 days.

**Target: Monitor and Report**

Monitor and report results for each Field Enforcement Team, AGC-300 HQ. Due quarterly and final report due at the end of the fiscal year.

**Target: Target 1 Accountability**

If any Team or AGC-300 HQ does not meet Activity Target 1 over two consecutive quarters, evaluate and determine the root cause of the lapse and make adjustments as necessary to achieve timely prosecution of legal enforcement actions. Due at close of second quarter, if necessary, and final report due at the end of the fiscal year.

**Target: Efficient Processing of Enforcement Actions**

Process legal enforcement cases efficiently by conducting 70% of informal conferences with 90 days of receipt of a respondent's request and 90% within 180 days.

**Target: New Attorney Training**

Develop and initiate standardized training on the fundamental areas of the Enforcement Practice and the Aviation Tort Litigation Practice for new attorneys within 30 days of joining the Aviation Litigation Division and throughout the Fiscal Year. Assign a mentor attorney to each new attorney within 60 days of joining the Aviation Litigation Division. Provide training and/or mentor opportunities to all J and K band attorneys throughout the fiscal year.

**Target: Integration of Enforcement and Tort Litigation Work Portfolios for Division Attorneys**

Provide recurrent training for Division attorneys on Enforcement and Tort Litigation practice areas as necessary.
Target: Provide recurrent training for Division attorneys on Enforcement and Tort Litigation practice areas as necessary.
Description: Assign 10% of Enforcement Practice attorneys at least one tort litigation matter (either a part 9 request, administrative tort claim (e.g., minor car accident claim) or Bivens or Westfall claim against FAA employee); and assign each Tort Litigation Practice attorney at least one civil penalty assessment case.

Target: Appellate reporting
Within 45 days of end of the first three quarters, provide practice attorneys with written summaries of judicial decisions in cases where the FAA is a party to the litigation or where the decision may have a direct impact on future Agency Litigation handled by AGC-300.

Initiative: Provide Legal Analysis of Agency Regulations and Documents Associated with Existing Regulations
Provide legal analysis of agency regulations to Office of Rulemaking and program offices and provide the regulated community with timely guidance.

Activity: Provide Legal Services on Agency Rulemaking
Provide legal advice, representation, policy guidance, and legal sufficiency reviews relating to rulemaking.

Target: Rulemaking
The division provides timely guidance and document reviews to rulemaking teams to facilitate rulemaking team accomplishment of milestones approved by the Rulemaking Council, unless projects are placed on hold for AGC due to prioritization of other projects.

Target: Training and Professional Development
Develop plan for attorneys to work on projects outside their respective branches that facilitates cross-training and professional development.

Target: Timely Legal Review
AGC-200 will respond within 30 days to 80 percent of the petition for exemption projects submitted by ARM with either concurrence or return the package with explanation of why concurrence cannot be given.

Initiative: Provide Internal Recurrent Training to AGC-400 Staff
Make training available to AGC-400 managers and attorneys to increase and continuously improve the skills, level of knowledge and professional development.

Activity: Assess and Address AGC-400 Training Needs
Continue In-House Training Sessions in AGC-400.

Target: Establish Team
Using the 400 staff and other relevant stakeholders, continue providing training on the various topics that the staff handles to the full 400 staff (e.g., Information Governance, FOIA Intellectual Property, Privacy Act, COPPA, PRA, and Aircraft Registry, etc.). Topics will vary year to year based on need.
**Target: Training Team Deliverable**
The team will provide a recommendation to the Assistant Chief Counsel and Deputy Assistant Chief Counsel regarding skill and knowledge based training needs.

**Target: Annual Training Sessions**
Using the 400 staff and relevant stakeholders, continue providing yearly training on the various topics that the staff handles to the full 400 staff (e.g., FOIA processing, FOIA exemptions, Intellectual Property, Privacy Act, COPPA, PRA, and Aircraft Registry, etc.). Topics will vary year to year based on need. Continue yearly training sessions to reoccur each year thereafter.

**Target: Training in Emerging Areas**
Based on emerging developments and client priorities, identify training needs (e.g., Generative Artificial Intelligence) for the AGC-400 staff and take steps to acquire the training. Topics will vary year to year based on need.

**Activity: Establish Recurrent Litigation Training**
Assess AGC training needs in collaboration with the Operations & Legal Support Division. Continue to develop and provide trial and appellate litigation skills training to AGC counsel.

**Target: Continue to develop trial and appellate litigation skills the training**
Collaborate with senior and experienced litigation attorneys and stakeholders to develop training, to enhance skills of attorneys in coordination with litigation attorneys in practice areas across AGC.

**Target: Schedule and provide training sessions**
Schedule and provide training to AGC attorneys focused on litigation skills in at least two critical areas.

**Initiative: Inter-Agency Cybersecurity Task Force**
Coordinate and assist in the FAA’s response to DOT, DHS, and NSC requests pertaining to cybersecurity.

**Activity: Coordinate with the Inter-Agency Cybersecurity Task Force**
Coordinate and assist in the FAA’s response to DOT, DHS, and NSC requests pertaining to cybersecurity.

**Target: Inter-Agency Cybersecurity Task Force**
Coordinate and assist in the FAA’s response to DOT, DHS, and NSC requests pertaining to cybersecurity initiatives and policy documents, reports to congress, hearings, round tables and other inter-agency policy matters.
Initiative: Employment and Labor Law

In support of the agency's objective of building and enhancing our high performance workforce, AGC continues to support the numerous agency-wide strategic initiatives and provide legal services in support of the administrative activity of the agency. The largest legal practice group within this goal area is our employment and labor law office (AGC-100) Attorneys represent the agency before the Equal Employment Opportunity Commission (EEOC), Merit System Protection Board (MSPB) and assist with federal litigation at all stages. AGC-100 attorneys provide advice and guidance to the Administrator and primary client offices on personnel, labor, civil rights, and equal employment opportunity matters. They also counsel on ways to minimize the legal risks relating to employment decisions and policy. Additionally, AGC-100 supports employee indebtedness proceedings, FOIA and ethics.

Activity: Air Traffic Control Specialist (ATCS) Hiring Process

Provide advice to continuously improve the ATCS hiring process to deliver innovative and defensible strategies to recruit, assess, hire, and train ATCS.

Target: Air Traffic Control Specialist (ATCS) Hiring Process

Provide timely legal support for FAA efforts in FY2023 to recruit, assess, hire and train ATCS. Support focuses on internal management, administrative processes, and improvement for FY2024 ATCS recruitment.

Target: Collaboration with HR and ATO

Collaborate with Human Resources and ATO to innovate recruitment and hiring process. Participate in the executive steering committee to discuss ATCS hiring initiatives.

Activity: Training for Managers, Attorneys and Staff

Make training available to managers, attorneys and staff to increase and continuously improve the skills, level of knowledge and professional development.

Target: Establish Team

Reestablish a team of employment managers and attorneys to review and evaluate existing training options that take into account and complement new AGC-10 training initiatives. The team will consider the source (i.e. internal, external), method, frequency, and value of different training options focusing on the needs of the employment practice.

Target: Workgroup Deliverable

The team will provide a recommendation to the Assistant Chief Counsel and Deputy Assistant Chief Counsel regarding skill and knowledge based training.

Target: Review Existing Brief Bank KSN

Review existing brief bank KSN to determine whether the same is fulsome and accessible on CDMS.

Activity: Identify and Monitor Emerging and Key Areas of Law

Ensure highest quality of service and knowledge. Provide growth and developmental opportunities for attorneys. Hone analytic and presentation skills.
**Target: Emerging and Key Areas of Law**
Establish process within each of the five teams to identify and monitor emerging and key areas of law.

**Target: Meeting Schedule**
Schedule at least monthly Employment Law Updates ("MELT") to share a concise overview of emerging and key areas of law. Each team will provide an overview of one emerging or key area.

**Activity: Track Adverse Administrative Decisions (FAA Specific)**
Continue to track and review EEOC findings of discrimination and MSPB decisions that failed to sustain the Agency’s action. Share these topics with the training team.

**Target: Track Adverse Administrative Decisions (FAA Specific)**
Track adverse EEOC and MSPB decisions on a quarterly basis. Due September 30, 2023.

**Target: Lessons Learned**
Brief decision and any lessons learned during monthly Employment Law Team meetings.

**Activity: Training for Client Offices (External)**
Continue and Improve Collaboration with Client and Support Offices.

**Target: Client Outreach**
Team managers establish and schedule quarterly meetings with their key clients in the field to ensure customer service needs are met and that AGC-100 centric regional responsibilities are satisfied. The Asst. Chief and/or Deputy will attend at least one field meeting per quarter to provide support to team managers. During these meetings, managers will provide a briefing consisting of wins, loses, trends, upcoming training offerings, and address client concerns/issues of the key client and support offices.

**Target: Proactive Training**
Update and refine the catalog of specialized training offerings and proactively engage LOBs/SOs to participate in the trainings. Additionally, establish recurring training sessions that clients can attend and know about in well in advance.

**Target: Internal Roster of Attorney-Trainers**
Identify and develop mid-career and experienced attorneys to provide training to LOBs/SOs.

**Target: Customer Service Feedback**
Bi-annually engage the five LOBs for a high-level discussion of client satisfaction with legal services provided by AGC-100.

**Activity: Monitor and Maintain Effort to Reduce Use of Outside Counsel.**
Reduce reliance on outside counsel for administrative class actions and complex litigation
**Target: Reduce Use of Outside Counsel**
Continue to monitor, implement and modify, as necessary, plan to reduce use and role of outside counsel.

**Target: Develop and Train Internal Resources**
Develop in-house attorney(s) charged with representing the FAA in the class action and complex litigation. Continue to train and mentor internal resources (attorneys and support) staff on the handling of class action litigation.

**Target: Expand Pool of Attorneys Able to Support Class Action Matters**
Use current class action specialist lawyers to develop SOPs and training materials that can be used to train non-specialist staff attorneys in the practice.

**Initiative: Manage Ethics Program and Related Legal Services**
Provide management of the Ethics Program and related legal services.

**Activity: Manage Ethics Program and Related Legal Services**
Provide training to Agency Ethics Program Coordinators (EPCs).

**Target: EPC Training**
Provide training as necessary to EPCs on their respective program management duties under Order 3750.7B throughout the calendar year; with a special training emphasis on their duties and responsibilities prior to the opening of the annual confidential financial disclosure reporting cycle. December 31, 2020 and September 30, 2021.

**Activity: Order Update**
Update Order 3750.7A - Ethical Conduct and Financial Disclosure Program.

**Target: Order Update**
With the rapid commercialization of new technologies that continue to bring new business interests, business arrangements, products, and services within the purview of the agency’s regulatory authority, conduct an internal review of the agency’s list of prohibited financial investments (a.k.a. “the 6001 list”) applicable to all 45,000 plus agency employees to determine its completeness. Recommend to the Agency’s Deputy Ethics Official and Chief Counsel updates to Order 3750.7A and its various appendices based upon this review and other changes to the Agency’s organizational structure.

**Activity: Ethics Training**
Train and educate employees on the Standards of Conduct for Employees of the Executive Branch and their implementing orders, regulations, and policies.

**Target: Ethics Training**
Provide ethics training and education to specifically targeted and requesting lines-of-business.
Activity: Track Adverse Administrative Decisions (FAA Specific)
Continue to track and review EEOC findings of discrimination and MSPB decisions that failed to sustain the Agency’s action. Memorialize analysis of same into materials to be used at as lessons learned meetings and for use by the AGC-100.

Target: Recurring Event Topic Sheets
Identify and develop topic sheets to address common ethics issues arising from invitations to recurring events. Review existing, and where necessary develop, general ethics topic information guidance used to address the most frequently occurring questions regarding ethical initiatives and events.

Initiative: Acquisition & Commercial Law Services Division Support of Strategic Initiative: Workforce of the Future
Provide legal support for acquisition workforce training needed to achieve the Workforce of the Future Strategic Initiative and other high priority goals. In particular, this Core Initiative supports the Workforce of the Future Aspiration to drive results and deliver on services and assignments. The Division's staff provides training to the FAA's Acquisition Workforce.

Activity: Training in Key Acquisition Disciplines
Train and develop personnel in key acquisition disciplines to ensure FAA has sufficient numbers of skilled acquisition professionals (current and pipeline) to successfully manage acquisitions.

Target: Acquisition Training
Provide localized, topic-focused training to designated acquisition professionals on specific topics of interest at least once per quarter (December, March, June and September). The topics and format of training will be determined in consultation with Acquisition and Contracting (ACQ) and the Program Management Office (PMO).

Target: Develop Training
Develop a training program for new and experienced attorneys involving the unique flexibilities of the Acquisition Management System (AMS). Refine a list of topics (curriculum) and provide at least one course.

Initiative: Legislative Legal Services
Provide management of timely legislative legal services in support of FAA’s mission.

Activity: Legislative Legal Services
Advise and assist agency leadership with appropriate response to congressional requests.

Target: Congressional Hearings and Roundtables
Assist in agency preparations for Congressional hearings and roundtables, including drafting and reviewing of witness testimony, participating in witness preparation meetings, and drafting or coordinating responses to questions for the record (QFR), inserts for the record, and correcting the formal transcripts.
**Target: Tracking Legislative Proposals**

Track pending congressional legislative proposals, stay apprised of legislative activities and priorities of authorizing committees, and advise agency leadership on potential impacts of pending legislation.

**Target: Advise Agency Leaders**

Advise agency leaders about legal and resource implications regarding legislative proposals and enacted laws.

**Target: Technical Assistance Requests**

Respond to all requests for technical assistance and provide follow-up support as needed for member offices or committee staff as appropriate.

**Target: General Legislative Legal Services and Coordination**

Provide general legislative legal services and coordination support regarding any other congressional requests in the form of formal correspondence or informal request for information or documentation.

**Target: Provide Guidance to LOBs and Staff Offices on Technical Assistance and Development of Legislative Proposals**

Provide outreach to FAA LOBs and staff offices on appropriate approach on agency responses to technical assistance requests.

**Initiative: Coordinate with and Provide Support for FAA and OST Offices on Implementation of FAA Reauthorization Legislation**

Coordinate with FAA offices, and OST to provide notification of enactment and initiate support for implementation of requirements included in any enacted reauthorization legislation.

**Activity: Provide notification to FAA Offices of Formal Enactment of FAA Reauthorization Legislation and Work with APL on Development of a Legislative Implementation Plan.**

Upon enactment of FAA reauthorization legislation, prepare a summary of the legislation identifying action items, deliverables and deadlines, and provide broad notification to FAA action offices of enactment. Provide support to APL on development of a legislative implementation plan identifying action offices, deliverables, and deadlines.

**Target: Prepare a summary of enacted FAA Reauthorization Legislation Identifying Action Offices, Deliverables, and Deadlines.**

Prepare a detailed summary of enacted legislation identifying FAA and OST action items, deliverables, and deadlines.

**Target: Coordinate with APL and OST on Legislative Implementation Plan.**

Support APL in the development of a formal legislative implementation plan posted on an internal FAA website that identifies FAA and OST action offices for each provision of the reauthorization. The formal LIP will indicate specific deliverables and deadlines and become a repository for documents that are responsive to the identified deliverables prepared by the respective action offices.
Activity: Support the Department and Intra-Departmental Legislative Efforts

Support the Department and Intra-Departmental Legislative Efforts

**Target: Coordination of Responses**
Coordinate FAA’s response to requests from the Department pursuant to the Legislative Referral Memorandum (LRM) and other inter-agency processes.

**Target: Response to Other (non-LRM) Deparmental Requests**
Coordinate and assist in the FAA’s response to Departmental requests pertaining to Executive Branch policy documents, reports to Congress, hearings, round tables and other legislative policy matters.

Initiative: Internal Initiative: Information Law Division

Strengthen Information Governance

Activity: Strengthen Information Governance

Continue activities that strengthen FAA’s ability to properly manage the information it creates and receives.

**Target: Information Law Training Sessions**
Schedule and broadcast at least three sessions of AGC-400’s Information Law Management to FAA workforce and provide training as scheduled.

**Target: Client Priorities**
Ensure that AGC-400 information law training services are provided in a manner that reflects agency and primary client priorities by identifying gaps and tailoring training to specific client needs.

**Target: Identify Priorities of Primary Clients**
Meet with primary clients to identify priorities, define the legal support needed to advance those priorities, obtain client feedback on support provided, and, as necessary, reassess services being provided. Provide report to AGC-2 and AGC-3, and as necessary, to AGC-1.

**Target: Judicial Decision Summaries**
Within 30 days of a judicial decision, provide client offices with written summaries of judicial decisions in information law cases (e.g., FOIA and Privacy Act) where the FAA is a party to the litigation or where the decision may have a direct impact on future FAA actions.

**Target: Timely and Effective Provision of Representational Legal Services**
Provide timely and effective representational legal services.
**Target: District Court Complaints**
Within 30 business days of receiving a district court complaint (unless a different time is agreed upon), provide the U.S. Department of Justice attorney assigned to the matter an overview of the key issues in the case and discuss the support to be provided by AGC-400.

**Target: Department of Justice Coordination**
Assist the U.S. Department of Justice attorney in drafting the necessary pleadings, per the agreed-upon schedule.

**Initiative: Alternative Dispute Resolution (ADR) Efficiency**
Increase the use of the ADR Program to achieve the 70% participation from management.

**Activity: ADR Coordination**
Coordinate with the LOBs/SOs to encourage its workforce to resolve disputes in an amicable way by utilizing the ADR process and ensure that managers engage in mediation when requested by employees.

**Target: Corporate ADR Engagement Goal-Shared**
Assist with Agency effort on ADR engagement by ensuring 70% of all managers engage in mediation when requested by employees.

**Target: ADR Tracking**
Track Agency mediation and resolution rates, present this data at the EAC meetings and produce a final ADR engagement and resolution report.

**Initiative: Management Directive 715 (MD-715)**
Prepare the annual Equal Employment Opportunity Commission (EEOC) MD-715 Report for submission to the EEOC and continue to monitor Agency accomplishments.

**Activity: MD-715 Coordination**
Prepare and submit the annual EEOC MD-715 report.

**Target: Collaboration & Prepare MD-715 Report**
Collaborate with LOB/SOs to receive input and prepare the MD 715 Report with target input requests for the Best Practices by 30 May 2024.

**Target: Submit MD-715 Report**
Submit annual EEOC MD-715 report to EEOC by 05/30/2024 or EEOC’s extension date.

**Target: State of EEO**
Prepare the annual State of EEO briefing by fiscal year-end.

**Activity: Civil Rights Directors MD-715 Assessments**
Responsible Civil Rights Directors (CRD) will conduct EEO Assessments and follow-ups to ensure compliance with EEO laws, policies and regulations.
**Target: Facility Selection**
Identify the four (4) facilities to conduct the MD 715 EEO assessments and conduct (4) facility follow-up assessments.

**Target: Conduct MD-715 Assessments**
Conduct four (4) MD 715 Facility Assessments and conduct the (4) follow-up assessments.

**Initiative: EEO Complaint Services - Improved Customer Experience**
Ensure a customer-focused environment to better satisfy the needs of our customers and to improve the quality of the organization’s products and services through innovative programs, accountability in processes and services, and customer experience integration.

**Activity: Management of the ACR Customer Feedback Database**
Maintain ACR Customer Feedback Database to assess and ensure internal and external services provided are meeting customer expectations.

**Target: Customer Feedback**
Internal and External EEO Specialists will provide customer service feedback link to their customers within 3 business days after the completion of the service, and will have documented such occurrences via email.

**Target: Mid-Year Report**
Complete mid-year report on customer feedback.

**Target: Training**
Provide annual refresher Customer Feedback Database training to ACR users.

**Target: End of Year Report**
Complete annual report for customer feedback.

**Activity: ISO Certification**
National Complaint Services will maintain the ISO Quality Management System (QMS) for the National Intake and EEO Pre-Complaint process (EEO Counselling and Alternative Dispute Resolution (ADR)) to ensure consistent delivery of quality services and maintain conformance to QMS.

**Target: ISO Maintenance**
Complete internal audits for maintenance of International Organization for Standardization (ISO) 9001:2015.

**Target: ISO Training**
Conduct Quality Management System (QMS) training, as required to maintain quality standards.
**Target: ISO Audit**

Complete external surveillance audit for maintenance of International Organization for Standardization (ISO) 9001:2015.

**Activity: Annual EEO Best Practices Information Exchange Forum**

Organize an exchange forum for collaborating with other government agencies, state government, and the private sector on EEO Complaints, Diversity, Equity, Inclusion and Accessibility Programs in an effort to discover best practices, methods, and tools to allow an opportunity to streamline the efficiency of EEOC requirements. ACT-9 will coordinate and host a one day EEO Best Practices Information Exchange Forum with agencies and organizations external and internal to the FAA. This will serve as an opportunity to voice best practices, share methods, and tools used to provide an effective Civil Rights Program inclusive of the EEO Pre-Complaint Process.

