	FY 2021 Organizational Success Increases/Measures (OSI/M)	Final Outcome
1	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 2021 is 5.4. Due September 30, 2021	COMPLETED. Year to date, there have been 0 fatalities. Therefore, the actual rate is 0.0 vs a not to exceed of 5.4. This equates to 0 fatalities against a not to exceed 57 for the year.
2	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. 2021 Target: .96 Due September 30, 2021	COMPLETED. Year-to-date, there have been 192 fatal accidents, making the rate 0.73 versus a not-to-exceed rate of 0.96. These 192 fatal accidents compare against a not-to-exceed of 252.
3	Commercial Space Launch and Reentry Accidents: No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities. Due September 30, 2021	COMPLETED. There have been 60 commercial launches and 4 reentries this fiscal year. There were no incidents of property damage, injury or death as a result of any licensed or permitted launch or reentry activity, to include the recovery of returning booster stages.
4	Commercial and Non Commercial Surface Safety Risk Index: Commercial: Maintain the weighted surface safety risk index at or below 0.35 per million operations for Commercial Aviation. Due September 30, 2021 Non-Commercial: Maintain the weighted surface safety risk index at or below 0.60 per million operations for Non-Commercial Aviation. Due September 30, 2021	COMPLETED. Both the Commercial Safety Risk and Non-Commercial Safety Risk were at or below their respective targets for FY21.
5	TOP 5 Safety Risks: The Top 5 Safety Risks are a quantifiable list of hazards that contribute to the highest risk in the national airspace system. It is the culmination of the ATO's proactive safety management activities — valuing input from the frontline employees, deploying technology to gather data, improving analysis to identify risk and embracing correction to implement risk mitigations. Target: Implement 85% of approved mitigation activities in association with ATO's Top Five (5) identified trending safety issues in the National Airspace System (NAS). Due September 30, 2021	COMPLETED. For FY21, the ATO identified and approved 87 mitigation activities across these top five trending issues, with the goal to implement 85 percent, or at least 74 of the 87 activities. The FAA has surpassed this goal by completing 76 of 87 (87%) Corrective Action Plan (CAP) activities.
6	Alaskan Safety Initiative: Collaborate with Alaska aviation stakeholders and system users to evaluate FAA recommendations developed in Target 1 and develop prioritized proposals based on a combination of greatest impact and reasonable ability to implement programs/projects identified by the collaborative team. Shared with the industry the prioritized plan to move forward. Due September 30, 2021	COMPLETED. The FAA conducted outreach with stakeholders from May through July using a series of 12 one-on-one virtual meetings. Work was completed and incorporated stakeholder comments into the final document. The final FAASI document was released to stakeholders on September 30, and a public virtual meeting was held. Development of prioritized proposals was finalized after outreach sessions and targets for FY22 were established.

