Federal Aviation Administration

THE AIR TRAFFIC CONTROLLER WORKFORCE PLAN

2026–2028

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EXECUTIVE SUMMARY

Safety remains the top priority of the Federal Aviation Administration (FAA) as it operates the National Airspace System (NAS). FAA's mission is to provide the safest and most efficient aerospace system in the world while supporting continued growth in air travel and safely integrating new entrants into the airspace.

The FAA designed this workforce plan to address current staffing challenges, prepare for future demand, and ensure the long-term safety and operational efficiency of the NAS. The plan establishes a three-year strategy to grow the controller workforce, optimize performance, and modernize the air traffic control systems and tools that support safe and efficient controller operations. These efforts occur in accordance with section 437 of the FAA Reauthorization Act of 2024 (Pub. L. No. 118-63) and remain subject to appropriations.

FY 2025 Recap

Against a backdrop of reductions in the Federal workforce in FY 2025, the FAA strengthened and increased controller staffing and hiring. In February 2025, U.S. Transportation Secretary Sean Duffy announced a supercharged hiring initiative for air traffic controllers. The FAA hired 2,028 air traffic controller trainees in FY 2025, the highest number since 2008, exceeding its target of 2,000 hires. The FAA raised starting salaries for Academy students by nearly 30 percent and implemented financial incentives for Academy completion. Total workforce losses during FY 2025, including Academy attrition, developmental training failures, retirements, resignations, promotions, and other separations, totaled 1,460.

In addition to the hiring surge and starting salary increase, in FY 2025 the FAA implemented a retention bonus to reduce attrition due to retirements. Normally, controllers who reach 25 years of service and on their 56th birthday are eligible to retire with a full Federal pension. Nearly 400 retirement eligible controllers have been retained due to the new bonus structure. No probationary controllers were terminated because of the Office of Personnel Management guidance issued in FY 2025, and controllers (along with all other safety critical staff) were not eligible for the Deferred Resignation Program. The resulting workforce change due to the hiring surge and financial incentives was a net gain of 568, which will lead to an increase in the certified controller population in FY 2026 and beyond as these controllers complete their training.

These actions were consistent with, and built upon, section 437(a) of the FAA Reauthorization Act of 2024 (Pub. L. No. 118-63). The FAA executed maximum air traffic controller hiring while continuing to increase capacity at the FAA Academy.

FY 2026-2028 Controller Workforce Plan Overview

The 2026–2028 Controller Workforce Plan (CWP) has three strategic pillars: grow the workforce, optimize scheduling efficiency, and modernize the NAS.

First, the FAA will expand the controller hiring surge, begun in 2025, to meet the current and future workforce needs of the NAS. The agency will achieve or exceed hiring targets of 2,200, 2,300, and 2,400 new air traffic controllers in FY 2026, FY 2027, and FY 2028 while continuing

to attract high-quality candidates. The FAA will provide best-in-class education and training and increase training program completion rates in each year of the plan. The agency will expand Air Traffic Collegiate Training Initiative (AT-CTI) and Enhanced AT-CTI programs by further expanding partnerships with colleges, universities, and technical schools across the United States.

Second, the FAA will implement policies, practices, and procedures to reinforce safety, optimize workforce scheduling efficiency and utilization, and provide an effective operational environment. The agency has implemented staffing findings from the Transportation Research Board (TRB) study called for in the FAA Reauthorization Act of 2024 Section 437(c), and will improve the allocation of staffing and transfers across facilities, and enhance the accuracy and usability of tools used to track staffing and timekeeping. These efforts will support a rigorous, data-driven environment for planning and decision-making. The FAA will work with the National Air Traffic Controllers Association (NATCA) to incorporate the Theory of Constraints (TOC) methodology to identify and resolve impediments that limit the ability of the agency and its controllers to address and balance air traffic demands effectively with workforce constraints and operational needs.

Third, the FAA will replace decades-old, unreliable, analog infrastructure with a fully digital network system. Investments in the Brand New Air Traffic Control System (BNATCS) will improve reliability and predictability of the work environment. New automation will combine improved safety tools with greater operational visibility, reliability and effectiveness. In addition, the FAA will also advance the design of the NAS and incorporate brand new technologies to enable a safer, more flexible, and scalable airspace system. Moving from a purely reactive and tactical design to a SMART, strategic and proactive NAS design will both optimize throughput and reduce airspace complexity, as well as reduce controller workload, stress, and fatigue.

The objective of this workforce plan is to hire, train, and deploy air traffic controllers where the need is greatest. In addition, these efforts will facilitate a more rapid deployment of operational knowledge, tools, and technologies available to the FAA and controllers.

CHAPTER 1: GROW THE WORKFORCE

The FAA will continue to expand controller hiring to meet current and future operational demand. The agency hires two to three years ahead of projected attrition to allow sufficient time for training and certification. System-wide trends demonstrate the need for sustained hiring. Air traffic facilities staff open positions with a combination of Certified Professional Controllers (CPC), Certified Professional Controllers-In-Training (CPC-IT) and developmental controllers. This mixture ensures position-qualified controllers gain experience using their certified skills.