**Target: Annual EEO Best Practices Information Exchange Forum - Logistical Information**

Conduct the Annual EEO Best Practices Information Exchange Forum.

**Target: Annual EEO Best Practices Information Exchange Forum - After Action Report**

Provide a report highlighting the best practices discussed at the EEO Complaint Services Information Exchange Forum.

**Initiative: Airport and Environmental Law Services to Build the National Airspace System of the Future**

Provide legal advice and guidance to assist the Office of Airports (ARP), Air Traffic Organization (ATO), Office of Commercial Space (AST), Office of Aviation Safety (AVS), UAS Integration Office (AUS) and other lines of business to build the national airspace system of the future by completing review of environmental documents for projects to increase efficiency or capacity within 30 days of receipt of a technically adequate and complete document. Airport and other environmental legal services will be provided in accordance with agency strategic initiatives to make aviation safer and smarter and deliver benefits through technology and infrastructure. Collaborate across lines of business to provide excellent representational legal services and training to maintain the effectiveness of agency airport and environmental programs. Support strategic initiatives to increase airport and system capacity and Next Generation system capability. Complete timely and effective legal reviews for infrastructure modernization and military special use airspace projects. Assist in formulating and implementing policies, strategies, and best practices to advance aviation in an environmentally responsible and sustainable manner, including consideration of equity, environmental justice and reduction of greenhouse gas emissions. Provide timely legal services to help the Office of Airports maintain the safety and sustainability of US airports and maintain airport infrastructure that benefits the National Airspace System.

**Activity: Client Priorities and Provide Timely Legal Services to Office of Airports, Air Traffic Organization, Office of Commercial Space, and the Office of Aviation Safety**

Ensure that airport and environmental law services are provided in a manner that reflects agency and primary client priorities.
**Target: Identify Priorities of Primary Clients**

Description: Meet with primary clients (e.g. ARP, ATO, AST, AVS, AFS, UAS, AEE) to identify priorities, define the legal support needed to advance those priorities, obtain client feedback on support provided, and, as necessary, reassess services being provided. Provide summary report to AGC-1 and AGC-2.

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**Target: Judicial Decision Summaries**

Within 30 days of a judicial decision, provide client offices with written summaries of judicial decisions in airport and environmental cases where the FAA is a party to the litigation or where the decision may have a direct impact on future FAA actions.

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**Activity: Provide Timely Legal Review of NEPA Documents**

Support timely completion of NEPA documents to fulfill strategic initiatives to make aviation safer and smarter and deliver benefits through technology and infrastructure.

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**Target: Legal Review of Complete NEPA Documents**

Except as set forth in Targets 2 and 3 below, or in connection with the review of environmental assessments for proposed RNAV/RNP projects, complete legal review of technically adequate and complete NEPA documents within 30 days or within a mutually agreed upon time. If the program office has not provided sufficient time for adequate legal review, the assigned attorney will notify the program office and will complete the review no later than within 30 days of receipt.

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**Target: Legal Sufficiency Review of EISs for Airport Projects**

Complete legal sufficiency review of 95% preliminary EISs and EAs for airport projects at core airports and capacity-constrained airports within 30 working days of receipt of a technically adequate and complete document.

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**Target: Legal Sufficiency Review of Preliminary Environmental Documents**

Complete legal sufficiency review of preliminary environmental documents for all other airport projects which will be completed within 30 working days of receipt of a technically adequate and complete document 75% of the time.

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**Target: Legal Support - Metroplex Airport Development**

Provide legal support on the development of community outreach strategies associated with airport development, infrastructure, and RNAV/PBN procedure projects.

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**Activity: Policy and Guidance Information for NEPA Compliance Support**

Provide legal support for policy and guidance on the requirements on the National Environmental Policy Act and related natural and cultural resource issues.
Target: Legal Support - AEE
Provide legal support for AEE's noise policy research. Assist AEE in developing responses to comments and provide legal sufficiency review for any order revisions that may result.

Target: Internal Target: Legal Support—AEE
Provide legal support for AEE’s revision to Order 1050.1F, Environmental Impacts: Policies and Procedures, Desk Reference and related orders and documents. Assist AEE in ensuring that revisions to the order are consistent with new NEPA statutory amendments and regulations and reflect case law.

Activity: Provide Guidance and Coordinate FAA Remediation Efforts
Provide timely legal services that support remediation of sites where federal activities have resulted in environmental contamination.

Target: Legal Services that Support Remediation of Sites
Provide support to DOJ, provide documentation for administrative orders on consent, consent decrees, settlement agreements, and other legal documents necessary to memorialize legal obligations and agreements entered into by the agency.

Activity: Timely and Effective Provision of Representational Legal Services
Provide timely and effective representational legal services to deliver benefits through technology and modernized National Airspace System infrastructure.

Target: Petition for Review or Complaint
Within 30 days of receiving a petition for review or complaint, contact the U.S. Department of Justice attorney assigned to the matter to provide an overview of the key issues in the case and to discuss the support to be provided by AGC.

Target: Review of Petitioner’s Initial Briefs
Review petitioners’ initial briefs within 2 weeks of receipt and provide written comments on the accuracy of the statement of facts, with references to the administrative record.

Target: Department of Justice Coordination
Assist the U.S. Department of Justice attorney in drafting respondents' briefs, as requested, within 10 business days of the request.

Target: Review Petitioner’s Reply Briefs
Review petitioners’ reply briefs and provide any appropriate additional analysis and comments, with references to the administrative record at least ten days before oral argument is held. Participate in moot courts to help the Department of Justice attorney prepare for oral arguments.

Initiative: Ensure the Nation's System of Airports Has the Right Technology and Infrastructure to Support Evolving Needs
Ensure the nation's system of airports has the right technology and infrastructure to support evolving needs.
Activity: Align Airport Infrastructure and Air Traffic Procedures with Current and Anticipated Demand

Form strong relationships with clients to facilitate the provision of counseling and legal services that support and enhance the client’s work. Create policy guidance.

**Target: Legal Support to ARP, ATO, AEEE, AVS and AST - Orders**

Provide legal support to ARP, ATO, AEE, AVS, AST and other lines of business on the revision of FAA Orders and similar documents, including advisory circulars and handbooks, as appropriate or as needed. Provide written comments within 30 days of receipt of a complete stand-alone section or within 90 days of receipt of the complete order.

**Target: Part 16**

Part 16. Complete legal review of 95% of draft Part 16 orders submitted to AGC within 30 days of receipt of a complete document.

**Target: Legal Support to ARP - Policies**

Provide legal support to ARP on the revision or promulgation of FAA policies. Provide written comments within 30 days of receipt of a complete stand-alone section or within 90 days of receipt of the complete policy statement.

Activity: Legal Support to ARP, AUS, AVS, ATO and AST – New Entrants Guidance

Provide legal support to ARP, AUS, AVS, ATO and AST in developing policies or guidance related to the integration of new entrants into the operations of airports.

**Target: Legal Support for New Entrants Guidance**

Provide legal support to ARP, AUS, AVS, ATO and AST in developing policies or guidance related to the integration of UAS, commercial space vehicles, and other new entrants into the operations of airports. Provide comments, approvals or legal opinions within 60 days of client submission or request.

Activity: Develop Airports & Environmental Law Training

Develop internal recurrent training for Airports and Environmental Law.

**Target: Recurrent Internal Airports & Environmental Law Training**

Establish Biannual Internal Training for AGC-600 attorneys lasting two to three days, for Airports and Environmental Law, to ensure AGC-600 can address evolving needs of the nation’s system of airports. The various topics should be related to AGC-600 current and future work.

Initiative: Telecommunications/Spectrum Law Services In Support of the Strategic Initiative: NAS and Deployment of Innovation

In the area of telecommunications/spectrum law, provide strategic oversight for legal advice and represent the Agency interests relating to FAA, Federal Communications Commission (FCC), and National Telecommunications Information Agency (NTIA) rulemaking, reallocation and sharing of government spectrum, advanced air mobility, unmanned aerial systems, and FAA acquisition of systems and services.
Activity: Telecommunications/spectrum law services in support of the strategic initiative: NAS and deployment of innovation

Provide legal services to accelerate and expand deployment of new technologies and promote innovations that enhance the safety and performance of the Nation’s air transportation system (NAS) such as integration of advanced air mobility and unmanned aircraft systems into the NAS.

Target: Legal Sufficiency of FAA Recommendations

Assure the legal sufficiency of the FAA recommendations and strategy in, and stakeholder consultation for, the Report to Congress on use of spectrum by unmanned aircraft systems. This report is pursuant to Section 374 of the 2018 FAA Reauthorization Act.

Initiative: Office of Adjudication (OADJ) - Office of Dispute Resolution for Acquisition (ODRA), Civil Penalty Docket and Appeal Management, and Informal Adjudication

OADJ is an independently operating adjudicatory authority comprised of a Director/Chief Administrative Judge and other Administrative Judges. OADJ has responsibilities for acquisition matters, administrative civil penalty adjudications, and informal administrative adjudication in aviation matters.

Activity: Office of Dispute Resolution for Acquisition (ODRA)

The ODRA fulfills the Administrator’s statutory duty to: (1) provide a dispute resolution system for acquisition that focuses on using alternative dispute resolution ("ADR") procedures, and (2) provide formal administrative adjudication of protests and contract disputes.

Target: Voluntary ADR

Provide voluntary ADR and as the primary means of managing matters filed with the ODRA. Ensure that more than half of protests and contract disputes use ADR. Track, review and report interim status by March 31, 2024 and complete by end of FY24.

Target: Educational Programs

Conduct four educational programs for Agency personnel or outside stakeholders on topics relating to OADJ. Track, review and report interim status by March 31, 2024 and complete by end of FY24.

Target: Responsive Protest Process

Convene initial status conferences on average less than five business days from the date of filing of initial protests. Track, review and report interim status by March 31, 2024 and complete by end of FY24.

Target: Responsive Protest Process

Actively manage and establish appropriate timeframes for completion of adjudication processes in all cases. Complete Findings and Recommendations in typical adjudicated cases in the following average number of days from the date of closing of the administrative record: (1) Protests- 60 calendar days; and (2) Contract Disputes 160 calendar days. Track, review and report interim status by March 31, 2024 and complete by end of FY24.
Initiative: Manage the Administrative Civil Enforcement Docket for Hearings and Appeals
OADJ provides docket services for the ALJs in all administrative civil penalty adjudications. It also prepares manages the administrative appeal process and prepared recommended decisions for the Administrator.

Activity: Civil Penalty Appeal Decisions
OADJ prepares recommended decisions for the Administrator in appeals from decisions issued by DOT Administrative Law Judges. Civil penalty staff also provide docket clerking services for the ALJs in all civil penalty adjudications.

Target: Civil Penalty Appeals and Adjudications
Prepare draft decisions for the Administrator for typical civil penalty appeals and adjudications in an average of 120 days from the closing of the record. Report interim status by March 31, 2024 and complete by end of FY24.

Target: Manage Informal Hearings under Part 13, Subpart D
OADJ conducts hearings in aviation matters that do not required the use of ALJs.

Target: Informal Adjudications
Prepare initial decisions in an average of 120 days from the closing of the hearing record. Report interim status by March 31, 2024 and complete by end of FY24.

Initiative: Acquisition & Fiscal Law Services Division Support of Strategic Initiative: NAS
Provide legal advice and represent the Agency interests relating to the FAA's acquisition of the systems and services needed to achieve the NAS Priority Initiative and other high priority goals. In particular, this Initiative supports the NAS Guiding Principle: Provide safe, secure, and efficient services to NAS users in the most cost effective and innovative manner. The Division's staff ensures the legal sufficiency of acquisition processes and documents; assists clients in developing a rational basis for acquisition and related decisions, and represents the agency when acquisition decisions are challenged.

Activity: Provide Timely and Accurate Review of Acquisition Documentation
The Office of the Chief Counsel will review 100% of documents within 10 business days, on average, of receipt of complete packages.

Target: Review of Acquisition Documents
The Office of the Chief Counsel will review 100% of documents within ten business days, on average, of receipt of complete packages.

Target: Review of Acquisition Review Thresholds
At least once a year, the Office of the Chief Counsel will review the dollar thresholds and types of acquisition matters required to be submitted for legal review to determine a need for, and make, any adjustments.

Activity: Timely and Accurate Representation at the Office of Dispute Resolution (ODRA)
Represent the Agency before the Office of Dispute Resolution for Acquisition (ODRA)
Target: Agency Representation
The Office of the Chief Counsel will represent the Agency in all matters before ODRA, AGC-70, meeting 100% of deadlines imposed.

The Approach Lighting System Safety Enhancement Program upgrades approach lighting systems built before 1975. The project upgrades the equipment to current standards and reduces the potential severity of take-off and landing accidents by replacing rigid structures with lightweight and low-impact resistant structures that collapse or break apart upon impact. The entire approach lighting system is replaced when rigid structures are replaced. The High Intensity Approach Lighting System with Sequenced Flashing Lights (ALSF-2) provides visual information on whether the pilot is aligned with the runway centerline, the aircraft’s height above the runway plane, roll guidance, and horizontal reference for Category II and III Precision Approaches. The MALSR provides visual information on runway alignment, height perception, roll guidance, horizontal references for Category I Precision, and Special Authorization Category II Approaches.

For FY24 the Approach Lighting System Safety Enhancement Program will complete activities to procure Light-Emitting Diode (LED) Lamps and install ALS systems.

Install one (1) Approach Lighting System (ALS).

Climate, Noise, and Sustainability
Lead aviation sector efforts to improve sustainability, mitigate the effects of aviation noise, and reduce greenhouse gas emissions.

Initiative: Climate Action, Improve Sustainability, and Address the Effects of Aircraft Noise
Ensure that the FAA continues to be a leader in addressing the environmental impacts of aviation, including on climate change and noise.

Activity: Reduce Greenhouse Gas Emissions (GHG)
Continue to track reductions in GHG emissions from domestic aviation to at or below 2019 levels (216 MtCO2) by 2030.

Target: Continuous Lower Energy, Emissions and Noise (CLEEN)
Complete year 3 of research of Continuous Lower Energy, Emissions and Noise (CLEEN) Phase III program to develop environmentally beneficial aircraft technologies.

Activity: Aircraft Noise
Lead efforts in collaboration with aviation stakeholders to address aircraft noise in the United States and ensure up-to-date and effective noise policies.
Target: Present Final Draft Policy Recommendations to Executive Noise Steering Group (ENSG)

Present Final Draft Policy Recommendations to the Executive Noise Steering Group (ENSG)

Target: Initiate Coordination of Final Draft Policy Recommendations Notice

Initiate Coordination of applicable Executive Noise Steering Group (ENSG) - approved policy recommendations.

Initiative: Sustainability - Promote Sustainable Aviation Fuels (SAF)

Promoting sustainable aviation fuel (SAF) is a critical step towards reducing the aviation sector's sizable carbon footprint. SAF offers a tangible way to reduce greenhouse gas emissions, ensuring both the health of our planet and the sustainability of the aviation industry. As the global spotlight intensifies on climate change, embracing SAF becomes an essential and strategic move for a cleaner future.

Activity: Enable Sustainable Alternative Fuel (SAF) scale-up and deployment.

Support government-wide initiative to meet the near-term goal of 3 billion gallons per year of SAF by 2030 and place the U.S. on a trajectory to meeting 100% of aviation’s fuel needs by 2050 (an estimated 35 billion gallons per year).

Target: Enable domestic SAF scale-up and deployment through the FAST grant program.

Enable domestic SAF scale-up and deployment through the FAST grant program.

Target: Fueling Aviation's Sustainable Transition (FAST) sustainable aviation fuel (SAF) Grant Application Reviews

Coordinate application reviews, including eligibility, technical, and risk assessments for the Fueling Aviation's Sustainable Transition (FAST) sustainable aviation fuel (SAF) Grant Program.

Target: Facilitate inter-agency coordination with DOE and USDA on the SAF Grand Challenge roadmap action areas.

Facilitate inter-agency coordination with DOE and USDA on the SAF Grand Challenge roadmap action areas.

Target: Demonstrate global leadership by conducting workshops and training courses on SAF supply chain analyses in developing countries.

Demonstrate global leadership by conducting workshops and training courses on SAF supply chain analyses in developing countries.

Initiative: Aeronautical Center Sustainability Support

The Office of Facilities Management will take action to support Government, DOT and FAA sustainability goals and projects.
Activity: Aeronautical Center Sustainability Program
The Office of Facilities Management will support DOT’s and FAA sustainability efforts by following guiding principles for Sustainable Federal Buildings, encouraging use of renewable energy, facilitating use of electric vehicles, and effective space management.

Target: Sustainable Federal Buildings
MMAC will ensure that 15% of eligible buildings (owned and non-GSA leased, above 5,000 gross square feet) meet the 'revised' guiding principles for Sustainable Federal Buildings. Additionally, AMP will add one additional building, the Base Maintenance Building, Bldg 15, which is an existing building, to the sustainable building list at the MMAC and complete all required reassessments in FY-24.

Target: Renewable Energy
MMAC will maintain the percentage of electricity consumed from renewable electricity at no less than 10% of its total electricity consumption in FY-24.

Target: Space Management
MMAC will support DOT’s effort to reduce space by consolidating all Air Traffic training in Bldg 25 (RTF) to the vacant second floor of Bldg 12 (ANF-2). AMP will award the contract for construction of the ANF-2 2nd floor remodel by the first Quarter of FY-24. This project will also provide AMA-500's Air Traffic Control Training Division with a modern facility to help the Academy’s meet the demand for the increased through-put of air traffic controllers.

Agile Services across the NAS
Develop a comprehensive and agile set of requirements and processes to integrate traditional and emerging users of the National Aerospace System and to evaluate appropriate infrastructure and operational needs of any given facility or airspace.

Initiative: More Agile Structure of Services and Service Levels across the NAS (MASS)
Establish and leverage a Framework for a More Agile Structure of Services and Service Levels across the NAS.

Activity: Using initial MASS framework to assess potential service level changes and impacts to real world situations
Collaborate with stakeholders to identify service level changes and impacts related to real world situations.

Target: Advanced Air Mobility (AAM) Integration into the National Airspace System (NAS)
Demonstrate the AAM framework that supports the emerging aviation ecosystem to leverage new aircraft and an array of innovative technologies; to provide the opportunity for more efficient, more sustainable and more equitable options for transportation across the NAS.
Initiative: Airport Technology & Infrastructure Research
Conduct Airport Technology & Infrastructure research to assess and improve the infrastructure at airports and spaceports across the National Airspace System (NAS).

Activity: Test Alternative Airport Firefighting Agents
Current airport firefighting agents are very effective to fight fires, but they contain chemicals that may be a health hazard. The FAA will continue to partner with the Department of Defense to support a transition to PFAS-free extinguishing agents.

Target: Fluorine-Free Foam (FFF) fire agents testing
Complete large scale Compressed Air Foam (CAF) testing of fluorine-free foams.

Activity: Evaluate Performance of Solar Lighting in Airports
Research solar lighting performance and innovative pavement materials.

Target: Evaluate solar fixtures in various regions
Analyze and report on performance of the solar fixtures installed at Cape May, NJ, Penn Yan, NY, Casa Grande, AZ and Olympia, WA.

Initiative: Integration of UAS Operations into the NAS
Integrate new entrants including Unmanned Aircraft System (UAS) and Advanced Air Mobility (AAM) operations into the National Airspace System (NAS) without introducing unacceptable levels of risk, while providing a secure and more efficient system.
Activity: Drive Integration of UAS and AAM

Provide input during identification and development of updated rules, policies, standards, and procedures regarding UAS/AAM operations in the NAS. Enhance awareness of new activities through multi-platform efforts informing concerned/affected parties of changes to policies related to UAS/AAM.

Target: Training needs related to UAS

Assess four (4) UAS training products to determine the modifications needed by December 31, 2023. Based on the UAS training assessment, assist in the development of updated training requirements for ATC personnel. Provide training modifications/changes requirements via the training change process.

Target: Safety Risk Management (SRM) Support

Deliver recommendations to UAS Leadership Team (ULT) Executive Group for completing updates to air traffic procedures in support of the ATO UAM Corporate Plan and the DOT Innovate 28 Integration Strategy.

Initiative: Enabling and Scaling Innovation

Conduct research needed to safely integrate UAS into the National Airspace System (NAS).

Activity: Edition #6 of the FAA’s UAS and AAM Integration Research Plan

Edition #6 of the FAA’s UAS and AAM Integration Research Plan.

Supporting LOB/SOs: AAM, AFS, AIR, AOV, AQS, ARM, AVP, AFN (AEM), AGC, AGI, ANG, AOC, APL, ARP, ASH, AST, ATO

Target: Publish Edition #6 of the FAA’s UAS and AAM Integration Research Plan

Publish Edition #6 of the FAA’s UAS and AAM Integration Research Plan on the FAA’s internal website.

Target: Submit Edition #6 of the FAA’s UAS and AAM Integration to the Research, Engineering and Development Advisory Committee (REDAC)

Submit Edition #6 of the FAA’s UAS and AAM Integration Research Plan to the ANG-E REDAC Designated Federal Official (DFO) for tasking the full REDAC committee to comment.