	People (Accountability)		
7	Increase FAA STEM AVSED program outreach capabilities: Identify committed members of the STEM AVSED EB and SC from all FAA organizations that are involved in STEM AVSED engagement initiatives. Due March 31, 2021	COMPLETED. All members from all lines of business/staff offices (LOB/SO) have been identified for participation on the Executive Board and Steering Committee in support of STEM AVSED.	
8	Critical Acquisition Milestones on Schedule: 90% of the critical acquisitions selected annual milestones are achieved by their scheduled dates. Due September 30, 2021	COMPLETED. A total of 71 milestones were identified for FY21. Sixty-six of these milestones (93%) were achieved.	
9	Unmodified Audit Opinion: Obtain an unmodified audit opinion on the FAA's FY 2021 financial statements identified by external independent auditors. Due September 30, 2021	COMPLETED. On November 9, the independent public accounting firm KPMG LLC issued its Unmodified Audit Opinion report on its audit of the FAA's financial statements. The auditors' report/opinion is included in the FAA's FY 2021 Performance and Accountability Report, which is available on FAA's website.	
10	Technology Innovation: Develop a plan to expand and communicate the use of the SAP Success factors technology (known internally as PMAS) for FAA performance programs. Plan is to include a configuration and implementation plan, a communication and training plan, and contract completion contingent upon the ability to secure funding, for FY22 configuration and FY23 implementation. Target 1: A configuration and implementation plan will be drafted and provided to AHR-1 by July 30, 2021 Target 2: A communication and training plan will be provided to AHR-1 by September 30, 2021. Plan will include communications prior to go-live to get managers accustomed to seeing screen shots and process flow.	COMPLETED. The final configuration and implementation plan was presented to AHR-1 in July. The communications and training plans have been completed and were presented to AHR-1 on September 17.	
11	Environmental Efficiency and Emissions: Continue FAA leadership in improving environmental efficiency and addressing carbon emissions from aviation through domestic implementation of ICAO airplane carbon dioxide standard and continued domestic implementation of the Carbon Offsetting and Reduction Scheme for International Aviation ("CORSIA"). Target 1: Initiate executive level review on Notice of Proposed Rulemaking for FAA airplane carbon dioxide standard. Due September 30, 2021. Target 2: Submit monitoring, reporting, and verification information for 2019 emissions from U.S. operators to ICAO in accordance with the FAA CORSIA MRV Program. Due December 31, 2020	COMPLETED. The rulemaking team for airplane fuel efficiency (i.e., carbon dioxide standard internationally) completed drafts of all notice of proposed rulemaking documents required to initiate executive level review for this new 14 CFR Part 38 requirement. 2019 emissions data was reported to ICAO on October 30, 2020. The data included more than one million flights and covers nearly all CO2 emissions from international aviation.	

FAA Corporate Diversity and Inclusion Strategic Plan (ACR

and AHR): The Office of Civil Rights (ACR) will collaborate with the Office of Human Resource Management (AHR) to develop and design a Five-Year Diversity and Inclusion Strategic Plan that will provide the FAA workforce with relevant, strategies, goals and tools needed to create an inclusive, discrimination free workplace where all members of, will have the opportunity to reach his or her full potential.

Target 1: Complete the Diversity and Inclusion Strategic Plan and send to FAA Administrators Office for final approval and signature. Due December 9, 2020

Target 2: Market and provide awareness to FAA employees about the Diversity and Inclusion Strategic Plan by conducting 6 webinar and informational sessions throughout FY2021. Due August 31, 2021

collaborated with the Office of Human Resource Management (AHR) to develop and design a Five-Year Diversity and Inclusion Strategic Plan. This plan was signed on November 8, 2021, and is available online on the ACR website. By August 31, ACR hosted 6 webinars and informational sessions to market and provide awareness to FAA employees about the Diversity and Inclusion Strategic Plan. ACR and AHR are continuously working in partnership with Agency stakeholders to identify implementation strategies and marketing opportunities for the Diversity and Inclusion Strategic Plan.

COMPLETED. The Office of Civil Rights (ACR)

Effectively communicate as "one FAA": Establish consistent and unified messaging from the top down across all lines of

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Target: Implement a content management system (CMS) for FAA.gov. Due September 30, 2021

COMPLETED. AOC collaborated with DOT, AIT, and FAA LOB/SOs to review and prepare the content for migration to DOT's Drupal content management system. The first stage of the Drupal CMS project successfully completed on August 31, and consisted of the new Drupal infrastructure; a new FAA.gov homepage; website look-and-feel; and migration of the NEWS section (press releases, fact sheets, speeches, testimony, etc.).

Global Leadership

Implement FAA International Strategy and enhance ICAO

work: Contribute to the development of the U.S. government position regarding the ICAO Secretary General Election in March 2021 and qualified U.S. citizens for ICAO's senior technical and regional positions in order to have a direct and continuous influence at the U.N. technical agency. (APL/API Lead)

Target 1: Evaluate the technical capabilities and familiarity with managing complex civil aviation matters of each Secretary General candidate, and provide FAA recommendations to the Department of State.