Hiring Strategy and Pipeline Management

Ensuring there are enough controllers at each facility on a daily basis provides sufficient training time for new hires to progress in two to three years. The uptick caused by hiring in advance is one reason total staffing remains ahead of traffic. As shown in Figure 1.1, when compared to FY 2000 (the high mark for traffic), total headcount is three percent below, while traffic is 16 percent below FY 2000 levels.

Figure 1.1. System-Wide Traffic and Headcount Trends

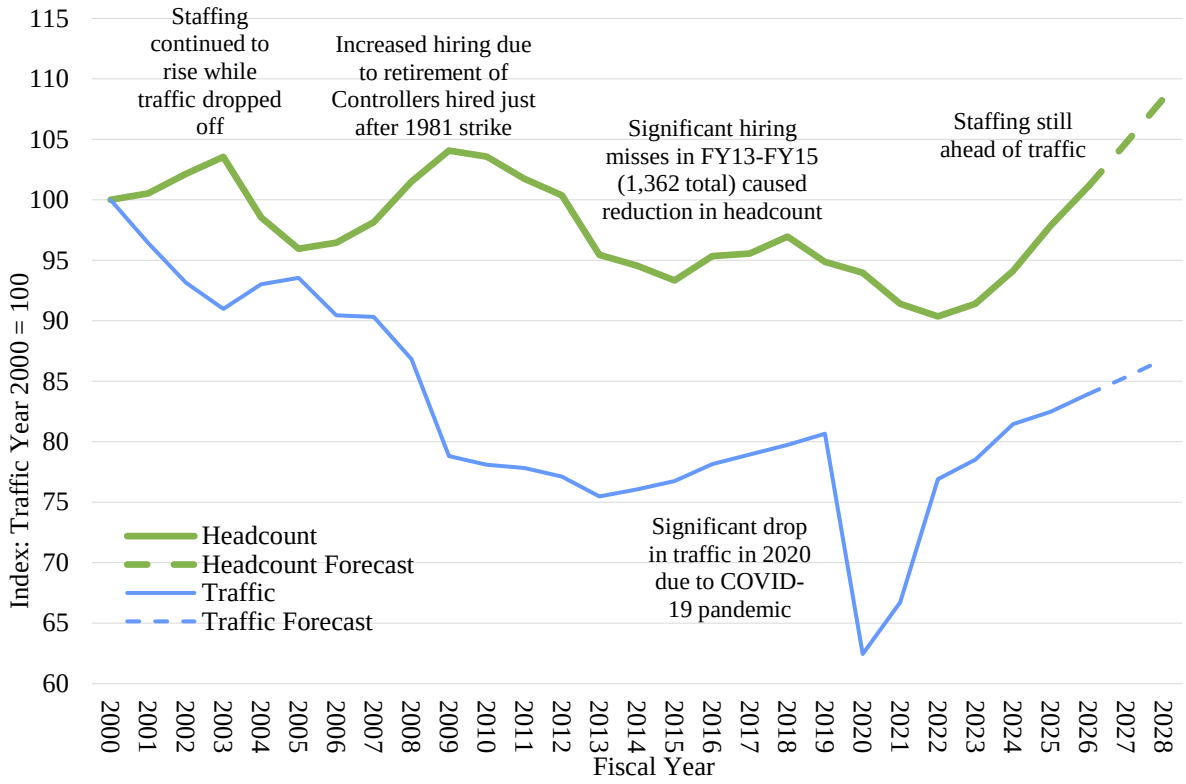
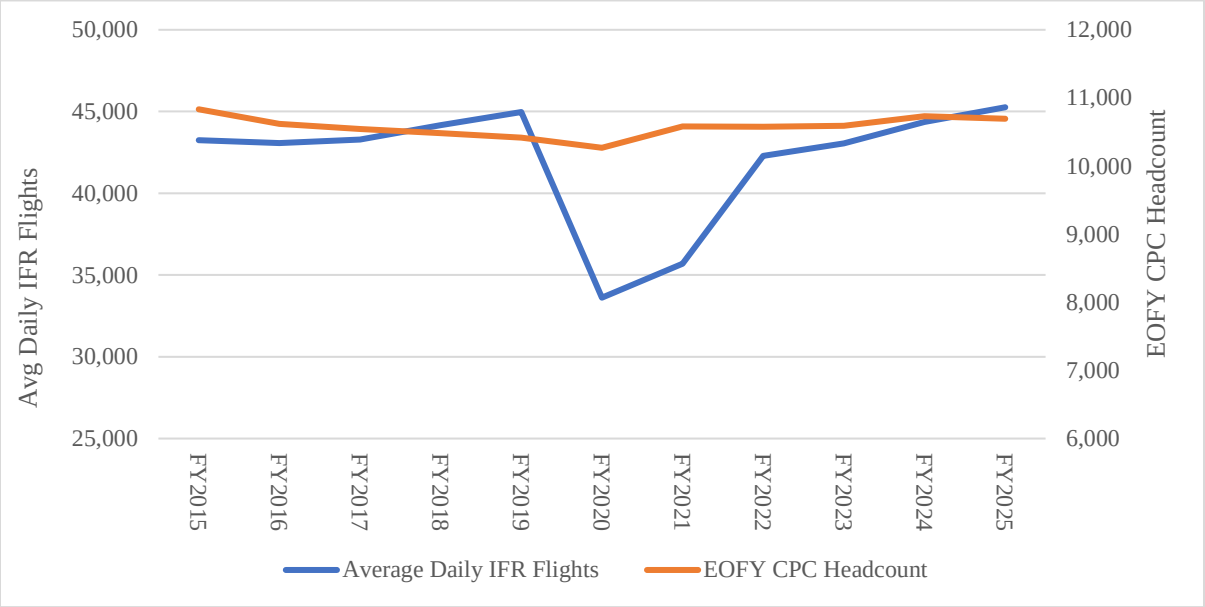