Activity: Edition #7 of the FAA’s UAS and AAM Integration Research Plan

Edition #7 of the FAA’s UAS and AAM Integration Research Plan.

Supporting LOB/SOs: AAM, AFS, AIR, AOV, AQS, ARM, AVP, AFN (AEM), AGC, AGI, ANG, AOC, APL, ARP, ASH, AST, ATO

Target: Initiate Clearance of Edition #7 of the FAA’s UAS and AAM Integration Research Plan

Initiate official FAA cross-agency clearance through the Electronic Document Management System (EDMS) of Edition #7 of the FAA’s UAS and AAM Integration Research Plan.
Initiative: Infrastructure requirements for new/emerging entrants
Evaluate infrastructure requirements for new/emerging entrant integration to the US system of airports

Activity: Future Vertiports
Investigate and plan for the design of future vertiports.

Target: Operational vertical take-off and Landing (VTOL) Test Data
Continue operational test data collection from VTOL aircraft manufacturers representative of one or more powered lift performance categories.

Target: AAM Industry Engagement
Provide technical and programmatic support for DOT and FAA AAM initiatives including DOT’s AAM Interagency Working Group and Innovate 28 Initiatives.

Target: Autonomous vehicles technologies for airfield applications
Identify initial policy and guidance needs to support the safe integration of automated vehicle technologies on airfields.

Target: Future Droneports/ UAS use of existing infrastructure
Investigate and plan for the design of future droneports.

Initiative: AJV - Airspace Modernization
The goals of Airspace Modernization include using new technologies and procedures to increase the safety, efficiency, capacity, access, flexibility, predictability, and resilience of the NAS while reducing the environmental impact of aviation.

Activity: IFPA Sustainment 3
Instrument Flight Procedures Automation (IFPA) Sustainment 3 will perform software enhancements to continue to automate current manual processes related to IFP design and documentation, thus reducing time for development and improving data quality. Additionally, government furnished equipment (GFE) no longer under warranty will be replaced to maintain operational efficiency. Finally, IFPA will redesign the architecture of its current server environment to move to the FAA cloud in an effort to take advantage of improved capacity, ease of maintenance, and compliance with the federal initiative for reducing the need of data centers.

Target: IFPA Sustainment 3: TERPS Laptop Deployment
Deploy all TERPS laptops to Aeronautical Information (AJV-A) specialists.

Target: IFPA Sustainment 3: TARGETS RNAV Copter Release 2
IFPA Terminal Area Route Generation, Evaluation, and Traffic Simulation (TARGETS) RNAV Copter Release 2 software deployment is complete once Priority 1/ Priority 2 Discrepancy Reports (DRs) completion or Program Trouble Reports (PTRs) have been fixed and 80% of the users have been trained. Release will include design capabilities for Performance Based Navigation (PBN) Approach helicopter Instrument Flight Procedures (IFPs).
**Activity: Established on Required Navigation Performance (RNP/EoR Concept)**

The use of instrument approaches with Radius-to-Fix (RF) legs to have aircraft join the final approach course is becoming increasingly common throughout the NAS.

**Target: Establish a rollout plan**

Establish a potential rollout plan for additional Established on Required Navigation Performance (EoR) implementations.

**Initiative: Enterprise Systems Engineering and Integration**

Develop and maintain Systems Engineering Guidance Material and conduct key National Airspace System (NAS) Enterprise Integration studies. Provide enterprise systems engineering expertise to execute NAS enterprise integration studies to realize the future of the NAS vision.

**Activity: Enhance the National Airspace System (NAS) Enterprise Architecture (EA)**

Sustain, enhance, and evolve the National Airspace System (NAS) Enterprise Architecture (EA) Roadmaps and NAS Segment Implementation Plan (NSIP), including digital transformation where possible. The Architecture Evolution Plan, developed annually, articulates specific efforts of the NAS Enterprise Planning and Analysis Division (ANG-B2) to sustain, enhance and evolve the NAS EA.

**Target: Update the National Airspace System (NAS) Enterprise Architecture (EA) Roadmaps and NAS Segment Implementation Plan (NSIP) in Partnership with Key Stakeholders**

In support of National Airspace System (NAS) modernization, update the NAS Enterprise Architecture (EA) Roadmaps, NAS Segment Implementation Plan (NSIP), and associated datasets and publish on the NAS Systems Engineering Portal (SEP).

**Target: Develop Infrastructure Domain Strategies for National Airspace System (NAS) Enterprise Architecture (EA)**

Develop draft strategies describing the current state, capability shortfalls, future state, dependencies, potential risks, and opportunities for the surveillance, and commercial space infrastructure domains in the National Airspace System (NAS) Enterprise Architecture (EA).

**Target: Improve the Architecture Change Notice (ACN) Process**

Further enhance Architecture Change Notice (ACN) product and data quality by developing an internal Architecture Change Notice (ACN) business process prototype that includes process automation, data visualization, and collaboration capabilities.

**Target: Link Architecture Change Notices (ACNs) with Related All View 1 (AV-1s)**

Develop a draft plan to establish and automate the linkages between an Architecture Change Notice (ACN) and the most recent applicable All View 1 (AV-1), NAS Enterprise Architecture (EA) artifact, if available.
Target: Develop Infrastructure Domain Strategies for National Airspace System (NAS) Enterprise Architecture (EA) Weather and Communications Domains

Develop draft strategies describing the current state, capability shortfalls, future state, dependencies, potential risks, and opportunities for the weather and communications infrastructure domains in the National Airspace System (NAS) Enterprise Architecture (EA).

Activity: Amplify Integrated Systems Engineering Information

This activity builds awareness and improves access to high quality National Airspace System (NAS) Enterprise Architecture (EA) and Systems Engineering (SE) information. As the steward for NAS EA, the NAS Systems Engineering and Integration Office (ANG-B) works to design and plan the future NAS. The successful integration of new visions e.g., NAS 2040 rely on expanding awareness across the stakeholder community and the use of high-quality information to inform acquisition, integration, and implementation decisions tied to delivery of a safe improved National Airspace.

Target: Enhance Visibility of National Airspace System (NAS) Enterprise Architecture (EA) and Systems Engineering Information

Enhance visibility of National Airspace System (NAS) Enterprise Architecture (EA) and Systems Engineering information to design, plan, communicate, and safely integrate innovations from NAS 2040 into the current NAS.

Target: Deliver the FY24 Capability Architecture Tool Suite (CATS) Roadmap

Develop stakeholder driven strategic and tactical applications needs within Capability Architecture Tool Suite (CATS) (e.g., National Airspace System (NAS) Engineering Portal, Systems Engineering and Architect Toolset, and the Unified Information Architecture Knowledge Platforms applications). Develop and integrate new capabilities, functions, and features to educate, improve collaboration, and support NextGen (ANG)’s data management function for FAA organizations engaged in the technical design, planning, and safe integration of the NAS 2040 vision into the NAS.

Activity: Coordinate FAA Navigation Plans with Key Stakeholders

Develop FAA’s inputs into the next update for the Federal Radionavigation Plan (FRP), which will serve to coordinate FAA navigation needs across the federal government and update the FAA’s policy on system timing requirements to support compliance with federal directives.

Target: Develop Draft FAA Inputs to the Federal Radionavigation Plan (FRP)

Develop draft updates to the next Federal Radionavigation (FRP), the official source of positioning, navigation, and timing (PNT) policy and planning for the Federal Government used by FAA to ensure NAS systems are aligned with federal policy and coordinate with internal FAA stakeholders.

Target: Develop Draft Updates to FAA Timing Order

Develop draft updates to FAA Order 1770.68, "Selection and Use of Time and/or Frequency Sources for all Systems, Services, and Applications Supporting National Airspace System (NAS) Operations", outlining system timing requirements for NAS system timing sources that are not solely dependent on Global Positioning System (GPS), and initiate coordination with internal FAA stakeholders.
Activity: Enhance and Deepen the National Airspace System (NAS) Enterprise Architecture (EA) Model and Target NAS Requirements Document

Incorporate results of enterprise analyses into the National Airspace System (NAS) models and requirements as they become available from NAS stakeholder organizations (e.g., Technical Operations (AJW), Mission Support Strategy (AJV-S), Program Management Office (PMO)) in support of the NAS 2040 Concept using systems engineering best practices.

**Target: Retire Legacy Requirements Documents**

Continue coordination with FAA approval boards to baseline revised National Airspace System (NAS) Requirements Documents defining Current (As-Is) and Target (To-Be) requirements. Upon approval, publish revised versions and retire legacy requirements documents.

**Target: Model-Based Enterprise Architecture (MBEA) Guide**

Using the Unified Architecture Framework (UAF) White Paper, Info-Centric NAS (I-CN) and Automation Evolution Strategy (EAS) documents, produce a guide for transitioning to a model-based Enterprise Architecture that utilizes digital engineering best practices.

**Target: Utilize Communication Line Redundancy Analysis to Provide Actionable Alternative Architectures**

Align surveillance coverage and communication line analysis with FAA Network Enterprise Services (FENS) to analyze alternatives for reduction in communication lines to radar sites without reducing reliability.

**Target: Model-Based Enterprise Architecture (MBEA) Migration Collaboration**

Gain approval for institutionalizing and migrating to the digital engineering environment by collaborating with stakeholder organizations as they develop a representative set of transitioned Enterprise EA) products from their current form to Model-Based Enterprise Architecture (MBEA) using the guide and adjusting and incorporating their requirements into and updating the guide.

Activity: Develop NAS Systems Engineering and Integration Office (ANG-B) Digital Transformation Strategy

Work with NAS Systems Engineering and Integration Office (ANG-B) divisions to develop and implement a strategy that digitally transforms current manual processes, databases, and workflows. This effort will assist the organization in working more efficiently, proactively identifying risks, and helping reduce the time between concept development, build, and implementation. The strategy will support the completion of the major segments of the digital transformation effort.

**Target: Develop Strategic Plan to Engage NAS Systems Engineering and Integration Office (ANG-B) Divisions in Digital Transformation**

Develop a strategic plan that provides a viable approach to the Digital Transformation (DX) effort, for the NAS Systems Engineering and Integration Office (ANG-B) divisions. The plan will highlight, structure, and outline a proposed, phased methodology for transitioning to a digital engineering environment within ANG-B.
Target: Develop Draft Proof of Concept for Digital Transformation Plan and Socialize within NAS Systems Engineering and Integration Office (ANG-B)

Develop a draft plan for digital transformation proof of concept and socialize it within the NAS Systems Engineering and Integration Office (ANG-B). The proof of concept will demonstrate how digital transformation can be successfully implemented, providing realistic examples of how it will work and highlighting its potential benefits to ANG-B and its stakeholders.

Target: Measure Effectiveness

Measure the effectiveness of the Digital Transformation (DX) effort, using metrics that are identified and captured throughout the implementation effort. This information will be used to assess the viability and provide fidelity to the Digital Transformation Strategy being developed for the NAS Systems Engineering and Integration Office (ANG-B).

Initiative: Remote Towers

The FAA will work with commercial vendors to support approval of Remote Tower Systems. These systems will potentially provide more cost effective solutions to traditional brick and mortar towers, especially for smaller rural communities.

Activity: Remote Towers

Remote Tower program will continue to work with the vendors on System Design Approval (SDA) process and complete the construction of a Remote Tower Testbed at William J. Hughes Technical Center (WJHTC). In addition, the program will begin the operational evaluation for the first system being installed at the WJHTC testbed.

Target: Develop Remote Tower Draft Operational Viability Validation & Verification Process

Complete the Draft Operational Viability Validation & Verification (OVVV) Process. The OVVV Process will outline the activities that will be conducted at each airport site that is installing a remote tower system that has obtained System Design Approval. The OVVV Process will be executed, and a positive Air Traffic Viability Decision will need to be obtained, at each airport prior to the RT system commissioning.


Complete the Safety Risk Management Document (SRMD) to assess hazards associated with executing the Remote Tower Functional Acceptance Evaluation (FAE) Plan at the remote tower testbed at Atlantic City International Airport (ACY). The FAE Plan outlines the scripts that will be executed at ACY while the ACY air traffic control tower controls traffic and data is collected passively from the Remote Tower Center (RTC) located adjacent to the airport at the National Aerospace Research & Technology Park (NARTP)

Initiative: AJW-1 Operations Support

Provide the support structure, methodology, tools, procedures, performance monitoring and assurance necessary for the proper operation and maintenance of the National Airspace System and the Technical Operations Service Unit.
Activity: AJW-14 Surveillance & Weather Group
Implementation of modifications, tech refreshes, software releases, and sub-systems replacements.

**Target: National Test Equipment Program M17.01-02**
Purchase and delivery of 200 pieces of Test Equipment.

Initiative: AJW-2 Facilities and Engineering Services
The Facilities and Engineering Services directorate is a part of the Air Traffic Organization's Technical Operations service unit and is responsible for the safe and effective lifecycle management of the facilities infrastructure of the National Airspace System (NAS).

Activity: ATCT / TRACON Modernization (F01.01-00 / F35.06-01)
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 Sustainment**
Complete 40 improvement projects.

**Target: ATCT / TRACON Replacement**
Complete two (2) designs.

Activity: ARTCC Modernization (F06-01-00 / F35.02-01 / F35.03-01)
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 60 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**
Complete sixty (60) Major Modernization, Mission Critical, and Local Sustainment Projects inclusive of Capital Investment Plans (CIP's): F06.01-00, F22.01-01, F34.01-01, F35.02-01, and F35.17-01.

Activity: NAS Power Systems Repair and Replace (F11.01-02 / F35.13-01)
The Power program will replace, refurbish, and renew 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.

**Target: Overall Power Systems Repair and Replace Projects**
Sustain existing NAS power systems by completing 55 projects.
Target: Battery Systems Replacement
Sustain existing NAS power systems by completing 80 battery replacement projects

Activity: FAA Unstaffed Infrastructure Sustainment  (F12.00-00 / F35.09-01)
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 Unstaffed Infrastructure Sustainment
Complete a combined total of 80 Ops, F&E, and BIL funded unstaffed infrastructure sustainment projects

Activity: Fuel Storage Tanks  (F13.01-00 / F35.08-01)
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 35 NAS storage tank systems selected in accordance with FST program and ATC Facilities’ prioritization processes.

Activity: Environmental Cleanup (HAZMAT)  (F13.02-00 / F35.14-01)
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 40 identified Areas of Concern.

Activity: NAS Facilities OSHA & Environmental Standards Compliance Environmental and Occupational Safety & Health (EOSH)  (F13.03-00 / F35.07-01)
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 50 facilities.

Target: Fire Systems Electrical Generators
Replace outdated Emergency Generators for the stairwell pressurization system with UPS at three (3) ATCT's.

Activity: Energy Cost Savings Management and Compliance  (F13.04-02 / F35.12-01)
Facilitate ATO-wide reductions of energy and water use by adopting best industry practices and integration of cost-effective, energy-efficient technologies.
Target: Energy Cost Savings Management and Compliance
Address legislative mandates and reduce ATO energy consumption and greenhouse gas (GHG) emissions by completing one (1) advanced meter installations and four (4) energy and water improvement projects.

Activity: FAA Employee Housing and Life Safety Shelter Systems  (F20.01-01  /  F35.10-01)
Repair, replace, install housing and life safety shelters.

Target: Employee Housing and Life Safety Shelters
Complete two (2) housing program projects.

Activity: Facility Security Risk Management  (F24.02-01  /  F35.15-01)
The Facility Security Risk Management (FSRM) program provides risk mitigation at FAA staffed facilities, such as centers, towers, and terminal radar approach control facilities. The program provides an integrated security system that includes access control, surveillance, x-ray machines, metal detection, and intrusion detection. Upgrades include those for guardhouses, visitor parking, fencing, perimeter hardening, window blast protection, and lighting.

Target: FRSM: Complete Technical Refresh Upgrades
Complete technical refresh modernization at 1 site. (Per FAA Order 1600.69)

Activity: Real Property Disposition Program  (F26.01-01  /  F35.11-01)
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.

Target: Real Property Disposition Program
Complete 30 real property disposition projects.

Activity: Mobile Asset Sustainment Program (MASP)  (F31.01-01  /  F35.06-01)
The Mobile Asset Sustainment Program (MASP) 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.

Target: Mobile Asset Fabrication
Complete fabrication of 2 Mobile Assets
Activity: Long-Range Radars Sustainment  (S04.02-03  /  F35.04-01)
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. As facilities reach the end of 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.

**Target: Upgrade and sustain long-range radars**
Complete five (5) long range radar sustainment projects.

Initiative: Info-Centric NAS (ICN)
The Info-Centric NAS (ICN) initiative includes activities for the research & development, concept exploration/maturation, and technology transfer of air traffic capabilities to build towards FAA’s goal of accommodating increased diversity and operations within the NAS by bringing improvements to air traffic services. These activities focus on increasing collaboration with various diverse traffic management services/users through enhanced information sharing and will be accomplished by adopting new technologies to create agile services, tailored safety assurance and applying real-time safety for traffic management. These activities are anticipated to deliver benefits in terms of efficiency, flexibility, throughput, safety, and predictability for all of air traffic management, including access for new entrants.

Activity: Execute Advanced Air Mobility (AAM) NAS integration activities to safely enable AAM Operations at Key Sites (Innovate28 and beyond) and to prepare for longer-term AAM operations.
The FAA has established an ecosystem for enabling the safe and efficient integration of Advanced Air Mobility (AAM) into the National Airspace System (NAS) through the utilization of innovation teams (iTeams) and cross-agency coordination via the AAM Inter-agency Working Group. The activities cover key areas of interest (aircraft certification, operational certification, airspace and air traffic management, vertiports, automation, environment, security, community outreach, safety, and people) that span across a multitude of business units within the FAA as well as outside in other agencies. Overall, the FAA is working to enable near-term AAM operations at key site(s) by 2028 and allow for future AAM growth beyond.

**Target: Initial assessment of the cooperative operating practices (COPs)**
Complete initial assessment of the digital infrastructure business rules for the Urban Air Mobility (UAM) ecosystem.

**Target: Initial Flight Planning Needs Report**
As part of this goal, the team will define the initial essential data required for Urban Air Mobility (UAM) flight planning, achieved by assessing existing flight planning processes and identifying gaps in the envisioned UAM process. The report will take a high-level approach to set the scope for subsequent work by establishing the parameters for further analysis.

**Target: New aircraft type wake separation final report**
Complete the final report for new aircraft type wake separation recommendations delivered to the Air Traffic Organization (ATO) for Beta CX300.
**Target: Coordination meetings with 5 Advanced Air Mobility Manufacturers**
Complete initial coordination meetings with 5 Advanced Air Mobility Manufacturers for wake-related specifications.

**Target: Broad interagency coordination with the DOT-lead Advanced Air Mobility (AAM) Interagency Working Group (IWG) on FAA perspectives**
Conduct broad interagency coordination with the DOT-lead Advanced Air Mobility (AAM) Interagency Working Group (IWG) on FAA perspectives.

**Target: Integrated Master Schedule (IMS) for one Advanced Air Mobility (AAM) operator**
Complete development of an Integrated Master Schedule (IMS) for one Advanced Air Mobility (AAM) operator

**Target: Urban Air Mobility (UAM) Airspace Management Demonstration Final Report**
Complete the Urban Air Mobility (UAM) Airspace Management Demonstration Final Report

**Target: Evolution Framework for Autonomy to Support Near-Term Integration Report**
Complete the Autonomy Working Group framework to support the development of autonomy for future aviation operations.

**Target: Kick off initial Autonomy Working Group Meeting**
In order to allow for continuous progression towards autonomy, a kick off meeting will be conducted for the FAA stakeholders for the initial Autonomy Working Group activities.

**Target: Industry feedback on Advanced Air Mobility Implementation Plan v1.0**
Share and receive industry feedback on Advanced Air Mobility Implementation Plan v1.0

**Activity: Automation Evolution Strategy (AES)**
Identify key operational and infrastructure needs for the NAS computing, platform, and mission software layers to enable the proposed Automation Evolution Architecture. The activity will integrate Operating Environments, Information Security and Mission and Common Service perspectives.

**Target: Develop initial security documentation, research tools and identify processes to support automation of Research & Development Operating Environment (RD-OE) security authorization process.**
Identify security processes and tools for tailoring the security requirements for a research environment within FAA.
**Target: Research and develop draft Automation Evolution Strategy design handbook**

Research and develop draft Automated Evolution Strategy design handbook that provide common design patterns and references for future and legacy NAS services to align with Automated Evolution Strategy principles and architecture. Research, identification, and categorization of various architecture/design patterns, best practices and adaptation of these principles and patterns for NAS services and guidance on how to architect applications and services to ensure alignment with Automated Evolution Strategy principles.