Due March 31, 2021 14

Target 2: Conduct outreach to States and Regional Organizations in support of U.S. Government positions for the election. Due March 31, 2021

Target 3: Establish an ICAO Succession Planning strategy to identify and support highly qualified U.S. candidates for selected ICAO Director-level positions that have a direct impact on FAA's strategic priorities. Due September 30, 2021 COMPLETED. FAA conducted interviews of the five candidates for the position of Secretary General of the International Civil Aviation Organization (ICAO) as part of the overall U.S. Government process of identifying a candidate to support in the ICAO Council election. The FAA supported Department of State-led outreach with key states and organizations to convey U.S. expectations of the qualifications of the next Secretary General, and the FAA also supported outreach to the European Commission, and discussed U.S. priorities with the members of the European Civil Aviation Conference, as well as directly with the Director General of Poland. Targets 1 and 2 were completed by February 25. The FAA has identified and is supporting the professional development of highly qualified U.S. candidates for selected ICAO Director-level positions that have a direct impact on FAA's strategic priorities. The FAA has placed candidates in targeted positions to increase their exposure to FAA enterprise priorities and ICAO policy issues and high-level events. The FAA also has supported the candidates in their

		pursuit of academic credentials to qualify them for these positions.
15	Promote International Safety and U.S. Interests: Influence the development of international approaches to ensure the safe and sustainable recovery of the aviation sector after the global health emergency. Target 1: Develop global health emergency risk mitigation measures for passenger and aviation professionals in alignment with U.S. best practices in the ICAO Council Aviation Recovery Task Force (CART). Due September 30, 2021 Target 2: Develop, maintain and actively promote an FAA policy position in support of CART implementation measures in at least three (3) bilateral and multilateral venues, to include ICAO regional engagement. Due September 30, 2021	COMPLETED. The ICAO Council Aviation Recovery Task Force (CART) was responsible for publishing two documents aimed at facilitating the continued recovery of air travelTesting and Cross-Border Risk Management Measures Manual and the Take-Off Guidance Document. Combined, these materials form the basis for harmonizing the world's pandemic response in the context of air travel. The United States played a key leadership role both in the development of these materials, and their promotion and use throughout the world. The FAA was also the focal point for the development of the U.S. High Level Conference on COVID-19 working paper that recommends ICAO pursue the creation of a more formalized and well-defined crisis response plan.
	Operational Excellence (Infr	astructure)
16	Community Engagement and Noise: As the public sees us as "one FAA," develop a series of informational tools (presentations, talking points, infographics, web pages) that can be used by the FAA to educate and inform Airport sponsors and Community Roundtables as well as local elected officials. Target 1: Work with the existing regional Community Engagement matrix teams to develop informational tools on FAA's efforts to safely and efficiently integrate new entrant vehicles to the national airspace, including; UAS, Urban Air Mobility, and Commercial Space operations. Due September 30, 2021 Target 2: Work with the existing regional Community Engagement matrix teams to develop informational tools on the FAA's aircraft noise research programs including efforts to better understand potential community impacts from aircraft noise and ways to address them. Due September 30, 2021	COMPLETED. The FAA developed high-level communication products across multiple lines of business; connecting staff offices and regional community engagement teams. These strategies and priorities are currently being utilized in 35 ongoing roundtable discussions around the country. Upon request, the FAA provided technical briefings about its noise research, and continues to seek opportunities to collect input from stakeholders on the agency's noise research program. The FAA published a Federal Register Notice on January 13, to share details about its noise research program and the results from its Neighborhood Environmental Survey, and to collect public input on its noise research program and recent findings, as well next steps for stakeholder engagement on noise policy considerations. FAA is working to develop summaries of this feedback.
17	Runway Pavement: Maintain runway pavement in excellent, good, or fair condition for 93% of the paved runways in the National Plan of Integrated Airport Systems (NPIAS). Due September 30, 2021	COMPLETED. Runways are being kept in a safe and serviceable condition through capital improvements, regular maintenance, and airport inspections. The percentage of runways in Excellent, Good, or Fair condition remains above 97% based on the Runway Condition Codes for 4,300 airports in the National Plan of

Integrated Airport System (NPIAS).

Cybersecurity in the Aviation Ecosystem / Cyber Security:

Strengthen compliance of risk management programs in the stakeholder community.