**Target: Develop initial compilation of information on the NAS systems put into a common representation that provides functions, interfaces, and data flows.**

Develop initial compilation of information on the NAS systems put into a common representation that provides functions, interfaces, and data flows. Perform systems engineering analysis to develop a preliminary list of mission services and common mission services. Develop an evolutionary architecture approach that provides a path for evolving the systems into a services-based architecture approach.

**Activity: Cloud ERAM in a Box (Cloud-EIB)**

The Cloud En Route Automation Modernization in a Box (Cloud-EIB) effort will continue prototyping and testing efforts to verify performance metrics once the EIB goes thru a lift and shift process to an FAA cloud environment. In addition, a Transition Strategy and Final report document will be developed which delineates the path toward enabling the EIB as a cloud service in the R &D domain (e.g. Research & Development Operating Environment).

**Target: Develop a Final Report**

Develop a final report for transitioning of the Cloud-En Route Automation Modernization (ERAM) -in-a-Box (Cloud-EIB) prototype into a Cloud service available for future research and development projects. This report will detail solutions for connections and data flows between the Cloud-EIB and FAA resources and include use cases for the Cloud-EIB.

**Activity: Extensible Traffic Management (xTM)**

Safe and efficient integration of xTM operations with existing air traffic management operations in the NAS.

**Target: Extensible Traffic Management (xTM) Concept of Operations**

A narrative/document that updates and defines the high-level Concept of Operations for proposed Extensible Traffic Management (xTM) operational flights, under the xTM framework in terms of overall conceptual principles and assumptions, including those associated with operations, supporting architecture, information flows and exchanges, FAA, xTM service supplier, and operator roles and responsibilities.
**Target: CRUISE - Complete validated use case wildfire simulations**

A set of operational use cases will be developed that explore wildfire operating environments, including airspace of varying operational complexity (e.g., airspace classes, operational tempo, airspace structure), encounters between manned/unmanned aircraft, transit to/from cooperative areas, and interactions between ATM and xTM actors. Use cases will include information exchanges / flows between actors and systems across ATM and xTM service environments. This deliverable will serve as input for the Wildfire Airspace Operational Environments Report, and simulation activities for this project.

**Target: CRUISE Report - Extensible Traffic Management (xTM) Cross-Domain Services Comparison and Reconciliation**

This report summarizes the results of stakeholder engagement activities conducted under this milestone. It analyzes feedback to identify recommendations for alignment / harmonization of cross-domain and domain-specific Extensible Traffic Management (xTM) service definitions. Points of consensus and those requiring further review/discussion/analysis will be identified. This document will inform next steps for coordination among government and industry stakeholders as standards development continues across UTM, UAM, and ETM.

**Activity: Flight Data Input/output Data Processing Tool**

Following on from the previous Flight Data Input/Output data analysis task, this effort will prototype a software capability to automate processing of FDIO operational capture files, enabling future FDIO data analysis efforts in support of flight data modernization.

**Target: Establish Flight Data Input/output (FDIO) Data Processing Tool development environment.**

Establish a virtual environment which meets the security and access requirements of the Flight Data Input/output (FDIO) data to be analyzed as part of the FDIO Data Processing Tool development process.

**Target: Develop Flight Data Input/output (FDIO) Data Processing Tool**

Develop the prototype Flight Data Input/output (FDIO) Data Processing Tool, the goal of which is to automate processing of FDIO capture files to enable future FDIO data analysis efforts.

**Activity: Airspace Performance and Operations (AP&O)**

The Airspace Performance & Operations (AP&O) project is one of the evolving concepts that will shape Cooperative Areas (CAs) to meet future NAS needs and challenges. These concepts rely on sharing intent information across airspace users. AP&O will focus on 1) defining and disseminating CA characteristics and attributes to NAS users; 2) integrating CA establishment with FAA automation and decision support tools; 3) enabling system-to-system interoperability with international exchange models (e.g., AIXM, FIXM, FLXM).
Target: Analysis on Publication/Charting of Cooperative Area’s (CA’s) Characteristics and Attributes (C&A) to Airspace User (AU)

The Air Performance & Operations (AP&O) team will explore the different methods by which the Cooperative Areas (CA) Characteristics and Attributes (C&A) would be made available to the Airspace User (AU) and third-party service providers, in order to foster a Collaborative Decision Making (CDM) environment among Unmanned Aircraft System operators in planning operations.

Target: Initial Cooperative Area (CA) Proof of Concept

The Airspace Performance & Operations team will establish a prototype environment that can be leveraged to describe and display the characteristics of the Cooperative Areas (CA) in exchange model (XM) language. The AP&O team will leverage existing international exchange models (AIXM/FIXM/FLXM) to facilitate the display of CA information for stakeholders.

Activity: Flight Deck Collaborative Decision Making (FD CDM) Enhanced Digital Taxi Instruction (eDTI)

Speech recognition technology offers a unique opportunity to revolutionize voice radio communication and bridge the gap between voice and the digital environment. The FAA has established multiple initiatives as part of its digital transformation to leverage flight deck connectivity and improve collaboration and air traffic management services. This endeavor aims to integrate speech recognition technology, allowing verbal entry of taxi instructions for digital delivery. A lexicon will be developed, defining a comprehensive collection of phraseology used by Air Traffic Control (ATC) to communicate with flight crews, supporting the development of speech recognition software logic and training. The project includes a technology demonstration, planned after software development and integration completion.

Target: Development Design Review Report 3

As the final of three review reports that captures the outcomes of progress reviews conducted throughout the period of performance, this review will serve as a measured progress review. In addition to in-person meetings, it will showcase the prototype development through live demonstrations of the technology.

Target: Prototype and Technology Lessons Learned

Over the duration of the project, the team will document any procedural improvements, or recommendations for further study and development in order to influence future work and provide the basis for the next body of work.

Activity: Implement the NAS 2040 Workforce Development Roadmap

Implement the NAS 2040 Workforce Development Roadmap, which provides a pathway for learning and development activities in areas such as data analytics and Artificial Intelligence/Machine Learning (AI/ML), cloud technologies, cyber security, microservices architecture, digital engineering/transformation, and enterprise information system to prepare NextGen (ANG) employees to respond to innovation, societal change and other key drivers of change in the National Airspace System (NAS).
Target: Evaluate and Plan the Continuing of Implementing the Micro-Credentialing Program

Evaluate offering Micro-Credentialing program in the same or a unique format, using feedback obtained from previous program participants. Develop plan to implement program in a way that most benefits the NextGen (ANG) workforce.

Target: Develop NAS 2040 Training

Review and update the NAS 2040 Workforce Development Roadmap and develop training opportunities as defined on the Roadmap to prepare NextGen (ANG) employees to respond to innovation, societal change and other key drivers of change in the National Airspace System (NAS).

Target: Implement the Micro-Credentialing Program (Based on Organizational Needs)

Implement the follow-on effort to the data analytics and Artificial Intelligence/Machine Learning (AI/ML) Micro-Credentialing program that best meets the needs of the NextGen (ANG) workforce as determined by data and metrics collected throughout the implementation of the initial (FY20-23) Micro-Credentialing program.

Activity: Flight Deck Collaborative decision making (CDM) Taxi Instruction Guidance Platform (ITGP) Enhancement

The FAA is driving the evolution of the US National Airspace System (NAS) towards a Collaborative Decision Making (CDM) environment, leveraging advancements in aviation technologies for fully connected aircraft. The Intelligent Taxi Guidance Platform (ITGP) Enhancement project aims to refine and enhance prototype applications that enable proactive collaboration between Airspace Users (AUs) and the FAA, improving traffic management decisions and enhancing safety and operational flexibility. Building upon the existing Taxi Instruction Guidance Platform (TIGP), the project will develop new Electronic Flight Bag (EFB) applications with corresponding Mobile Application Services (MAS) to assist AUs with identity and access management. These applications will transmit Digital Taxi instructions to AUs, regardless of their service provider or application developer. The project’s design aligns with the FD CDM Concept Development and will collaborate with the FD CDM eDTI team to incorporate Speech-to-Text (S2T) capability.

Target: System Interface Requirements Document

The team will compile a document that outlines hardware, software, and data interface requirements between Intelligent Taxi Guidance Platform (ITGP) and Electronic Flight Bag (EFB) applications, including data exchanges for ITGP and Flight Deck Collaborative Decision Making (FD CDM) Enhanced Digital Taxi Instruction (eDTI) speech-to-text capability. The requirements will specify data formats, connection protocols, hardware components, and more for seamless information exchange between FD CDM components and external services, with ongoing refinements throughout the project's duration.
**Target: Intelligent Taxi Guidance Platform (ITGP) and Electronic Flight Bag (EFB) User Manual Updates**

The aim of this goal is to update the existing technical manuals for Intelligent Taxi Guidance Platform (ITGP) and Electronic Flight Bag (EFB) applications with new functionalities resulting from completed enhancements. The manual will provide comprehensive guidance on operating, setting up, and maintaining the Flight Deck Collaborative Decision-Making system, potentially being integrated within the software or provided as printed materials.

**Activity: Urban Air Mobility Demonstration**

Within the realm of advanced air mobility (AAM), the Office of NextGen will concentrate on managing the Urban Air Mobility (UAM) airspace. This research will validate the concepts outlined in the UAM Concept of Operations document by building upon previous and concurrent research efforts. Collaborating with industry partners, this project will demonstrate the establishment and management of UAM corridors and architecture components that facilitate information exchanges in the ecosystem. Upon project completion and demonstration, a UAM Demonstration Architecture document will be formulated. This document will define the integration of systems and identify the technologies necessary for creating a detailed technical architecture design document. The architecture design document will serve as a guide for constructing an integrated prototype, encompassing all the essential components, software, and Service Suppliers.

**Target: Updated Data Management Plan**

The team will provide an updated version of the Data Management Plan report to build upon the previously outlined processes surrounding how and what data will be managed thought the body of work, along with all the necessary measures of effectiveness and performance attributes. This report will incorporate any lessons learned from the previously submitted document to better detail the data to be collected for further analyses.

**Target: Lab and Systems Integration Memorandum**

For this target goal, the Test Site (e.g., William J. Hughes Technical Center), will collaborate with industry partners to integrate, configure, and test systems and service providers to ensure complete functionality. System integration will be conducted cohesively to accommodate the heightened complexity of CFM/TFM interactions based on updated use cases and scenarios.

**Activity: Responsible artificial intelligence (RAI) for Air Traffic Management (ATM)**

Engage with NASA and leading industry vendors from artificial intelligence (AI) domain to develop an aviation-specific responsible AI framework. The framework will include identifying principals applicable to the Federal Aviation Administration operations, defining the selected principles, identify behavior rules and criteria for each principle, and guidelines for test and validation.
Target: Responsible Artificial Intelligence (RAI) Framework Development Roadmap

Develop roadmap for milestones needed to reach the initial Responsible Artificial Intelligence (RAI) Framework. The roadmap provides further detail description and definition of the major steps (and their constituent sub-element). In addition, building on the product identified on the roadmap undertake development of a list of the specific tasks, products, and entities responsible for execution.

Target: Aviation-specific Use Cases for Responsible Artificial Intelligence (RAI) Framework

Develop aviation specific use cases that describe how Artificial Intelligence (AI) based application is used in Air Traffic Management (ATM) operation. These use cases will be used to facilitate working session with NASA and industry vendors specialize in AI technology to formulate aviation specific RAI framework.

Activity: Flight Deck Data Exchange Requirements

This project will conduct research to identify cybersecurity risks and considerations associated with implementing the hyper-connected Air Traffic Management (ATM) concept. As well as leverage previous cybersecurity work and coordinate with associated projects to produce mechanisms to aid in identifying and mitigating cybersecurity risks for projects implementing hyper-connected ATM. The products of this research will be socialized and edited based upon the resulting feedback.

Target: International Civil Aviation Organization (ICAO) Cyber Security Literature Identification

The team will review existing and in progress work, International Civil Aviation Organization (ICAO) Procedures for Air Navigation Services (PANS), Annexes, and guidance to identify documents that could be impacted by Cyber Security controls of the Hyper Connected ATM environment. The team will then produce a document that captures the identified ICAO documents and their associated panels. This effort will be high-level data gathering that will inform a future deliverable effort.

Target: Connected Aircraft Security Controls tool Socialization Report

The team will socialize the Connected Aircraft Security Controls (CASC) tool with various groups throughout the FAA. These engagement activities will introduce the work performed to develop the tool as well as allow the team to gather feedback. Based upon this feedback, in-depth review and vetting of the tool will be completed as required to ensure that the next iteration of the CASC tool is complete and correct. The team will then consolidate the feedback received and the changes made to the tool into a report. The final deliverable will be an updated CASC tools and the report.
Activity: Evaluating Performance and Advancing Communication for Unmanned Aircraft Systems (EPAC-UAS)

The primary aim of the Evaluating Performance and Advancing Communication for Unmanned Aircraft Systems (EPAC-UAS) project is to assess communication methods between traditional and new entrant aircraft (e.g., Remotely Piloted Aircraft) and Air Traffic Controllers (ATC) using new technologies like VOIP and New Voice Switches. Ground-based solutions will be explored to connect remote pilots and operators with air-ground voice communications, enhancing UAS communication systems with ATC for safety and effectiveness. The architecture will utilize FAA Enterprise Network Services (FENS) to enable two-way voice communication between remote actors, ensuring standardized and secure interconnectivity. Live flight demonstrations, in collaboration with industry stakeholders, will validate communication systems' performance and provide valuable insights for further exploration. The project's outcomes will drive advancements in UAS communication protocols, technologies, and operational practices, contributing to the safe and efficient integration of UAS into the national airspace while fostering the growth of the UAS industry.

Target: Telecommunications Architecture Analysis Report

The team will use this activity to outline the comprehensive strategy for creating the system architecture and essential components to involve the industry in project execution and analysis. The project team will detail the incorporation of existing systems and prototype features that facilitate connectivity among stakeholders. The document will encompass technological requirements, procedures for integrating FAA and industry elements, as well as testing protocols to guarantee operational functionality.

Target: Unmanned Aircraft System (UAS) Connectivity Use Cases and Scenarios Document

The team will outline operational use cases showcasing communication possibilities between Unmanned Aircraft System (UAS) operations and PSU/ATC, utilizing both current and evolving capabilities. The preliminary use case report will establish the initial demonstration operations for the project, subject to later enhancement through collaboration with industry partners. The team's aim is to exemplify potential communication pathways and refine the report based on partner input for future stages.

Activity: Flight Deck Collaborative Decision Making (FD-CDM) Evaluation and Assessment

The Flight Deck Collaborative Decision Making (FD CDM) project was launched to improve flight deck automation and support collaborative decision-making on the airport surface. Previous efforts involved creating prototype applications enabling aircrew to receive digital taxi instructions and navigate with turn-by-turn guidance. Integrating new technologies has enhanced the CDM process, allowing information sharing through digital transformations and increasing situational awareness, as demonstrated in the initial proof of concept. The project has been expanded to include additional EFB application manufacturers and MAS, showcasing the ITGP's ability to transmit Digital Taxi instructions in a solution-agnostic manner. The next phase will integrate FD CDM capabilities in a HITL simulation and live environment, highlighting how they enhance information exchange for optimized airport surface operations and collaborative decision-making.
Target: Flight Deck Collaborative Decision Making (FD CDM) Use Cases and Scenarios

The team will outline operational use cases, showcasing potential operations and necessary flight information exchanges, utilizing both current and emerging capabilities. The preliminary use case report will act as a foundation for demonstrating operations in a later project stage and will undergo refinement based on input from industry partners.

Target: System Architecture Interface Document

The team will create a document that outlines specifications for hardware, software, and data interfaces connecting Intelligent Taxi Guidance Platform (ITGP) and Electronic Flight Bag (EFB) ITGP and EFB applications, along with data ingestion by ITGP and Flight Deck Collaborative Decision Making (FD CDM) Enhanced Digital Taxi Instruction (eDTI) speech-to-text feature. The requirements encompass data format, connection protocols, hardware components, and more, enabling efficient information exchange between FD CDM elements and external services, with ongoing refinement throughout the project's duration.

Activity: NextGen Information Management Concepts Enhancement

Investigate emerging development tools, concepts, and technologies for best practices to guide future NAS usage in modernization efforts.

Target: Reliability, Maintainability, and Availability (RMA) for modern systems Guidance Document

Document providing guidance to development teams on how to best plan for Reliability, Maintainability, and Availability (RMA) by using modern approaches.

Activity: Natural Language Processing (NLP) for Traffic Flow Management (TFM)

Advanced Methods work focuses on expanding prototyping activities to further develop new technologies, record lessons learned, and describe use cases surrounding the use of the new technologies for Traffic Flow Management TFM.

Target: Complete the Natural Language Understanding (NLU) Intent Classification Report

Complete the Natural Language Understanding (NLU) Intent Classification Report, which details the progress made in establishing a working intent classification functionality to go along with the Named Entity Recognition (NER) tool.

Target: Complete Speech Recognition Custom Model Report

Complete Speech Recognition Custom Model Report which contains details on the custom Whisper model.
**Activity: Common Support Services Flight Data (CSS-FD) Engineering Analysis**

The Common Support Services - Flight Data (CSS-FD) Engineering Analysis will identify and define candidate capabilities for CSS-FD Phase 2; additionally, artifacts and documentation submitted during CSS-FD Investment Analysis Readiness Decision (IARD) and Phase 1 Initial Investment Decision (IID) will be reviewed to identify changes required as a result of Phase 2 scope, engineering analysis, and/or system design.

**Target: Operational Assessment of Flight Plan Changes**

Perform a comparison assessment that would identify whether additional automation, changes to the current systems, or workflow modifications would benefit the operations (today and/or in the future). In order to conduct this assessment, the Common Support Services - Flight Data (CSS-FD) team would develop operational scenarios that would detail the flight plan changes within the predetermined lockout period prior to departure. These scenarios will be developed while considering the operational environments both today and in the future.

**Activity: Connected Aircraft Trajectory Information (CATI)**

Significant advances in avionics, communication and information management support the envisioned use trajectory exchange as the mechanism to align airspace user intent and NAS strategic planning. To realize the envisioned future NAS environment supported by specific services, analysis of data available by what mechanisms is needed. This project will undertake an iterative approach to analysis and demonstration to ensure the operational viability of planned NAS information management infrastructure, including services applicable to trajectory management.

**Target: Flight/Flow Information Data Analysis Report**

Activities include conducting the necessary analysis to identify, describe, and develop the necessary documentation to support assessment and implementation of flight/flow information services to be offered by the FAA through the agency's planned information sharing infrastructure. The deliverable will be a report contains the results and findings.

**Target: Flight/Flow Information Services and Demonstration Report**

Documentation of demonstration activities including description of all operational scenarios, use cases, technical support towards Information Services, demonstration planning, preparation, execution, and final report.
Activity: Low-Density UAS-Ops Communication Evaluation (LUCE)

Low-Density UAS-Ops Communication Evaluation (LUCE) project will continue FAA’s effort to evaluate the integration of Beyond Visual Line-of-Sight (BVLOS) operations in the NAS using large (>55 lbs.) UAS as a platform above 400ft (AGL). This project will include simulation and modeling analysis along with live flight evaluations centering on operational implications and potential requirements associated with communications. The specific focus being on the current NAS, direct pilot-controller requirement of 250ms-300ms. Some of the research areas include:

• Communication requirements viable/feasible for remotely piloted vehicles operating in the NAS
• Current (or projected innovative) technical communication capability gaps
• Broadening of the current communication requirement based on the specific operating environment

Target: Low-Density Operational Use Case Report

A report documenting candidate Air Traffic Control – Remote Pilot in Command (ATC-RPIC) interactions for LUCE operations. Operational use cases reflecting a range of voice communication mechanisms, communication latency, and performance. These use cases will be developed and incorporated into flight scenarios for execution in a mixed live and simulation environment.

Target: Low-Density Unmanned Aircraft Systems Ops Communication (LUCE) Demonstration Final Report

The Project team will coordinate all demonstration activities and collect gather data for further analysis, record. Project team will document any update to the current simulation and demonstration systems to streamline demonstration execution. At the end of demonstration, the Project team will prepare a Low-Density Unmanned Aircraft Systems Ops Communication (LUCE) Live Flight Evaluation Execution Report that shows compliance with the Live Flight Evaluation execution plan and capture all deviations with justifications. The LUCE Live Flight Evaluation Execution Report will also include lessons learned from the trials and propose future improvements based on the analysis of data gathered during the trials.

Activity: Digital Constraints

Explore advance technology for example Machine Learning and data analytics techniques to support extraction and digitization of flight constraints embedded in NAS heritage documents such as Letters of Agreement (LOAs). In addition, conduct additional analysis and develop a standardized digital schema of these flight constraints information for use on systems/platform to better capture the information as they are input and can be directly exchanged with minimum processing.
Target: Develop Static Procedural Operational Constraint (SPOC) Representations for flight constraints from ATRCC LOA

The Concept of Use (CONUSE) will describe the operational needs for digital constraints, who and how this digital constraint is intended to be used, and under what conditions it is intended or expected that they will use the capability. The CONUSE also identifies stakeholders, their interests in the capability, and future technical requirements necessary to maintain and improve this capability.