Target: Address 80% of the FAA's Internet accessible high value assets with critical and high vulnerabilities in accordance with DHS BOD 19-02. Provide monthly updates to the Cybersecurity Steering Committee.

Due September 30, 2021

COMPLETED. This target focuses on remediating identified cyber vulnerabilities on FAA's external assets as provided through the Department of Homeland Security (DHS) Cyber Hygiene scans. For FY21, there were 66 Cyber Hygiene incidents on High Value Assets. FAA addressed 100% in accordance with BOD 19-02 within required timeframes.

Infrastructure – Align FAA investments in airport infrastructure and FAA-owned facilities: Develop a coordinated FAA national infrastructure strategy to help define, prioritize, align where possible AIP and F&E infrastructure investments, and inform future budget requests. Must complete both targets.

Target 1: Develop a process to ensure appropriate cross-LOB coordination and approval of infrastructure investments. Due June 30, 2021

Target 2: Develop an implementation plan for a national airport strategy to provide a top-down framework for AIP investments in airport infrastructure, including resiliency, UAS, and spaceport integration. Due September 30, 2021

COMPLETED. This is a multi-year, dynamic effort to develop a coordinated FAA national infrastructure strategy to help define, prioritize, and align where possible AIP and F&E infrastructure investments, and inform future budget requests. The MOU which outlines the process to ensure cross-LOB coordination and approval of infrastructure investments was completed on June 21. The implementation plan, developed on September 10, provides the framework for how the agency will proceed with development of the strategy, goals, objectives, and a multi-year Plan of Actions and Milestones (POAM).

C-UAS Research:

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Support testing and evaluation of C-UAS technologies under Section 383 of the 2018 FAA Reauthorization.

Target 1: Begin the testing and evaluation of at least three (3) UAS detection and mitigation technologies at one airport (Atlantic City International Airport). Due September 30, 2021 Target 2: Establishment of an Aviation Rulemaking Committee (ARC) under Section 383 of the 2018 FAA Reauthorization" deliverable: develop a draft charter that has been approved by ARM, a rough outline of the structure for the ARC, and a potential membership list that has been coordinated across FAA. Due September 30, 2021

COMPLETED. Consistent with Section 383, the FAA launched an effort to test and evaluate technologies and systems that could detect and mitigate potential safety risks posed by unmanned aircraft at and near airports. The research will lead to the implementation of new technologies that will make airports safer for passengers and traditional, crewed aircraft. The results from this testing and evaluation effort will inform other components of Section 383, including the ARC and the plan for certifying, permitting, or authorizing UAS detection and mitigation technologies at airports around the country. In August, the UAS Security Division (AXE-U00) worked closely with the Office of the Chief Counsel (AGC) to revise the draft charter approved by ARM, a rough outline of the structure for the ARC, and a membership list that has been coordinated across FAA.

21	Part 450, Streamlined Launch and Reentry Rule (SLR2): The Office of Commercial Space Transportation will provide the necessary support and Information to the commercial space industry necessary to fully implement the SLR2. Develop guidance to assist potential licensees in meeting public safety regulatory requirements where no means of compliance exist in current regulations. Target 1: AST will provide industry-wide SLR2 implementation educations by a virtual three day Workshop for current and potential users of Part 450. Due September 30, 2021 Target 2: AST will publish ten (10) Advisory Circulars (ACs) which provide implementation guidance and examples for meeting the requirements of the performance-based requirements contained in Part 450. Due September 30, 2021	COMPLETED. AST provided in-depth industry training and awareness of the requirements in the new Part 450 through a three-day Workshop held 4 through 6 November 2020. The workshop presented in-depth information on the FAA's transition from a prescriptive regulatory structure to performance-based regulation designed to allow greater innovation and a reduced regulatory burden while maintaining the equivalent level of safety. AST received approval and published 10 Advisory Circulars (AC) supporting the implementation of the Streamlined Launch and Reentry Rule, Part 450. The final AC was published on September 24.
22	Use modern, open technologies to communicate and help the public and FAA employees operate safely and make informed decisions. Increase user satisfaction by 25% from FY20 by making more information and data available to a wider and non-traditional audience by routinely webcasting public meetings and safety summits, deploying tools that work on mobile devices, and providing data outside of the FAA's network through modern platforms such as application programming interfaces (APIs) and geographic information systems (GIS) and data visualizations. Due September 30, 2021	COMPLETED. AOC surpassed its goal by having a 244% increase in the number of events (webcasts/virtual symposiums/live events/etc.) this year compared to last year. Actual: 186 events
23	NAS Vision 2035: Charting Aviation's Future includes documenting the vision and high level concept of operations for an information-centric NAS. These activities will describe how technology advances will enable changes to the future environment in the areas of operations, integrated safety management, and infrastructure that modernize the NAS and facilitate the integration of new entrants. These activities are anticipated to deliver benefits for air traffic management in terms of efficiency, flexibility, throughput, safety, predictability, and access for new entrants. Target 1: Develop a vision document that describes the opportunities afforded by technology advances enabling changes to the future environment and the anticipated changes in the areas of operations, integrated safety management, and infrastructure. Due May 31, 2021 Target 2: Develop a preliminary level 1 Concept of Operations for an info-centric NAS that describes the processes, technologies and services that align with the on-going Charting the FAA's Future Strategic Framework. Due September 30, 2021	COMPLETED. The Vision document "Charting Aviation's Future: Operations in an Info-Centric National Airspace System" was completed on May 31. The "Preliminary Concept of Operations for an Info-Centric National Airspace System" was completed on September 30.

	Innovation (Global Engagement)		
24	UAS Remote ID Next Steps: Once the remote ID rule is published, facilitate early adoption of remote ID technology by conducting enterprise-level outreach and engagement. Due September 30, 2021	COMPLETED. The cross-agency working group was established, and the high-level roll-out/communications plan and Outreach plan were developed and executed in conjunction with AOC and other stakeholders. Articles about Remote ID (RID) were published in the AVS Flyer and FAA Broadcast. The FAA has worked to assure all agency messaging related to RID is aligned.	
25	UAS Waivers and Authorizations: Authorizations (ATO): Process 95% of manual Part 107 Airspace Authorizations within the 90-day timeline mandated by Congress. Due September 30, 2021 Waivers (Operational) (AVS): Develop industry and inspector guidance to adapt to part 107	COMPLETED. The target for Authorizations was completed on time and exceeded the goal which was set at 95%. Ending Q4 of FY21, the FAA has completed 34,976 of 35,012 Manual Authorizations for a 99.9% completion rate within the allotted 90 days. For Waivers, industry and inspector guidance was developed on May 11, 2021, to adapt to	
	waiver provisions to improve UAS waiver (operational) processing time (approve or deny). Due September 30, 2021	Part 107 waiver provisions to improve UAS waiver (operational) processing time (approve or deny). The final draft for V16, C4, S3 of FAA Order 8900.1 has been signed by AFX-1 and has been published. Both targets are complete.	
26	Integrating Commercial Space Transportation into the NAS Through time-Based Launch/Reentry Procedures and Windows: Develop and implement Time-Based Launch/Reentry Procedures (TBLP) and Dynamic Launch/Reentry Windows (DLRW) for integrating Cape Canaveral Air Force Station/Kennedy Space Center (CCAFS/KSC) launch complex commercial space launch and reentry operations into the National Airspace System (NAS). Target: The Federal Aviation Administration (FAA) will develop and implement TBLP/DLRW procedures at two additional U.S. launch/reentry sites, further integrating commercial space launches and reentries into the NAS, using lessons learned in FY 2020 CCAFS/KSC pilot project. Due September 30, 2021	COMPLETED. By July 31, FAA developed and implemented Time-Based Launch/Reentry Procedures (TBLP) and Dynamic Launch/Reentry Windows (DLRW) at both Blue Origin in Van Horn, TX, and SpaceX in Boca Chica, TX.	