Target: Develop initial origination tool for Procedure section of the LOA

Complete the software development activities and associated documentation of initial Origination Tool for Procedure Section of the Letters of Agreement (LOA) and conduct verification of the tool. The development activity, the demonstration, and lessons learned will be captured in the Origination Tool Final Report.

Activity: Unmanned Aircraft System Traffic Management (UTM) Research and Development Cloud Operating Environment (RD-OE)

The Office of NextGen will incrementally build an Research and Development Cloud Operating Environment (RD-OE) cloud environment with the initial infrastructure supporting current FAA/NextGen R&D initiatives as well as support Automated Evolution Strategy layered services-based architecture. The Research and Development Cloud Operating Environment (RD-OE) will provide the foundation for incremental enhancements. The Unmanned Aircraft Systems FIMS prototype is planned to be the first project/use case to be deployed in this cloud environment.

Target: Research and Development Cloud Operating Environment (RD-OE) Initial Architecture and Design for Research Environment

The Research and Development Cloud Operating Environment (RD-OE) cloud environment team along with Automated Evolution Strategy stakeholders will develop a comprehensive architectural overview of the system, using several different architectural views to depict different aspects of the Cloud Environment. The design document will capture and convey the significant architectural decisions which have been made through technical discussions with stakeholders and future tenants.

Target: Research and Development Cloud Operating Environment (RD-OE) Service Catalog for Research Environment

The Research and Development Cloud Operating Environment (RD-OE) Service Catalog will document curated trustworthy solutions and enable developers and cloud administrators to make their solutions discoverable to internal enterprise users. Cloud administrators will also document how solutions will be distributed and the process for ensuring compliance and governance.
Activity: Unmanned Aircraft System Traffic Management (UTM) Key Site Operational Evaluation

The Unmanned Aircraft System Traffic Management (UTM) Key Site Operational Evaluation will utilize a key site to operationally evaluate and validate the implementation and use of a federated network, industry-proposed standards in support of operations Beyond Visual Line of Sight (BVLOS), and requirements to inform methods for compliance to BVLOS rulemaking. The program will establish partnerships with operators and UAS Service Suppliers (USSs) and work with suitable participants in attaining the necessary exemptions to operate BVLOS using UTM services. These services will be provided by multiple USSs and utilized by multiple operators to carry out BVLOS operations, providing a means for operators to collaboratively deconflict and enable predictable and routine BVLOS operation in the National Airspace System (NAS).

Target: Federated Network Application Programming Interface (API) Connectivity Memorandum

The Network Application Programming Interface (API) Memorandum will be recorded to indicate the completion of prototype software development of API(s) to support data exchange among industry Diverse Operations Network stakeholders.

Target: Key Site Flight Operations Preparedness Document

This artifact serves as documentation of assessment of key functionalities such as data exchange and access management in preparation for live flight operations.

Activity: Innovate 28 Advanced Air Mobility (AAM) Modeling and Simulation (M&S)

Assess the feasibility of initial Advanced Air Mobility (AAM) operations for site specific use cases. This will be conducted via modeling and simulation using the suite of Technical Center tools and capabilities. The research will support the AAM I28 Implementation Plan Near-term (Innovate28) objectives for initial entry into service at key sites, and serve as the basis for future AAM studies.

Target: Initial Los Angeles International Airport (LAX) Airspace Integration Feasibility Assessment

Assess the feasibility of three vertiport locations at Los Angeles International Airport (LAX) and proposed airspace operations using agreed upon assumptions. Document all modeling and simulation (M&S) quantitative and qualitative results based on air traffic controller subject matter expert inputs and fast-time modeling metrics.

Target: Refined Los Angeles International Airport (LAX) Airspace Integration Feasibility Assessment

Assess the feasibility of agreed upon vertiport locations at Los Angeles International Airport (LAX) and proposed airspace operations incorporating refined simulation inputs and assumptions. Document all modeling and simulation (M&S) quantitative and qualitative results based on air traffic controller subject matter expert inputs and fast-time tool metrics.
Target: Real-time High Fidelity Los Angeles International Airport (LAX) Airspace Integration Feasibility Assessment

Assess the feasibility of agreed upon vertiport locations at Los Angeles International Airport (LAX) and airspace operations within a higher fidelity real-time simulation environment with air traffic controller subject matter expert participants. Document simulation results from quantitative and qualitative metrics collected and analyzed to inform decisions for operational integration of Advanced Air Mobility (AAM).

Activity: Class E Upper Airspace Traffic Management

The Class E Upper Airspace Traffic Management (ETM) project will demonstrate the feasibility of integrating new entrants into Class-E Airspace by developing ETM concepts, scenarios, and engineering analyses in conjunction with NASA and Industry to validate the overall approach to managing this airspace. To mature cooperative ETM conceptual principles and operational practices the program will work to define FAA and ETM operator roles and responsibilities.

Target: Class E Upper Airspace Traffic Management (ETM) Flight Plan Filing Use Case

The Flight Plan Filing Use Cases will be developed to promote discussion with Class E Upper Airspace Traffic Management (ETM) stakeholders (users and system developers) at a Tabletop. The use cases will include an overview of the user and system developer perspectives, scenarios covering filing flight plans methodology, questions to engage stakeholders, and provide input to enable ETM integration with ATM practices.

Target: Class E Upper Airspace Traffic Management (ETM) Flight Plan Filing Tabletop

Report Related to the CNS White Paper Update Package, and more so on the Class E Upper Airspace Traffic Management (ETM) Adjacent Airspace Analysis, this work will evolve the Preliminary Modeling and Simulation paper delivered July 2021 to incorporate more and different simulations, leveraging outputs from the airspace analysis, mentioned above. This effort may entail several iterations or outputs, perhaps smaller in scope, as the project progresses.

Activity: Air/Ground SWIM Connected Aircraft

The Connected Aircraft (CA) concept describes a richer set of information to be exchanged with the aircraft and automation to improve operational awareness and decision-making. An integrated CA framework will further advance concepts that leverage information exchanges based on applicable performance standards. The establishment of an Application Registry and Distribution Platform “App Store” allows for the organization and distribution of relevant software applications. To support the necessary applications the program will continue to establish a data distribution platform to host a centralized application database with the necessary access for internal and external users to discover and download applications. This phase of work will analyze the technical and programmatic needs necessary to release live versions of the App Store. Engagement with relevant stakeholders (including the Research & Development Operating Environment) will be conducted to determine needs.
**Target: Application (APP) Store User Guide**

The App Store team will document how developers and users can utilize the App Store platform. The guide will be used as a reference for the initial Research & Development Operating Environment Store planning and requirements development.

**Target: Software Environment Migration Package**

A roadmap documenting the development plan, needs, and timeline associated with Release 1 based on stakeholder feedback and planned updates to the build/deploy pipeline.

**Initiative: Proactive Security and Safety**

Protect the United States and its interests from threats and major incidents involving the air domain, both domestically and abroad, and mitigate impacts on the safety and efficiency of the NAS by providing world-class threat monitoring and response, including significant incident responses to natural disasters and other emergencies.

**Activity: Strategic Operations Security**

Manage the Strategic Operations Security role in ATM Security measures through development and coordination of procedures, plans, programs, exercises, and policies needed to effectively carry out the ATO’s efforts in the national defense, homeland security, law enforcement, and disaster response arena while mitigating safety and efficiency impacts on the NAS. Lead ATO’s efforts on Continuity of Operations, disaster response and other emergency operations.

**Target: Significant Incident Management Operations and Security Policy, Plans, and Procedures**

Deliver effective enterprise-level incident management services enabling unified ATO responses to natural disasters and other significant incidents involving the NAS and the FAA’s Air Navigation Services. Also, develop and sustain Air Traffic Management security plans and procedures with other stakeholders within the FAA, interagency security partners and with other international and private entities; protect sensitive flight data and the Operations Security (OPSEC) of sensitive air missions; lead interagency and international collaboration on ATO security initiatives; and advance the ATO’s security and emergency operations automation tool suite.

**Initiative: Comprehensive Contingency Planning**

Strengthen the safety, security, and efficiency of airspace systems through contingency planning and exercises.

**Activity: Improve ATO Operational Contingency Plans and Response to Significant Events**

Continue Operational Contingency Plan rebuild efforts for all NAS facilities and provide guidance material for developing policy compliant OCPs.
Target: Operational Contingency Plan Reviews
Conduct reviews of and report on Facility Operational Contingency Plans (OCP) and Enterprise System contingency capabilities identifying strengths and gaps. Develop guidance material to support development of a JO 1900.47G compliant contingency plan.

Activity: FAA Order JO 1900.47 Publication with accompanying Communications
Publish the policy revision (1900.47G) to improve operational readiness across the NAS by defining more roles and responsibilities, and requirements for contingency planning work and deliverables. Develop and conduct webinars focused on policy requirements and implementation.

Target: Publish the FAA JO 1900.47G
Publish the FAA JO 1900.47G and develop material for JO 1900.47G webinars that outline policy requirements and intent.

Activity: ATO Operational Contingency Capability Assessments
Develop method for assessing the operational capabilities during a disruption for each facility type.

Target: TRACON/ARTCC Contingency Capability Assessments
Develop and test the method of assessing the operational contingency capabilities of a TRACON and ARTCC during a disruption.

Activity: Automated Contingency Tool (ACT2) Compliance with JO 1900.47G
Field the enhanced Automated Contingency Tool (ACT2) that complies with JO 1900.47G internally and provide guidance material on its utilization.

Target: Enhanced Automated Contingency Tool (ACT2)
Field the enhanced Automated Contingency Tool (ACT2), which will improve Operational Contingency Plan documentation, event reporting, certifications, exercises, collaboration and information sharing, and develop material for webinars that walk the user through the enhanced ACT2.

Performance of the National Aerospace System
Develop and implement a comprehensive roadmap to guide the evolution of the National Aerospace System as the foremost data-driven Air Navigation Service Provider (ANSP) in the world.

Initiative: Improve Reporting on Operational Performance of the NAS
The overall goal of this initiative is to help move the FAA's operational performance data reporting towards better post-operational performance analysis, near-real-time data reporting, and decision-supported predictive analytics.

Activity: Develop Integration Plan: AJV and AJR
Develop Integration Plan: AJV and AJR will collaboratively develop a plan to integrate data analytical efforts supporting airspace modernization and increasing NAS efficiency.
Target: Identify gaps between available operational data and AJV-S required data
AJV and AJR will work together to identify relevant AJR data resources and identify any gaps between available operational data and AJV-S required data.

Target: AJV and AJR to identify relevant AJR data resources and gaps
Identify AJV’s Strategy and Airspace Modernization analytical needs that can be supported directly from AJR data assets – AJV and AJR will work together to identify relevant AJR data resources and identify any gaps.

Target: Develop a data analytics integration plan – AJV and AJR
Collaborate with AJR to develop a data analytics integration plan – AJV and AJR will work together to develop a plan that addresses identified gaps, needed governance, and any redundancies.

Activity: AJR and AJI collaboration
AJR and AJI collaborate to identify and curate material to be included in a quarterly operational and safety trend report.

Target: AJR/AJI operational and safety trends quarterly report
Identify and curate operational trend data to be included in a joint AJR/AJI operational and safety trends quarterly report.

Target: AJR/AJI operational and safety trends quarterly report
Identify and curate safety trend data to be included in a joint AJR/AJI operational and safety trends quarterly report.

Initiative: Sustain current NAS operations and examine opportunities to decommission excess or redundant infrastructure
The agency will continue to provide safe and efficient air navigation services across the NAS, while simultaneously ensuring our infrastructure is balanced for the introduction of new NAS modernization tools primarily described in the agency's NextGen programs. This effort will seek to assess what legacy systems can be decommissioned as the NAS transitions to more efficient emerging technologies. Success in this critical effort will rely on continuous outreach with our customers and stakeholders.

Activity: VOR MON – VOR Discontinuances
The VOR Minimum Operational Network (MON) program supports the National Airspace System (NAS) transition from VOR navigation to Performance Based Navigation (PBN) consistent with NAS modernization goals. This program will expand VOR coverage by publishing new VOR Standard Service Volumes (SSVs) in the contiguous United States (CONUS) to function as a backup navigation system in the event of an unplanned outage of the Global Positioning System (GPS). As a result, some VORs can be discontinued.

Target: VOR Minimum Operational Network (MON) – VOR Discontinuances
Discontinue fifteen (15) Very High Frequency Omni-directional Ranges (VORs).
Activity: Outreach with aviation industry partners is required to better inform agency efforts and ensure customer acceptance of decommissioning and divestment actions necessary to achieve infrastructure balance

Leverage existing or ad hoc venues to engage with NAS customers to ensure agency streamlining efforts achieve airspace efficiencies by reducing reliance on and divesting from legacy NAS systems and procedures and moving to a reliance on a more modernized NAS-based environment.

Target: Removal of Instrument Flight Procedures (IFPs)

Identify opportunities for the removal of existing and infrequently used Instrument Flight Procedures (IFPs). Provide a report of IFPs recommended for cancellation.

Initiative: Air Traffic Services – Operational Planning and Integration

Collaborate across ATO service units to resolve field concerns and provide subject matter expertise as necessary.

Activity: Nation-wide Deployment of Consolidated Wake Turbulence (CWT)

Implement Wake Recategorization at planned sites by the end of Fiscal Year (FY) 2023. This will be accomplished in collaboration with AJV-P, AJM-2 and ANG-C.

Target: Expand Use of Consolidated Wake Turbulence (CWT)

Implement Consolidated Wake Turbulence at two geographic districts.

Initiative: Consolidation and Realignment of FAA Services and Facilities

Examine existing services to implement a rebalancing of our operations. Reduce the infrastructure footprint by consolidating and modernizing facilities.

Activity: Establish Consolidation Requirements and Schedule

Collaborating with AJW-2 to define the requirements in a Requirements Document Workbook (RDWB) for consolidating one TRACON (S804) and establish a transition schedule for realigning the Waterloo TRACON into the Des Moines TRACON.

Target: Establish the Requirements and a Transition Schedule for the Realignment of the Waterloo TRACON into the Des Moines TRACON

Define the requirements to relocate the Waterloo TRACON into the Des Moines TRACON. Establish a Transition Schedule for the realignment of the Waterloo TRACON into the Des Moines TRACON.

Initiative: Air Traffic Services Business Analytics and Operational Implementation

AJT Business Analytics supports Air Traffic Services leadership through the development and implementation of Business Utilization and Resource Standardization Tools (BURST) and Air Traffic Operations Management System (ATOMS), to standardize processes and conduct data analysis. Implementation of standardized processes and tools will provide Air Traffic Services the required data and analytical support to make informed data driven decisions. Participate in the completion of approved activities to address the top five (5) identified trending safety issues in the NAS and the development/approval of activities to be completed in future fiscal years.
**Activity: Data driven decisions: Provide AJT field management with Business Analysis Tool Suite (BATS) for Leave Negotiations**

Effectively managing Agency resources by providing leadership workforce with training and tools for successful decision making.

**Target: Obtain LY24 Final BATS Submissions, Provide LY24 Introduction to BATS and BATS Refresher Training and Obtain LY25 Initial BATS Submissions**

Obtain and review final LY24 BATS submission for at least 85% of facilities by February 29, 2024. Develop, communicate and implement BATS training to AJT workforce and deliver initial and refresher training by August 31, 2024. Obtain initial LY25 BATS submission for at least 85% of facilities.

**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 integrates with Web Scheduler (WMT).

**Target: Implement ATOMS**

Initiate training and implementation for approximately 120 ATC facilities and develop a timeline for the remainder of the Release 1 and 2 facilities.

**Activity: Improved process to request field resources in support of programmatic needs**

Leverage technology to create an improved process to request field resources in support of high priority programmatic needs.

**Target: PMT Post-Deployment and Maintenance Activity**

Prioritize, test, and deploy Jira tickets to address field issues.

**Activity: AJT Participation in Top 5 Implementation**

Participate in the completion of approved activities to address the top five (5) identified trending safety issues in the NAS and the development/approval of activities to be completed in future fiscal years.

**Target: AJT-2 Participation in Top 5 Implementation**

Complete, as applicable, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS. Develop and implement initiatives to address safety issues in the NAS.

**Target: AJT-W Participation in Top 5 Implementation**

Complete, as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

**Target: AJT-E Participation in Top 5 Implementation**

Complete, as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.
Target: AJT-C Participation in Top 5 Implementation
Complete, as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

Initiative: Strategic Messaging & Information Management
Develop strategic messaging capabilities and information management tools to enhance leadership decision making in support of evolving the national aerospace system.

Activity: Strategic Messaging
Effectively communicate to stakeholders the NextGen products that support the modernization for the National Airspace System (NAS).

Target: Website Updates and Maintenance
Ensure completion of monthly web content reviews by directorate as required per the ANG web policy and timely execution of content changes to address outdated or incorrect information. Contribute a combined total of at least 50 ANG Forward articles, bi-weekly executive messages, and ANG executive presentations released or delivered during the fiscal year.

Target: NextGen Annual Report for Fiscal Year 2024
Develop the draft NextGen Annual Report for Fiscal Year 2024.

Target: Webinar and Conference Coordination
Develop and maintain a calendar of webinars and conferences of interest to ANG senior leadership. Publish the initial calendar by March 31 and communicate updates each month thereafter, adjusting focus and content based on senior leadership feedback as appropriate.

Target: ANG Stakeholder Engagement Requests
Track, manage and execute requests for ANG executive engagement from ANG stakeholders. Maintain accurate log of requests and their disposition.

Activity: Information Management and Decision Support Tools
Leverage information resources to allow senior leadership to make business intelligent decisions to support strategic messaging and visualize performance to support the modernization of the National Airspace System (NAS).

Target: UAM/AAM Dashboard
Deliver first release of the approved and socialized UAM/AAM Dashboard and supporting populated database.

Target: Acquisition Workforce Dashboard
Complete first release of the approved and socialized Acquisition Workforce Dashboard (PM and COR module) and supporting populated database. Coordinate with ANG-A2 to ensure complete and accurate data and with ANG-A62 to ensure users and other stakeholders have access, awareness, desire and knowledge to use functionality.
Target: Federal Staffing Dashboard
Develop and demo first release of new federal staffing dashboard (module) within the ANG Enterprise Portfolio Management System in collaboration with ANG-E.

Target: Aviation Industry Newsletter
Provide at least fifteen (15) issues per month of the ‘Aviation Industry Newsletter,’ which is a compilation of the latest media articles about the latest developments on activities, research, key developments, and stakeholders in the aviation industry both domestically and internationally. Conduct annual assessment / survey to identify improvement opportunities and update the mailing list.

Initiative: National Cloud Integration Service (NCIS)
Program Management Organization (PMO) Cloud Services Development

Activity: National Cloud Integration Service (NCIS)
Mission Essential Cloud Creation and Development

Target: National Cloud Integration Services (NCIS) - Cloud National Test Bed (CNTB) Air Traffic Organization (ATO)
Receive an authority to operate for the Cloud National Test Bed (CNTB) from Air Traffic Organization (ATO) Cybersecurity Group (ACG).

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: Identity and Access Management (IAM) - Development Testing of Load Balancer replacement - Segment 2C
Completion of Development Testing of Load Balancer replacement.

Target: System Wide Information Management (SWIM) - Segment 2C
Complete System Wide Information Management (SWIM) Terminal Data Distribution System (STDDS) Release 6.1 Key Site Deployment.

Initiative: Traffic Flow Management System (TFMS) Sustainment 3
The TFMS Sustainment 3 program is focused on sustainment to keep the current TFMS system functional until it can be replaced by Flow Management Data and Services (FMDS). Included under this investment is a targeted hardware replacement of end of life/end of service equipment at the TFMS Processing Center (TPC) and re-hosting web applications onto a different platform to free capacity of the TFMS Core.

Activity: Traffic Flow Management System (TFMS) Sustainment 3 Implementation (S3), A05.01-17
Traffic Flow Management System (TFMS) Sustainment 3 Implementation (S3), A05.01-17

Target: Traffic Flow Management System (TFMS) Sustainment 3 Implementation (S3) - TFMS Sustainment Release 1 Available for Operations.
Traffic Flow Management System (TFMS) Sustainment 3 Implementation (S3) - TFMS Sustainment Release 1 Available for Operations.

Initiative: Oceanic Safety Monitoring (OSM)
Implement recommendations from the Oceanic Safety Monitoring (OSM) project gap analysis related to developing oceanic tools and training for QA/QC/Safety Investigation and Response Group (SIRG).

Activity: Oceanic Safety Monitoring (OSM)
Implement recommendations from the Oceanic Safety Monitoring (OSM) project gap analysis related to developing oceanic tools and training for QA/QC/Safety Investigation and Response Group (SIRG).

Target: Familiarization of QA/QC personnel with ATOP
Develop means for providing and requiring consistent training and familiarization of QA/QC personnel with how ATOP is used for oceanic ATC.