Remote Towers: Work with ATO Technical Operations and Air Traffic Services to: 1) develop a strategy for long term Remote Tower integration into the NAS and 2) develop a documented process to achieve the approval to integrate Remote Tower systems as an option especially for smaller rural communities.

Target 1: Describe the dependencies between outstanding FAA documentation and submittal and review of type certification deliverables by the Leesburg Remote Tower vendor. Outstanding FAA documentation includes a signed Operational Safety Assessment (OSA), finalized Technical Requirements, signed Operational Visual Requirements (OVRs), final Operational Viability Decision by AJT, and completed Remote Towers Advisory Circular. Due January 31, 2021

Target 2: Finalize the Remote Towers Operational Safety Assessment (OSA) for a generic system providing Class D services in a Visual Flight Rules environment. Due March 31, 2021

Target 3: Complete Version 2 of the Remote Towers Draft Technical Requirements document. This update will require input from other FAA stakeholders in order to assure all initial user requirements are captured. Due June 30, 2021

Target 4: Leesburg: Render agency decision on the level of service the Remote Tower system could provide in an environment similar to that of Leesburg Executive Airport (JYO). This decision will allow the agency to focus on integration process documents going forward. Issue FAA Decision Memo on operational viability of Leesburg vendor's Remote Tower system. Due September 30, 2021

Target 5: Establish initial cost benefit model, including draft strategy to evaluate safety and efficiency benefits vs. cost, to apply Remote Tower technology at FCT airports operating in a VFR environment. Deliver initial Business Case document for Remote Tower systems at FCT airports.

Due September 30, 2021

COMPLETED. On January 31, the FAA delivered a list of dependencies between outstanding FAA documentation (i.e., Operational Safety Assessment [OSA], finalized Technical Requirements, Operational Viability Decision memo by AJT, a completed Remote Towers Advisory Circular, and submittal and review of type certification deliverables by the JYO vendor. The FAA Remote Tower Operational Safety Assessment (OSA) for a generic system providing Class D services in a Visual Flight Rule Environment was delivered on March 30. Version 2 of the Remote Towers Draft Technical Requirements document was delivered on June 30. This version included updates from various FAA stakeholders, and safety requirements, which resulted from the OSA and other safety analysis. Air Traffic Services (AJT) completed an Operational Viability memo on September 30, outlining the determination that the Saab, Inc. remote tower system installed at Leesburg Executive Airport (JYO) is operationally viable to provide the visual information needed for the provision of Airport Traffic Control Tower (ATCT) services at single runway airports with a single runway less than 5,500 feet in Class D airspace and without the use of supplemental surveillance tools. On September 27, the FAA delivered the business case model pertaining to the FAA Contract Tower (FCT) program for the use of Remote Towers to provide Air Traffic services in a Class D Visual Flight Rules (VFR) environment. This model will be used for to determine if RT airports qualify for the FCT program.

EIM (Digital Transformation - Big Data):

Conduct a data challenge to identify use cases for data integration. Due September 30, 2021

COMPLETED. The Enterprise Information Management (EIM) Data Challenge, "A Case for Innovation," was created as part of the EIM Data Innovation Series, and encouraged federal employees and contractors to develop solutions to current FAA and aviation challenges using the resources within the EIM platform. The Chief Data Office (ADO) reviewed 39 submissions, and a final judging event with over 300 attendees. Multiple awards and cash prizes for federal employees were provided, in addition to an award for overall winner.

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National On-Airport Policy, Processes, and Procedures for

UAS: ATO service units are working collaboratively to enable the national use of UAS on and/or near airports for a variety of mission types. In FY21, ATO will develop required processes and procedures for agency-wide use of commercial UAS vendors for facility maintenance inspections/surveillance of FAA towers, radars, buildings, and other assets. ATO is to leverage the development of a national on-airports policy to accomplish this strategic priority. When fully developed, the policy will provide clear guidance for safely allowing on and near airport UAS operations for multiple uses, including aircraft inspections and maintenance parts delivery. Due September 30, 2021

COMPLETED. The FAA completed all five targets associated with this goal; the Document Change Proposals, Notices, and Orders were signed by the AJV-P Director effective September 6, 2021.

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