Initiative: Time Based Flow Management (TBFM)
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 enhances air traffic operations, by reducing delays and increasing efficiency of airline operations. Enhancements to the TBFM system directly supports NextGen Portfolio concepts. TBFM Sustainment 1 will replace existing hardware with new hardware as well as some Commercial Off-the-Shelf Software (COTS) in the FY 2023-2027 timeframe. The current hardware began to reach its end of service and maintenance in 2017. The Investment Analysis Readiness Decision (IARD) was achieved in June 2020. Prime Contractor Proposal for Sustainment 1 was initially received in FY 2021 and required updates due to Red Hat Enterprise Linux (RHEL) changes. Integration of the new hardware and upgraded software of the TBFM system with Commercial off the Shelf (COTS) and Free and Open Source Software (FOSS) will meet security vulnerabilities and maintainability requirements. Additionally, the TBFM Sustainment 1 system will support the sustainment and maintenance of the TBFM operational system in the NAS. The TBFM investments are part of the Trajectory Based Operations (TBO) initiative which uses an integrated and holistic implementation approach of the capabilities.

Activity: Time Based Flow Management (TBFM) Sustainment 1 (S1), G02A.01-11
Time Based Flow Management (TBFM) Sustainment 1 (S1), G02A.01-11
Target: Time Based Flow Management (TBFM) Sustainment 1 (S1) - Complete WJHTC Tech Refresh lab install on one test string.

Time Based Flow Management (TBFM) Sustainment 1 (S1) - Complete WJHTC Tech Refresh lab install on one test string.

**Initiative: Terminal Doppler Weather Radar (TDWR)**

The Terminal Doppler Weather Radar (TDWR) is used by ATC to increase the safety of the NAS. TDWRs provide vital information and warnings regarding hazardous windshear conditions, precipitation, gust fronts, and microbursts to air traffic controllers managing arriving and departing flights in the terminal area. There are 45 commissioned TDWR systems protecting 46 high-capacity airports throughout the United States and Puerto Rico that are prone to wind shear events. Two additional TDWR systems at the FAA’s Mike Monroney Aeronautical Center in Oklahoma City provide engineering support and training. There have been no wind shear accidents at any TDWR-protected airport since its TDWR was commissioned. TDWR weather data is transmitted to FAA automation systems and to 34 National Weather Service forecast offices. The current system has been in service since 1994 and requires updating due to equipment obsolescence issues. Reduce Aviation and Commercial Space Transportation-Related Fatalities and Serious Injuries in Commercial and General Aviation.

**Activity: Terminal Doppler Weather Radar (TDWR) Sustainment 2**

Terminal Doppler Weather Radar (TDWR) Sustainment 2

**Target: Terminal Doppler Weather Radar (TDWR) Sustainment 2**

Complete Installation of the Direct Digital Connect (DDC) Replacement Modification Kits

**Activity: Terminal Doppler Weather Radar (TDWR) Sustainment 3**

Terminal Doppler Weather Radar (TDWR) Sustainment 3

**Target: Terminal Doppler Weather Radar (TDWR) Sustain 3 - Weather Sensors Tech Refresh Program (WSTRP)**

Procure Prototype and First Article Hardware for Time Division Multiplexing to Internet Protocol (TDM-to-IP) Conversion

**Initiative: National Airspace System Laboratory Facilities and Services**

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

**Activity: Provide High Quality Laboratory Services**

Provide high quality laboratory services to Program Office sponsors and customers for acquisition programs and projects. Evaluate the performance and effectiveness of the services and products provided by the division using the quality management systems and objective measures of customer satisfaction. This activity will ensure that the Laboratory Division maintains its International Organization for Standardization (ISO) 9001 Certification.
Target: Customer Satisfaction
Monitor the level to which customer needs and expectations are being met by regularly collecting customer feedback in our Customer Feedback Application and meeting with customers to gauge whether our efforts are successful and to ensure our documented process capture their needs and expectations. Customer expectations are monitored to ensure they are being met by the rating in the Division's Customer Feedback Application and through Customer meetings.

Target: Analysis and Evaluation
Analyze the performance and effectiveness of the services and products provided for the division's quality management system to evaluate its effectiveness in meeting the division's quality objectives metrics for customer satisfaction or if corrective action is required. The manager is given a Corrective Action Request to address the performance and effectiveness of the services provided. This involves the manager meeting with the customer to determine how to improve the products and services provided to ensure it meets the division's quality objective metrics for customer satisfaction.

Target: Increase Auditor Resources
Laboratory Services Division, ANG-E1, will increase the number of skilled auditor resources to successfully complete the organizations two required audit cycles and to attain feedback on the auditing services provided.

Activity: Execute Laboratory Master Plan & Projects
This activity sustains, maintains, and improves the William J. Hughes Technical Center (WJHTC) National Airspace System (NAS) laboratory facilities. Multiple projects for fiscal year 24 are described in the Space and Infrastructure Master Plan and 75% will be initiated. The shell for the Priority One Electronic Equipment Room will be completed.

Target: Space and Infrastructure
Depending on the availability and timing of ANG-E1 CIP line funding, initiate the design for 75% of planned Space and Infrastructure Master Plan (SIMP) projects scheduled for FY24, ensuring the overall Laboratory SIMP projects remain on schedule and laboratory building infrastructure is maintained and improved.
**Target: Priority One Electronic Equipment Room**

With the ANG-E1 CIP line funding or other potential sources, use various procurement avenues available to reconfigure the existing lab space and building utilities to substantially complete the new Traffic flow Processing Center (TPC) area, including the surrounding corridor for the Priority One Electronic Equipment Room, 2nd floor, Building 300.

**Activity: Create Virtual Air Traffic Control Simulation Capabilities**

Create virtual Air Traffic Control (ATC) simulation capabilities in the Technical Center Research Development and Human Factors Lab that support both low- and high-fidelity simulations and scenario development, adding flexibility to future Human-in-the-Loop (HITL) research by allowing remote scenario development, remote verification of system changes, remote shakedown, and lowering overall project costs.

**Target: Remote Keyboard and Trackball Capability**

Create interfaces for the Standard Terminal Automation Replacement System (STARS) and En Route Automation Modernization (ERAM) keyboards and trackballs that will allow them to operate with generic Microsoft Windows keyboard and mouse drivers. These new interfaces may be software, such as custom-written drivers, or hardware, such as a small electronic interface box between a STARS or ERAM keyboard/trackball and a Windows computer. Context: These interfaces will facilitate remote human-in-the-loop simulations of air traffic control operations using STARS and ERAM while minimizing hardware requirements at the remote sites by allowing the remote sites to use standard Windows computers. Remote simulations will allow research studies and tests to be conducted with fewer controllers traveling in-person to the Technical Center, which will facilitate larger and broader samples for studies and tests.

**Target: Remote Human Factors Performance Devices**

Evaluate and prototype virtual performance devices, such as Workload Assessment Keyboards (WAK) and Easy Buttons, that can be used during remote Human Factors data collection. Current devices are physical pieces of hardware which reside in the laboratories. We will develop software solutions to replace the hardware devices using touch screens or other virtual means.
**Target: Remote Voice Communication**
Create a capability for remote voice communication between controllers and pilots. This effort will also include the ability to send remote Push To Talk (PTT) from the Air Traffic Controllers (ATC) to allow for the use of agent simulation pilots. The capability must also allow for recording to support Human-in-the-Loop (HITL) simulation data collection.

**Activity: Upgrade the Visual System for the Helicopter Simulator**
Working with the Contracts Office; Market Survey for a Request for Information (RFI) which has been completed. The data from the RFI has been gathered to finalize a Statement of Work to submit a Request for Purchase (RFP) This is to be completed by Contracts. Once this is completed, and vendor is selected, that vendor will install.

**Target: Procurement to relocate the high fidelity visual system for Boeing 737 and Airbus 320**
Sole Source contract award for the relocation to move the current visual system (B201) to the new Simulation Lab (B301). Inclusive of: Site visit; disassemble Boeing visual system; reassembly of visual system in new Simulation Lab; disassemble Airbus visual system and reassemble Airbus visual system in Simulation Lab.

**Initiative: Aerospace Planning and Performance**
Research and development investments are balanced between strategic research initiatives to enable transformative change, and tactical research initiatives aimed at incremental improvements to current systems, while maintaining or improving operational safety. The FAA’s Research, Development, Test & Evaluation (RDT&E) function at the William J. Hughes Technical Center, and supporting laboratories, provide a comprehensive approach to discovering, validating, and advancing technologies for a safer, more efficient, and more economically accessible NAS.

**Initiative: Stakeholder Engagement & Outreach**
Enhance domestic and international stakeholder confidence in NextGen and engage stakeholders in NextGen through collaboration and messaging.

**Activity: Stakeholder Collaboration**
Enable and facilitate collaboration throughout the FAA, aviation community and interagency partners by sharing resulting actions, outcomes, and information.

**Target: Stakeholder Engagement Forum Plan**
Develop a plan for transitioning to a new stakeholder engagement forum to include all airspace users traditional, advanced air mobility, and upper E.
Target: Stakeholder Engagement Forum Execution
Develop a Stakeholder Forum Charter and Membership Solicitation Announcement for the Federal Register Notice.

Initiative: Operations and Cost Benefits Analysis and Reporting
Inform FAA/NextGen Stakeholders on the Enterprise level shortfalls and potential benefits of new capabilities as well as assessing post-implementation benefits of key implementations to further inform NextGen Advisory Committee (NAC) and other Stakeholders on value. Improve data analysis, modeling, and visualization capabilities to better inform stakeholders on implementations with more complex benefit cases.

Activity: Post and Future Implementation Analyses to Support FAA Executive Leadership and NextGen Advisory Committee
In support of the FAA, NextGen Advisory Committee (NAC), and other stakeholders, both recent implementations and future operational shortfalls will be evaluated using detailed data analysis and normalization to assess multiple performance goals. Operational shortfall analyses will include data analysis to support prioritizations of new capabilities and locations. As appropriate, we will assess completed implementations in support of NAC and updated implemented benefits on the NextGen website. Additionally, Minimum Capabilities List (MCL) equipage scenarios will be completed as necessary.

Target: Joint Analysis Team Northeast Corridor Analyses
Finalize initial post implementation analysis for Atlantic Coast Routes as part of Northeast Corridor (NEC) and work with Air Traffic Organization (ATO) on baselining data for Time Based Flow Management (TBFM) at Philadelphia International Airport (PHL). Assist with other NextGen Advisory Committee (NAC) implementation analyses as appropriates.

Target: Additional Post Operational Analyses
Complete post operational analysis beyond what has been assigned to the Joint Analysis Team (JAT) and include normalizations necessary to adjust for any COVID related demand changes. Also, update NextGen’s estimate of implemented benefits (including those contained on the NextGen Website) as directed by the Assistant Administrator for NextGen (ANG-1).

Target: Equipage Benefit Analysis
Coordinate with the Assistant Administrator for NextGen (ANG-1) and Human Factors Division (ANG-C1) and develop updated analysis of key future Minimum Capabilities List (MCL) equipage benefits combined with applicable Trajectory Based Operations (TBO) tool implementations.

Activity: Trajectory Based Operation (TBO) Shortfall and Benefit Analyses
Conduct Trajectory Based Operation (TBO) shortfall and benefit analyses using historical data and modeling tools to inform dynamic TBO enterprise planning. We will identify applications for the Trajectory Based Operations- Simulation (TBO-SIM) tool and will work toward making an initial version of the tool available to select users outside of NAS Systems Engineering and Integration Office (ANG-B).
Target: Trajectory Based Operation (TBO) Enterprise Level Shortfalls and Benefits for Arrivals

Continue to identify shortfall gaps between the integration of strategic systems, such as the Traffic Flow Management System (TFMS), and tactical systems such as Time-Based Flow Management (TBFM), that occur during a Ground Delay Program (GDP). The Shortfall analysis will include contributions from departure conformance and flight time predictions, including analyses of Carrier flight substitutions made during the Collaborative Decision Making (CDM) process, to inform future implementation prioritizations and research. As appropriate, make enhanced data and findings available through Enterprise Information Management (EIM) or the System Engineering Portal (SEP).

Target: Develop Trajectory Based Operation (TBO) Initial Traffic Flow Management System (TFMS), Trajectory Based Flow Management, Terminal Flow Data Management (3T) Shortfall/Benefits in Off-Nominal Conditions

Building off data analyses in Target 24Ez.15C1, develop refined benefit modeling to reflect the impact on multiple performance objectives from reduced uncertainty during Ground Delay Programs (GDPs) and under Trajectory Based Operations (TBO). Identify use cases for TBO-Simulation (TBO-SIM) related to the NAS 2040, including investigation of valuing new Carrier-related performance measures and ties to overall NAS performance. Socialize TBO-SIM and identify potential users outside of the NAS Systems Engineering and Integration Office (ANG-B).

Target: Departure Shortfall for Key Airports During Convective Weather

Continue to expand departure and arrival shortfall analysis during convective weather beyond the Northeast Corridor (NEC). Enhance analyses of study airports including Fort Lauderdale (FLL), Jacksonville (JAX), Miami (MIA), Tampa (TPA), Orlando (MCO), and Charlotte (CLT).

Target: Future Benefit Analyses

In coordination with the Portfolio Management and Technology Development Office (ANG-C), conduct future benefit analyses of Air Traffic Management initiatives to inform implementation priorities and future research.

Activity: Analyses of Operational Shortfalls for National Airspace System (NAS) Future Vision

Conduct analysis of FAA research activities mapping to operational shortfalls including integration of Space Vehicle Operations (SVO) to understand current and future impacts on traditional airspace users. This product will inform valuation of the NAS 2040 future benefits.


Given refinements in Unmanned Air Systems (UAS) concepts of operation, investigate the appropriateness of the Enterprise Architecture (EA) automation tripwire framework. Also, through data analysis, modeling, and simulation, assess potential National Airspace (NAS) performance impacts from projected growth in UAS.
Target: Impact Analyses of Space Vehicle Operations
Collect historical info and future projections of Advanced Air Mobility/Unmanned Air Systems (AAM/UAS) data and estimate future impact on traditional traffic using applicable forecast. This product will help inform NAS 2040 benefits.

Target: The Assistant Administrator for NextGen (ANG-1) Support for NextGen Benefits and Related Information supporting Stakeholder Requests
Provide the Assistant Administrator for NextGen (ANG-1), and/or FAA executive leadership continued support for responding to stakeholder requests regarding NextGen benefits and related information. These products include briefs on NextGen and NAS 2040 future benefits.

Initiative: National Airspace System Test and Evaluation
Collaborate and meet with Flight Program Operation Office (AJF) and other stakeholders to develop a Con-Ops for the use of drone technology in acquisition test programs. Collaboratively define roles and responsibilities of all stakeholders and identify required equipment and funding.

Activity: Deliver High Quality Test and Evaluation Services to Support Acquisition Programs
Enable William J. Hughes Technical Center organizations and other Air Traffic Control stakeholders to effectively and efficiently execute their missions by delivering high quality test and evaluation services, processes, and methods that support key acquisition investment and operational readiness decisions for designated programs or projects. This includes using human-system integration design and evaluation practices in an agile development program to ensure usability, effectiveness, trainability, and user acceptance of the resulting product.

Target: Develop FAA Enterprise Network Services (FENS) final Test & Evaluation Master Plan (fTEMP)
This document describes the test strategy and scope of the FENS test program. Once all the information needed to complete the document per FAA standards is compiled and documented, the final document will be delivered to the Program Office and is one of the documents needed for Final Investment Decision.
Target: Assess the usability of existing Automated Maintenance Management System (AMMS) features and functions developed using Agile system development processes

Engage with the Automated Maintenance Management System (AMMS) Program Office, vendor, and user team to conduct a usability assessment of AMMS functions that have already been developed and implemented through its Agile process as part of earlier program phases, known as epics, which represent an increment of completed software development. Identify potential usability, trainability, and user acceptance issues and make recommendations for mitigations.

Target: Conduct NextGen Weather Processor (NWP) Operational Test.

Complete NextGen Weather Processor (NWP) Key Site Operational Test (OT-2) activities at the Atlanta, Salt Lake City and Oakland locations. Deliver NWP OT final test report to the Customer Program Management Office (PMO) organization (AJM-333).

Target: Develop NEXCOM Emergency Transceiver Replacement (ETR) Battery Evaluation Special Support Activity Plan/Report

"Description: Complete data collection and develop NEXCOM Emergency Transceiver Replacement (ETR) Battery Evaluation Special Support Activity Plan/Report, for delivery to the Air to Ground Communications Team (AJM-313), to assist with:

a. Ensuring the closure of all battery-design related FAT PTRs using FAA-developed test processes.
b. Identifying the repeatability of the issues highlighted in the FAT Test Report.
c. Assisting General Dynamics Missions Systems (GDMS) initiatives for root cause discovery of ETR battery issues.
d. Discovery of any battery-related operational conditions that did not appear during FAT conduct or were not reported to the FAA.
e. Performance characterization of the battery charge and discharge cycles that FAA technicians and air traffic controllers will encounter while maintaining and operating the URC-300E."

Target: Support Operational Modeling and Data (OMD) Enhancement-1 (WILBUR) Final Investment Decision (FID)

"Lead the development of test-related documentation as required by the Joint Resource Council in support of final investment decision for the operational modeling and data enhancement-1 (aka, WILBUR). Complete the development and deliver both approved initial Test & Evaluation Master Plan (iTEMP) and Section 9 of the Integration Strategy and Planning Document by 04/30/2024.

Target: Conduct data analysis on Wide Area Augmentation System (WAAS)

Report Wide Area Augmentation System (WAAS) performance during Dual Frequency Operations WAAS Release 1 field test. During WAAS Release 1 the receivers at the Ground Uplink Stations (GUS) will be replaced with a new design. This receiver change cannot be tested fully in the WAAS shadow system (test system for WAAS). Therefore, a field test is necessary to fully test this change before it becomes operational.
**Target: Elevate the T&E Handbook as the FAA Standard and Industry Model**

Update the FAA Test and Evaluation (T&E) Handbook to address a wider range of T&E stakeholder needs and future FAA acquisition requirements. Socialize with FAA stakeholders and present the updated T&E Handbook to the Acquisition System Advisory Group for approval and incorporation into the FAA Acquisition Management System to help ensure progressive quality T&E standards are put into practice.

**Target: Conduct Operational Testing for Terminal Flight Data Manager (TFDM)**

Lead, conduct, and deliver test products of Terminal Flight Data Manager (TFDM)[IH(98]. Build 2 Operational Test (OT) results to support initial operational capability at the Charlotte Air Traffic Control Tower (CLT) in Fiscal Year 2024 including: complete Site Acceptance Test by 04/30/2024; deliver Build 2 pDT Test Report with required approvals by 06/30/2024; complete OT at William J. Hughes Technical Center Terminal Flight Data Manager (TFDM) Test Lab by 07/15/2024 and at Charlotte Air Traffic Control Tower (CLT) by 07/31/2024; support Independent Operational Assessment and In-Service Decision as scheduled by 09/30/2024.

**Target: Complete Testing of Vantis Data Sharing Solution in support of System Operations Security (AJR-2)**

Collaborate with National Airspace System Defense Programs and System Operations Security Division (AJR-2) to develop the Test Plan be by 03/30/2024 to verify requirement for the planned solution. The objective of test effort is to verify that no sensitive data is released to the Vantis program, a North Dakota statewide network enabling UAS flights beyond visual line of sight (BVLOS). The test will verify that the data sharing solution meets the requirements defined by National Airspace System Defense Programs and System Operations Security Division (AJR-2) and is suitable for operational use by the Vantis program by 09/30/2024.

**Target: Apply Human-System Integration Practices to Automated Maintenance Management System (AMMS) Epic 1 and Epic 2**

Develop use cases, user interface/functionality requirements, test procedures, and test results for upcoming Automated Maintenance Management System (AMMS) Epics. Epic 1: Logging data entry; Epic 2: Control center event coordination to conduct a usability assessment of the functions in each Epic.

**Target: Develop Air-to-Ground Protocol Converter (APC) final Test & Evaluation Master Plan (fTEMP)**

Complete and deliver Air-to-Ground Protocol Converter final Test & Evaluation Master Plan.

**Target: Develop High Intensity Approach Lighting System with Sequenced Flashing Lights (ALSF-2) Service Life Extension Project (SLEP) final Test & Evaluation Master Plan (fTEMP)**

The High Intensity Approach Lighting System with Sequenced Flashing Lights (ALSF-2) Service Life Extension Project (SLEP) final Test & Evaluation Master Plan (fTEMP) supports the sustainment of ALSF-2 systems in the NAS.
Activity: Apply Technology Advancements and Other Innovative Test Approaches
Affect the future and maximize capabilities through technology advancements, innovation, exploration and the implementation of enabling and emerging technologies. Implement advanced test tools, methods, and capabilities, leveraging technology advancements to automate manual processes while seeking opportunities to incorporate new innovative solutions.

Target: Conduct NEXCOM V3 Radio Operational Capability Test.
Description: Use automated transmitter and receiver test beds to evaluate NEXCOM V3 radios during Operational Capability Test (OCT). Results of the OCT will be used by the Air to Ground Communications Team (AJM-313) to determine scoring for Factor 1 (Technical) as part of the NEXCOM V3 contract award process.

Target: Develop Con-Ops for using Drone Technology in Acquisition Test Programs.
Collaborate and meet with Flight Program Operation Office (AJF) and other stakeholders to develop a Con-Ops for the use of drone technology in acquisition test programs. Collaboratively define roles and responsibilities of all stakeholders and identify required equipment and funding.

Target: System Wide Information Management (SWIM) FAA Continuous Testing Service test suite.
This test suite will provide automated test tools that will be used to collect, analyze and report data during test activities in a more efficient way. The software development required to construct this test tool suite will be a continuous effort throughout FY24.

Initiative: Environment and Weather Impact Mitigation
Conduct Environment and Weather Impact Mitigation research to develop mitigations to the environmental impacts of aviation operations as well as the impact of weather on air transportation safety and efficiency.
Activity: Weather Forecast Improvements (WFI)

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

Target: Interagency Council for Advancing Meteorological Services (ICAMS) Federal Meteorological Enterprise Budget and Coordination Report (BCR)

Complete and submit FAA’s draft inputs to FY24 Interagency Council for Advancing Meteorological Services (ICAMS) Budget and Coordination Report (BCR). The budgetary information provides an enterprise look, across all federal agencies, at the meteorological funding requested in the President’s Budget Request and the funding enacted over the previous two fiscal years.

Activity: Weather Research Transition

This activity identifies research concepts and capabilities that have appropriately matured and transitions them from Research, Engineering &Development to Facilities & Equipment funding. It supports the transition of weather capabilities to FAA operational platforms, to include development of Pre-Concept & Requirements Definition Readiness Acquisition Management System artifacts. This activity also supports the transition of aviation weather research to the National Weather Service (NWS) for operational production of weather capabilities to FAA platforms.

Target: Weather Requirements Near-term Product Report

Document all new products identified by the research-to-operations (R2O) program, as well as add all new weather needs submitted via the Weather Needs Portal and other established forums to the existing Weather Requirements Service (WRS) Near-term Roadmap.
Target: Echo Tops Information for Controller Concept Development Report

Provide an in-depth look at issues regarding the lack of echo top information on the controller’s primary display. The report will provide a narrative description of the weather need including a detailed problem statement that documents known impacts. It will also include a literature review and known documentation from interviews in the applicable program area. Any known weather-related thresholds and frequency of exceedance aligned with the need will be discussed.

Activity: Aviation Weather Research

Applied weather research is conducted to advance the state of weather forecast and diagnosis information such that it can be exploited for integration into Air Traffic Management decision-support processes. Hazardous weather phenomena such as turbulence, inflight icing, thunderstorms, and low ceilings and visibility undergo research in order to forecast the timing and intensity of these conditions better, or to mitigate the impacts of these conditions on the NAS.

Target: Current Icing Product (CIP) version 2.0 code to the National Weather Service (NWS).

Complete and provide Current Icing Product (CIP) version 2.0 code to the NWS for implementation. CIP version 2.0 uses higher resolution numerical weather prediction data (going from 13-kilometer horizontal spacing to 3-kilometer and 50 vertical levels to 62), enhanced weather satellite and weather radar techniques, and improved internal algorithmic techniques for the diagnosis of inflight icing conditions.

Target: Complete development of Gridded Localized Aviation Model output statistics Program (LAMP) 15-min guidance for ceiling and visibility (C&V)

Complete development of Gridded LAMP 15-min guidance for Ceiling and Visibility (C&V) for transition to the NWS for implementation. This enhancement, targeted for implementation in Localized Aviation Model output statistics Program (LAMP) v2.6, will increase the temporal resolution of the LAMP C&V forecast products from hourly to every fifteen minutes for the first six hours.

Target: Complete Phase II of the Weather Information Modernization and Transition (WIMAT) and Convective Weather Research

The Aviation Weather Demonstration and Evaluation (AWDE) Services Team will document results based on exploratory research to identify convective weather products available to the aviation community. Once identified, aviation community feedback will be gathered on the overall usefulness and suitability of each of the identified convective weather products. In addition, feedback will be obtained to determine overall aviation community preferences of the products when compared to each other. Feedback contained in the final briefing will be used to aid in the development of new requirements, identify gaps or shortfalls, help determine if streamlining the convective weather product suite is needed, and aid in focusing convective weather research efforts moving forward.

Activity: Cockpit Weather Technology Advances

Addresses the need for enhanced cockpit weather technology, information, and human factors principals to achieve objectives of improved aviation operational efficiency and safety, reduced flight delays, and reduced greenhouse gas emissions due to adverse weather.
Target: Identify enhancements to incorporate into Flight Profiler Software
Identify enhancements to incorporate into Flight Profiler that have potential to enhance its capability as a preflight weather briefing tool and incorporate the selected enhancements into the Flight Profiler software to enable its use in a benefits assessment.

Target: Assessment of potential benefits of incorporating weather cognitive decision support functions into MITRE’s Digital Copilot
Perform an assessment of potential benefits of incorporating weather cognitive decision support functions into MITRE’s Digital Copilot and obtain recommendations for additional specific weather cognitive decision support functions to incorporate with potential to provide benefits to pilots.

Initiative: SWIM Segment 2D
SWIM Segment 2D will transition all current SWIM Cloud Distribution Service (SCDS) and Enhanced SWIM Cloud Service (ESCS) capabilities to FENS.

Activity: SWIM Segment 2D
SWIM Segment 2D will transition all current SWIM Cloud Distribution Service (SCDS) and Enhanced SWIM Cloud Service (ESCS) capabilities to FENS.

Target: System Wide Information Management (SWIM) Segment 2D On Premise Solution Design Review
Complete and approve Information Management Services (IMS) On Premise Solution Review.

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 second technology refresh for the automation system was completed in 2020 for all three operational sites and the WJHTC labs. This technology refresh activity increased system performance, capacity, and usability. The ATOP program continued to deliver safety and efficiency enhancements through FY 2025 for evolutionary improvements to the ATOP system.

Activity: Advanced Technologies and Oceanic Procedures (ATOP) E1, A10.03-02
The Advanced Technologies and Oceanic Procedures (ATOP) - Enhancement 1 program provides 5 large-scale capabilities to address the operational shortfalls of the current oceanic system. The program evolved the capabilities from the requirements validated by the Air Traffic Organization Air Traffic Services Office.

Target: Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 1 (E1) - Release T30 Available for Operational Use.
Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 1 (E1) - Release T30 Available for Operational Use.
Initiative: Standard Terminal Automation Replacement System

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. 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. STARS is expandable to accommodate future air traffic growth and new hardware. Planning for technology refreshment and sustainment 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. STARS sustainment is needed to address changes in hardware and to address changes in software and to support the STARS upgrades needed for enhanced performance and capacity in support of new capabilities.

Activity: Standard Terminal Automation Replacement System (STARS) Sustainment 3, A04.01-05

Standard Terminal Automation Replacement System (STARS) Sustainment 3, A04.01-05

Target: Standard Terminal Automation Replacement System (STARS) Sustainment 3 (SS3) - Deliver 380 of 535 racks to FAA terminal facilities.

Standard Terminal Automation Replacement System (STARS) Sustainment 3 (SS3) - Deliver 380 of 535 racks to FAA terminal facilities.

Initiative: Collaborative Traffic Flow Management

Deliver outstanding traffic flow management in a collaborative environment for our stakeholders and customers.

Activity: Expand Advanced Planning to Surrounding Air Navigation Service Providers (ANSP's), Facilities and Stakeholder

Continue to advance the Plan, Execute, Review, Train, Improve (PERTI) principles by expanding advanced planning to surrounding ANSPs, FAA Facilities and stakeholder organizations.

Target: PERTI – Include surrounding ANSPs in Advanced Planning Processes, Improve Stakeholder Engagement and PERTI Website

Continue to include and expand surrounding ANSPs involvement in the Advanced Planning process. Coordinate monthly with the Stakeholder Engagement Team (SET) on analysis/review activities for potential process improvement. Work with MITRE on development of additional features and improvements to the Direct Channel Complex (DCC) Continuous Planning website to provide enhanced continuous planning operations information to field facilities and stakeholders.
**Activity: Global Collaborative Decision Making**

Provide leadership to the Global Collaborative Decision Making process. Support a customer-focused, safe, efficient, and affordable air transportation system that is environmentally responsible. Support global understanding and acceptance of the FAA mission, operations, and Air Traffic Organization modernization efforts. Promote 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 through the CDM program, which consists 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: Provide Leadership to Collaborative Decision Making (CDM) process and Global Information Exchange**

Support the development of flight data exchange agreements between the FAA and other Air Navigation Service Providers (ANSP) through bilateral meetings as requested. 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 Collaborative Decision Making (CDM) Executive Committee (EC) process. Conduct CDM sub-team meetings to ensure projects provide efficient and cost-effective improvements to the NAS.

**Target: NAS Efficiency**

Improve NAS efficiency on initiatives identified by the ATO’s Vice-Presidents (Focus Five Efficiency Initiatives) and ad hoc initiatives identified by the Director of System Operations. Collaborate with Air Traffic, NAS Operations, Performance Analysis, Deputy Directors of System Operations, and other internal and external stakeholders to develop mitigations to efficiency short falls in the system in the near term. This initiative should target efficiency goals that can be accomplished within the next year.

**Initiative: Integration of New Entrants**

Empower new entrants to access and utilize the NAS successfully while efficiently maintaining optimal safety and security.

**Activity: Integrate Commercial Space Transportation into the NAS**

Safely and efficiently, integrate new types of commercial space operations into the NAS and support the industry activities these operators present. Access and implement a planning and management process that supports improved integration of current space operations, including the strategic vision and collaborative solutions to operational conflicts. Use Traffic Flow Management System time based capabilities to improve efficiency gains.

**Target: ATO Space Operations Collaborates with Industry Partners and other Stakeholders to Streamline Mission Planning Process and Define the Metrics of Operators**

The ATO will produce recommendations for improving data exchange processes between the FAA, DOD and Launch and Reentry Operations (LROs). The ATO will conduct three Space Operation Committee (SpOC) meetings with industry and Department of Defense partners to understand, evaluate pre-mission planning, international procedures, and data exchange opportunities.
Initiative: Terminal Flight Data Manager (TFDM)

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: Terminal Flight Data Manager (TFDM), G06A.03-01

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.

Target: Terminal Flight Data Manager (TFDM) - Build 1 operational at 2 additional sites.

Terminal Flight Data Manager (TFDM) - Build 1 operational at 2 additional sites.
The OA program will replace legacy automation systems at the four offshore facilities in Anchorage Air Route Traffic Control Center (ZAN), Honolulu Control Facility (HCF), Guam Combined Center Radar Approach Control (CERAP), and San Juan CERAP with nationally baselines and supported National Airspace System (NAS) standardized automation solutions. The current automation systems include Surveillance Data Processing (SDP) Microprocessor En Route Automated Radar Tracking System (Micro-EARTS) at all four sites, and Flight Data Processing (FDP) systems currently provided by three unique systems: FDP System (FDPS) at Anchorage, Offshore Flight Data Processing System (OFDPS) at HCF with a data feed to Guam; and Miami ARTCC's En Route Automation Modernization (ERAM) connection that uses unique software adaptation to San Juan.

Due to the associated program cost and sustainability concerns related to OFDPS and FDPS, the OA program has taken a phased approach. Phase 1 will include implementation of ERAM at HCF and ZAN. In addition to addressing the sustainability concerns, OA Phase 1 will provide nationally supported NAS standardized platforms that will bring the two facilities into strategic alignment with the Contiguous United States (CONUS) NAS. The benefits of this effort will allow for future Next Generation Air Traffic System (NextGen) development, automation redundancy and resiliency, ease future lifecycle challenges associated with the legacy systems, including reducing the number of automation platforms requiring separate maintenance and training support, and allow for greater workforce flexibility. Phase 2 will replace the terminal sectors and is a separate investment.

**Activity: Offshore Automation (OA), A38.01-01**

Offshore Automation (OA)

**Target: Offshore Automation Phase 1 - Complete Handoff to Test for En Route Automation Modernization (ERAM) release EAG100 Flight Data Processor Structures.**

Offshore Automation Phase 1 - Complete Handoff to Test for En Route Automation Modernization (ERAM) release EAG100 Flight Data Processor Structures.

**Initiative: Internal Work Initiative: ADS-B NAS Wide Implementation**

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: Automatic Dependent Surveillance-Broadcast (ADS-B) NAS Wide Implementation - Baseline Services Future Segments, G02S.03-06

The Final Investment Decision (FID) for ADS-B BSFS occurred on May 15, 2019. The program plans to sustain baseline services and applications including continuing leased ADS-B services, implementing mitigations for spectrum congestion, and awarding a follow-on ADS-B service contract. The ADS-B system has both airborne and ground-based elements, including an infrastructure to transmit data to pilots as well as ATC facilities across the NAS. Other services provided include Traffic Information Service – Broadcast (TIS-B), Flight Information Service – Broadcast (FIS-B), Automatic Dependent Surveillance - Rebroadcast (ADS-R), and Wide Area Multilateration (WAM). The program will also provide program management to support mitigations against jamming and spoofing, dedicated support for Gulf of Mexico platform owners, and upgrades to automation platforms.


Automatic Dependent Surveillance - Broadcast (ADS-B) Performance Monitor (APM) Software Deployed.


Achieve Airport Surface Surveillance Capability (ASSC) Initial Operational Capability (IOC) at Andrews Air Force Base (ADW).

Target: Wide Area Multilateration (WAM) Disposition - Achieve Initial Operational Capability (IOC) at last WAM site.

Wide Area Multilateration (WAM) Disposition - Achieve Initial Operational Capability (IOC) at last WAM site.


Activity: Automatic Dependent Surveillance-Broadcast (ADS-B) NAS Wide Implementation - Enhancements, G02S.06-01

The Automatic Dependent Services-Broadcast (ADS-B) Enhancements project is part of the Surveillance and Broadcast Services (SBS) program. It builds on the services and applications provided by the SBS program, as most recently described in the ADS-B Baseline Services Future Segments (BSFS) Business Case Analysis Report (BCAR). The ADS-B Enhancements project has secured funding for improvements to be implemented between fiscal year (FY) 2022 and FY 2026.

The scope of the ADS-B Enhancements project includes three parts:
1. ADS-B Service Expansion
2. Selected Altitude
3. Security Enhancements

Target: Automatic Dependent Surveillance - Broadcast (ADS-B) Enhancements - Achieve FAA Service Volume (SV) design approval for one Alaska SV.

Automatic Dependent Surveillance - Broadcast (ADS-B) Enhancements - Achieve FAA Service Volume (SV) design approval for one Alaska SV.


Initiative: Surveillance Acquisition and Sustainment (SAS) (AJM-41)

The Surveillance Acquisition and Sustainment (SAS) Group will provide programmatic excellence in the acquisition, deployment and sustainment of radar surveillance systems to support safe and efficient air traffic management by the FAA and DoD. In addition, AJM-41 will sustain radar surveillance services by implementing safety, security and technological enhancements to bridge critical system capabilities until replaced or divested; and acquire cooperative radar systems, non-cooperative radar systems and other specialty solutions to sustain radar surveillance capabilities beyond 2035.

Activity: 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 CY 2023 and continue through mid CY 2026.

Target: ASR-9 S3 - Complete Data Communications Equipment (DCE) System Test.

ASR-9 S3 - Complete Data Communications Equipment (DCE) System Test.

Target: ASR-9 S3 - Complete Maintenance Display Replacement (MDR) Unit System Test Readiness Review (TRR).

ASR-9 S3 - Complete Maintenance Display Replacement (MDR) Unit System Test Readiness Review (TRR).

Target: ASR-9 S3 - Complete 30 additional PMO Implementation Team Data Communications Equipment (DCE) Modernization Infrastructure System Support Modification (SSM)-ASR9-057 installations.

ASR-9 S3 - Complete 30 additional PMO Implementation Team Data Communications Equipment (DCE) Modernization Infrastructure System Support Modification (SSM)-ASR9-057 installations.
Activity: Solution Implementation for ASR-11 Sustainment 3, S03.02-07
The Airport Surveillance Radar Model 11 (ASR-11) Sustainment 3 program will address parts obsolescence, maintenance issues, and current National Air Space (NAS) requirements to ensure continued reliable and cost effective operation of all ASR-11 configurations through their designated lifecycles.

Target: ASR-11 S3 - PARROT key site acceptance and completion of System Support Modification (SSM) requirements.
ASR-11 S3 - PARROT key site acceptance and completion of System Support Modification (SSM) requirements.

Activity: Terminal & En Route Surveillance Technology Refresh Portfolio (TES TRP)
The Terminal and En Route Surveillance (TES) Technology Refresh Portfolio (TRP) is planning for an Investment Analysis Readiness Decision (IARD) in November 2021. The TES TRP will provide required sustainment and maintenance for the following cooperative and non-cooperative surveillance systems to continue their operational use until 2035:
• Cooperative – ATCBI-5, ATCBI-6, Mode-S, MSSR (ASR-11)
• Non-Cooperative – ASR-8, ASR-9, ASR-11

Target: ASR-8 S1 - Complete First Article Kit Evaluation for the ASR-8 Sustainment Radio Frequency (RF) Input Redesign Project.
ASR-8 S1 - Complete First Article Kit Evaluation for the ASR-8 Sustainment Radio Frequency (RF) Input Redesign Project.


Target: ASR-11 S4 - DoD commences the Primary Surveillance Radar (PSR) Receiver/Processor Replacement Engineering Study.
ASR-11 S4 - DoD commences the Primary Surveillance Radar (PSR) Receiver/Processor Replacement Engineering Study.

Target: Complete First Article Test Readiness Review (TRR) for the ASR-8 Sustainment 24 Volt Preregulator Project.
Complete First Article Test Readiness Review (TRR) for the ASR-8 Sustainment 24 Volt Preregulator Project.

Target: Complete Waveguide Pressurization System Monitoring Development Test (DT).
Airport Surveillance Radar Model 9 (ASR-9) Sustainment 4 - Complete Waveguide Pressurization System Monitoring Development Test (DT).
Activity: Mode Select (Mode S) Beacon Replacement System (MSBRS) Phase 1A, S03.01-15

The FAA initiated the MSBRS effort to provide a modern Cooperative Surveillance Radar (CSR) capability with the intent to replace the legacy Mode Select Beacon Sensor System (Mode S) operating in the NAS. In 1994, the FAA deployed the first fully operational Mode S system. There are 137 operational legacy Mode S sites and 11 support systems in the NAS supporting ATC in the Terminal and En Route domains.

Due to sustainability and parts obsolescence issues with the legacy Mode S systems, the MSBRS provided an alternative sustainment approach to replace, rather than refurbish, the legacy Mode S and other CSR systems. The MSBRS has an updated design that meets current cooperative radar requirements in the NAS Requirements Document. The modern design will reduce frequency congestion in the 1030/1090 MHz band, incorporate modern surveillance interfaces, and comply with cyber security requirements to support FAA NextGen functionality. These modifications are necessary to ensure the supportability and sustainment of the CSR capability. The MSBRS will be installed in existing radar facilities and retain the legacy CSR antenna, encoder, and rotary joint. The FAA will disposition the legacy CSR equipment after commissioning the new MSBRS equipment.

The MSBRS Program has three segments: Phase 1A, Phase 1B, and Phase 2. The JRC approved Phase 1A FID on November 20, 2019, with a contract award in December 2019 to Leidos, who has partnered with the Thales Group. Phase 1A will complete the design, development, and test with authorization for limited system production and includes the In-Service Decision (ISD). The system procurements encompass the acquisition of nine systems, with key-site testing taking place at three operational sites in the NAS in FY23. Phase 1B will procure and deploy a projected 41 MSBRS systems to replace CSRs at legacy Mode S, ATCBI-5, and ATCBI-6M Beacon Only sites. Phase 2 is reserved for additional production systems to replace remaining legacy CSRs.

Target: Mode Select (Mode S) Beacon Replacement System (MSBRS) Phase 1A - Complete In-plant Development Test (IPDT) Regression.

Initiative: En Route Automation Modernization (ERAM) Sustainment 3

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 critical National Airspace System (NAS) operations. Much of the original ERAM system hardware and equipment has been in service since 2006-2008 and is now obsolete. The ERAM Sustainment 2 (ES2) program (2016-2022) is a multi-year effort addressing high priority ERAM sustainment issues. The ERAM Sustainment 3 (ES3) Program (2019-2026) is the third major technology refreshment investment of the ERAM system.
Activity: En Route Automation Modernization (ERAM) Enhancements 2, G01A.01-08

The ERAM Enhancements 2 (EE2) program provides software enhancements for the en route sector controller team. This multi-year effort improves efficiency and effectiveness of en route sector operations through enhanced trajectory management and improved collaboration between Radar Position (R-Side) and Radar Associate Position (D-Side) controllers. It 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 less efficient use of airspace. The EE2 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 original baseline, were planned to complete in FY 2023; however due to funding adjustments early in the program, a baseline change decision (BCD) occurred in December 2018 with revised program milestones, and the program will now be completed in CY2024. The specific enhancements are listed below and will be deployed as a series of scheduled ERAM releases throughout the program lifecycle. Conflict Probe Enhancements - Improve representation of adherence bounds used to determine the need for computing a new aircraft trajectory, minimize false alerts; 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.

Target: En Route Automation Modernization (ERAM) Enhancement 2 (E2) - Complete Operational Evaluation for ERAM software release EAF400 meeting the criteria for progression to the first key site.

En Route Automation Modernization (ERAM) Enhancement 2 (E2) - Complete Operational Evaluation for ERAM software release EAF400 meeting the criteria for progression to the first key site.

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

The ERAM Sustainment 3 (ES3) Program is the third major technology refreshment investment of the ERAM system. The ERAM Sustainment 3 (ES3) program addresses shortfalls stemming from end-of-service life conditions for several key hardware and software components not covered by the System Enhancement and Technology Refresh (SE&TR) or the ERAM Sustainment 2 (ES2) programs. The mission-critical equipment for En Route air traffic management at the ARTCCs is beyond the operational support life cycle or is at end-of-life status and must be refreshed. Much of the original ERAM system hardware and equipment has been in service since 2006-2008 and is now obsolete. At a high level, shortfalls addressed by this next sustainment program includes both component obsolescence and failures as well as processor capacity limitations shortfalls. The targeted scope of this program includes the ARTCC Operations Backroom, Test and Training Lab (TTL), and Support network, WJHTC support maintenance/production facility and Test Labs, and FAA Academy Labs. Specifically, affected hardware include ERAM Enterprise Storage sub-systems, Application LANs, Servers (processors), Workstations and support side Commercial Off The Shelf (COTS) Applications. The execution of the program is planned from FY 2020 1st quarter through 2026 4th quarter.

Target: En Route Automation Modernization (ERAM) Sustainment 3 (S3) - Complete Technical Operations (Tech Ops) EAF100 Instructor-led Training (ILT).

En Route Automation Modernization (ERAM) Sustainment 3 (S3) - Complete Technical Operations (Tech Ops) EAF100 Instructor-led Training (ILT).
Initiative: Enterprise Information Display System (E-IDS)

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.

Activity: Enterprise Information Display System (E-IDS) Phase 1, A03.06-01

Enterprise Information Display System (E-IDS).

Target: Complete Last Major Software Development (Drop 7) for Enterprise Information Display System (E-IDS).

Complete Last Major Software Development (Drop 7) for Enterprise Information Display System (E-IDS).

Target: Complete 2 Risk Reduction Demonstrations (RRDs) - Data Administrator and Air Traffic.

Complete 2 Risk Reduction Demonstrations (RRDs) - Data Administrator and Air Traffic.

Initiative: Surface Surveillance Portfolio Sustain 1 (SSPS)

The Surface Surveillance Portfolio Sustain 1 program has developed a portfolio implementation strategy for the technology refresh of Airport Surface Detection Equipment – Model X (ASDE-X), Airport Surface Surveillance Capability (ASSC), and Runway Status Lights (RWSL) systems and subsystems. The Portfolio consists of two programs – ASDE Sustainment and RWSL Sustainment. The portfolio has 36 projects that address aging systems and sensors obsolescence issues, security compliance, depleting spare parts inventory levels, and necessary technological updates. The ASDE Sustainment Program covers 44 airports and 6 support systems. The RWSL Sustainment Program covers 20 airports and 2 support systems.
Activity: Runway Status Lights (RWSL) Sustainment, S11.01-04
The Runway Status Lights (RWSL) Sustainment program will address maintainability and obsolescence issues associated with RWSL. RWSL is a system that provides situational awareness of runway occupancy without interfering with normal airport operations. RWSL systems reduce the number of runway incursions by indicating to pilots and vehicle operations that the aircraft or vehicle would be in conflict with another aircraft or vehicle if it crossed the hold line or began its takeoff. The system integrates runway lighting equipment with ASDE-X and ASSC surface surveillance systems to provide a visual signal to pilots and vehicle operators indicating when it is unsafe to enter, cross, or takeoff from a runway. RWSL systems are currently operational at 20 airports.

Target: Runway Status Lights (RWSL) Sustainment - Install updated Field Lighting System (FLS) equipment at 2 sites.
Runway Status Lights (RWSL) Sustainment - Install updated Field Lighting System (FLS) equipment at 2 sites.

Activity: Airport Surface Detection Equipment (ASDE) Sustainment, S01.05-02
The ASDE Sustainment program will address maintainability and obsolescence issues associated with ASDE-X and ASSC systems. The existing ASDE-X systems at 35 airports and ASSC systems at 8 airports [1] are surface surveillance systems that use radar, multilateration, and Automatic Dependent Surveillance-Broadcast (ADS-B) to track aircraft and vehicles. By improving situational awareness, these systems help air traffic controllers prevent collisions and reduce runway incursions.

Target: Divest the Airport Surface Surveillance Capability (ASSC) multilateration subsystem at 1 site.
Divest the Airport Surface Surveillance Capability (ASSC) multilateration subsystem at 1 site.

Initiative: NAS Voice Recorder (NVR)
The NAS Voice Recorder (NVR) program will replace the aging digital voice recorders with a Commercial Off The Shelf (COTS) product that will resolve end-of-life supportability issues as well as provide improved digital voice recording functionality to meet new validated safety and audit requirements.

Activity: NAS Voice Recorder (NVR)
The NAS Voice Recorder (NVR) program will replace the aging digital voice recorders with a Commercial Off The Shelf (COTS) product that will resolve end-of-life supportability issues as well as provide improved digital voice recording functionality to meet new validated safety and audit requirements.

Target: NAS Voice Recorder Program (NVRP)
Achieve Initial Operational Capability for two hundred (200) NAS Voice Recorder (NVR) Sites.

Initiative: Enterprise Engineering and Infrastructure Services
Develop Architecture Review Boards packages.
Activity: Enterprise Engineering and Infrastructure Services
Develop Architecture Review Boards packages.

Target: Architecture Review Board (ARB) Meetings
Communications, Information, and Network Programs (CINP) will complete twelve (12) Enterprise Infrastructure Solutions (EIS) Assessments that are a part of the Joint Resources Council (JRC) process.

Initiative: FTI Sustainment
FTI Sustainment

Activity: FTI Sustainment
FTI Sustainment

Target: FAA Telecommunications Infrastructure (FTI) Sustainment 2
Initiate Order for Security/Backbone replacement components in FY24.

Initiative: New York TRACON (N90) Training Implementation
Implement training at New York TRACON (N90).

Activity: Training Programs at N90
Collaborate with AJI and PMO to implement training programs at N90.

Target: Develop curriculum, Monitor and Improve Training
Conduct Technical Training of personnel to build, teach and continuously update New York TRACON’s training materials. Continuously monitor the training program, starting with Academy training, and gather feedback that will help derive necessary adjustments to meet the Agency goals.

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

Activity: Dynamic Airspace
Dynamic Airspace will continue to perform research and analysis that allows dynamic reconfiguration of the existing NAS automation infrastructure. The project will continue to explore options to utilize cloud environment and micro-services architecture the enable the availability of flight and surveillance data necessary in the Automation Evolution Strategy (AES) Research and Development Operating Environment (RD-OE) to support the future proof of concept activities.
Target: Conduct an analysis of Controller Pilot Data Link Communications (CPDLC) for Dynamic Airspace

This analysis will examine Controller Pilot Data Link Communications (CPDLC) in the context of Dynamic Airspace and the potential benefits CPDLC may have for Dynamic Airspace capabilities. This task will also focus on investigating future areas of growth and integration for communications data between Dynamic Airspace and CPDLC.

Target: Develop Terminal Airspace Use Cases

This task will build on the previous activity to further explore the application of Dynamic Airspace to the Terminal environment by identifying new scenarios and the complexity of Dynamic Airspace use cases in the TRACON. This task will result in the analysis of Air Traffic Control (ATC) and Air Traffic Management (ATM) data elements in Terminal use cases where the flow of information can be identified to support Dynamic Airspace capabilities in the Automated Evolution Strategy Research & Development Operating Environment.

Activity: Established on Required Navigation Performance

Established on Required Navigation Performance (EoR) utilizes the accuracy of Required Navigation Performance (RNP) instrument approach procedures (IAPs) to call aircraft established earlier in the final approach. The project will continue to collect data on facilities recently implementing EoR, engaging with additional candidate facilities, developing a strategy for upcoming safety analyses, and new EoR configurations.

Target: Established on Required (EoR) Los Angeles International Airport (LAX) Project FLY IT Timeline

Prepare the project Work Breakdown Structure (WBS) timeline for a future Established on Required (EoR) Navigation Performance (RNP) application to commence operations at Los Angeles International Airport (LAX). This timeline includes required activities for all National and local stakeholders including Southern California, LAX Tower, Mission Support (AJV), Flight Standards (AFS), flight procedures and LAX operations. This effort will finalize a detailed “EoR LAX Project Timeline” identifying all required EoR FLY IT activities including procedures, waivers, automation, training, and operator dependencies into a single integrated timeline.

Target: Established on Required (EoR) with xLS update to Concept of Operations

As the Established on RNP (EoR) application evolves the use of EoR with Any Landing system (xLS) needs to be researched and documented. Note: xLS is a generic landing system and includes Instrument Landing System (ILS), Global Positioning Landing System, or Microwave Landing System. The EoR Concept of Operations (ConOps) needs to be reviewed and updated with specific xLS language. An EoR with xLS concept section will be vetted with stakeholders including Flight Standards and an xLS update to the EoR ConOps will be completed.
Activity: Post-departure Coordination and Airborne Negotiation (PCAN)

Post-departure Coordination and Airborne Negotiation (PCAN) continues to mature the International Civil Aviation Organization (ICAO) Flight and Flow Information for Collaborative Environment Release 2 (FF-ICE/R2) concept. PCAN will build upon the outcomes and lessons learned of previous projects including Release 1 (FF-ICE/R1) Demonstration (i.e., International Interoperability Harmonization and Validation - IIH&V), FF-ICE/R2 Demonstration (i.e., FF-ICE/X Demo 1 and 2), and 4DT Live Flight Demonstrations (4DT LFDs) and develop outcome that will inform ICAO FF-ICE Implementation Guidance. To support and help verify the engineering analysis, the project will include guided discussion and tabletop exercises with operational subject matter experts, technical subject matter experts, and potentially international partners.

Target: Post-departure Coordination and Airborne Negotiation PCAN & Flow Information for Collaborative Environment Release 2 (FF-ICE/R2) Concept

Develop a report to capture proposed input to the International Civil Aviation Organization (ICAO) Flow Information for Collaborative Environment (FF-ICE) Implementation Guidance based on FF-ICE/R2 concepts, which have been matured through PCAN project in FY23. This activity will include conducting working group (WG) sessions with the ICAO Air Traffic Management Requirement and Performance Panel (ATMRPP) members (volunteers to be on the working group) to review and adjust the input. The FF-ICE/R2 Implementation Guidance Input, after the review with the WG, will be presented to the ATMRPP to begin the process of incorporation into the FF-ICE Implementation Guidance.

Activity: Multiple Airport Route Separation

Multiple Airport Route Separation (MARS) leverages is the Established on Required Navigation Performance (EoR) concept of considering aircraft established on a Performance Based Navigation (PBN) procedure and extends it to flows of traffic to and from multiple airports in close proximity. The project will complete MARS Phase I safety analysis and conduct a MARS Phase II Human in the Loop (HITL) testing.

Target: Multiple Airport Route Separation (MARS) Phase I National Airspace Document Change Proposal Plan

Complete the Multiple Airport Route Separation (MARS) Phase I National Air Space (NAS) Document Change Proposal (DCP) Plan on how best to assess safety hazards associated with implementing the MARS Phase I safety analysis results/safety criteria. This includes collaborating with AJV to strategize the DCP Plan and gathering the proper Safety Risk Management (SRM) artifacts to support a National SRM panel. A “MARS Phase I NAS DCP Plan” will be drafted outlining what is needed to complete this effort.
After Multiple Airport Route Separation (MARS) Phase I draft safety analysis criteria is known, the next steps are to begin the process to identify candidate airports as potential launch sites. Launch sites are needed to conduct the related concept validation activities. The team will meet with potential candidate sites to perform a deeper look and understanding of local operations and procedures. A “MARS Phase I Candidate Outreach Report” will be compiled with findings and recommended candidate launch sites.

Activity: Separation Automation System Engineering - Separation Services Engineering

Separation Services Engineering (SSE) is a pre-implementation project that matures emerging NextGen Separation Management automation capabilities and develops automation enhancements for En Route, Terminal, and Oceanic domains to support NextGen and the emerging NAS Future Vision. In accordance with the goals of the NAS Future Vision that seek to leverage technological advancements, SASE-SSE effort will include additional service-based design, develop additional prototypes to evaluate the feasibility of independent micro-services related to separation management in a diverse ATM environment, deploy service prototypes in the FAA Research and development lab environment and focus on service interoperability and interfaces.

Target: Reroute Planning and Trajectory Modeling Service Decomposition and Design Report

Enhancing the trajectory modeling components from FY22 services created to maintain the current Aircraft Trajectory (e.g., with track and flight data updates) and form it into a standalone TM Service that provides the required trajectory information to the CP Service. A Reroute Planning Service to support separation management planning will also be created using existing lab capabilities; this service will use the TM and CP Services to respectively model and probe the reroute plans. Other functions will be included as required. These new services will be designed to align with the MSA, provide algorithm-level design information, and map to current En-Route Automation Modernization (ERAM) functionality. This task will also coordinate with ongoing FAA work aimed at the cross-domain definition of Reroute Planning and Trajectory Modeling services and ensure that the services being prototyped are compatible and extensible to these definitions. A report will be delivered that includes service design documentation for both RP and TM services.

Target: Service Prototype Demonstration at an FAA Research and Development Lab

Demonstrate the operation of the SSE Service Prototypes at the William J. Hughes Technical Center, using DESIREE as the Service Consumer. This could entail physical integration into the William J. Hughes Technical Center, or a cloud-based service to be accessed from one or more William J. Hughes Technical Center (or other FAA) labs. A demonstration at the William J. Hughes Technical Center of this system will be conducted and a technical briefing summarizing the results will be provided.
Activity: Flow Object

Today’s NAS has many exchanges of flow information, but there is no common reference for how that information is shared. Without a common picture of the flow domain, it will be difficult to modernize components of the NAS or to enable future technologies and information exchanges. A “Flow Object” concept developed in this project will represent a common reference for Flow information.

Target: Complete Flow Object Engineering Checkpoint

Complete Flow Object Engineering Checkpoint with project stakeholders. Results of the checkpoint will be captured as slides containing information discussed.

Target: Complete Flow Object Proof of Concept 1.0 demonstration

Complete Flow Object Proof of Concept 1.0 demonstration to prove out the use cases that will utilize the various Flow Object functions.

Activity: Traffic Management Initiative (TMI) Recommender

Advanced Methods work focuses on expanding prototyping activities to further develop new technologies, record lessons learned, and describe use cases surrounding the use of the new technologies for Traffic Flow Management.

Target: Traffic Management Initiative (TMI) Recommender Development

Complete Traffic Management Initiative (TMI) Recommender Metrics Analysis and Report. This document will discuss the importance of each metric, metric prioritization depending on the operational situation, and situational nuances to consider during TMI evaluation.

Target: Complete Novel (Traffic Management Initiative) TMI Parameter Machine Learning Prototype Capability 3.0

Complete Novel Traffic Management Initiative (TMI) Parameter Machine Learning Prototype Capability 3.0 Progress Report. This report will contain development activities and findings.

Activity: Surface Tactical Flow Program

The Surface Tactical Flow (STF) program will provide the tools necessary to achieve a fully collaborative surface environment where the input of airspace users, airports, and air traffic controllers are all used to provide a shared surface situational awareness and improved predictability.

Target: Implementation Plan for Pacer in Current Automation Environment

Complete an Implementation Plan for the implementation of Pacer between the FAA and a third-party pilot app provider in support of a key implementation. The implementation plan will describe a potential operational test and evaluation in support of risk reduction.
Target: Simulation and Evaluation Report for the High-Fidelity Simulation at Williams J. Hughes Technical Center (WJHTC) of Electronic Call for Release (E-CFR) Time Coordination and Mobile Clearance Delivery

The simulation and evaluation report will include simulation test plan and test scenarios, description of anticipated simulation risks and opportunities, simulation software and architecture, metrics collection and data analysis, recommendations for next steps, and identification of needs and recipients for potential E-CFR technological transfer with consideration of other mobile services and initiatives.

Activity: Closely Space Parallel Operations

Closely space parallel operations (CSPO) explores concepts to increase airport capacity through reduced separation standards, expand applications of dependent and independent operations, and enable operations in lower visibility conditions. Will focus on conducting safety and engineering analysis as well as stakeholder outreach activities for implementational options of various CSPO separation reduction concepts.

Target: Develop Memo documenting facility briefing and feedback from Air Traffic facilities on the change to the 7110.65z- Para 5-8-3 Successive or Simultaneous Departure

The closely spaced parallel operations team will coordinate with stakeholders to draft a message of the procedure change that was published in the Air Traffic Control (ATC) handbook in November of 2022 to notify Air Traffic of the new standards that can be leveraged at qualifying airports. The program will provide support and gather feedback from participating stakeholders.

Target: Develop Memo to document findings from the final Stakeholder Meeting for Extension combined with Reductions in Minimum Radar Separation

The closely spaced parallel Operations (CSPO) program will review and provide analysis with stakeholders associated with the evaluation of Extension combined with Reductions in Minimum Radar Separation concept. This analysis will provide the CSPO team an opportunity to review the final results of the collision risk safety analysis conducted on this concept and gather feedback on next steps for the project.

Activity: Notice to Airmen Aircraft Category Information

Conduct additional analysis and develop strategies for additional updates to the NOTAM operating environment and apply modern techniques to support future capabilities.

Target: Enterprise Services Infrastructure Framework (ESIF) Report

Identify and document all functions within the Notice to Airmen Modernization (NOTAM) system. To be used for identifying which systems can be converted into microservices and which systems need to be updated to be made digital.
Activity: Wake Turbulence Enhancement of Arrivals and Departures Collaboration

International working groups are looking at enhanced methods of providing wake turbulence mitigation utilizing currently available technology. ANG-C will lead the development of wake turbulence mitigation separation standards, procedures, processes, and enabling technology research. The program will perform analysis, modeling, concept development, and data collection activities necessary to accomplish the NextGen Wake Turbulence research in the areas such as new aircraft entry into service, Closely Space Parallel Operations (CSPO) separation reduction concepts, and new entrance operations (e.g. Advanced Air Mobility, Urban Air Mobility).

Target: Shortfall Analysis of Wake Hazard controller Decision Support Tools (DST) Design Using available Weather Data

Develop and document shortfall analysis for terminal and en route airspace real-time weather requirements for wake hazard mitigation Decision Support Tools (DSTs).

Target: Complete assessments for new aircraft type wake separation recommendations requested by the Air Traffic Organization (ATO) through the agreed upon Memorandum of Understanding process.

Complete assessments for new aircraft type wake separation recommendations requested by the Air Traffic Organization (ATO) through the agreed upon Memorandum of Understanding (MOU) process requested by the Air Traffic Organization (ATO) through the agreed upon MOU process and document memo requests received and response delivered to ATO by the Wake program.

Initiative: Improved Service Through Advanced Technology

Deliver safe, secure, efficient, flight services and airspace system services by adopting advanced and emerging technologies.

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: Future Flight Service Program (FFSP) Voice Communication System (VCS) Limited Deployment

Transition Complete – The service provider (SP) will conduct a Cutover Procedure Verification prior to deployment verifying correct and adequate procedures are in place to switch from the existing flight service provisioning to the SP’s flight service provisioning. Cutover includes data interfaces, air to ground interfaces, and ground to ground interfaces. The pre-flight, flight data, self-assisted, and inflight services, supported by 58 Flight Plan Areas, will be transitioned.

Target: Expand FAA Weather Camera Operations to CONUS

The Weather Camera Program will complete nine site surveys for the Weather Camera Expansion (E1).
Initiative: Data-driven Operational Efficiency
Increase operational efficiency through innovative performance analysis, data management, and system integration.

Activity: DOT Reporting Metrics
Performance Analysis is responsible for several metrics that have required reporting to the Department of Transportation or are tracked as FAA Corporate Goals. These include the Average Daily Capacity (ADC) and NAS On-Time Arrivals metrics.

**Target: Average Daily Capacity**
Maintain an Average Daily Airport capacity of at least 57,931 arrivals and departures at Core airports.

**Target: NAS On-Time Arrivals**
Achieve a NAS on-time arrival rate of 88% at Core airports and maintain through FY24.