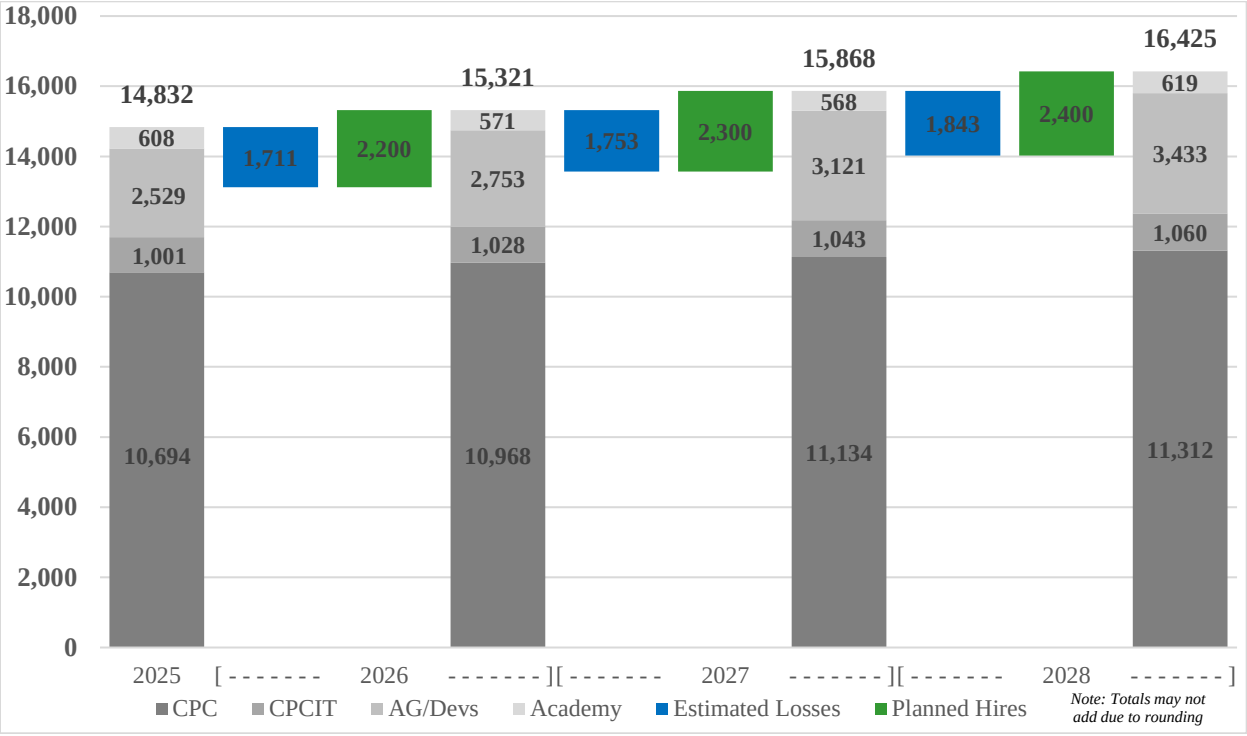
Figure 1.2 shows that over the past 10 years, instrument flight rules (IFR) traffic has increased slightly while CPC staffing has declined slightly. Many FAA towers also control a significant amount of visual flight rules traffic.

Figure 1.2 IFR Traffic and CPC Trends FY 2015 - 2025



Though hiring and controller staffing both fell during the 2019 government shutdown and subsequent COVID-19 pandemic period both have rebounded significantly in recent years. Figure 1.3 shows the expected end-of-year total headcount (gray line) and new hires and losses (green and blue bars) by year through FY 2028. The total expected end-of-year headcount number shown in Figure 1.3 reflects this projected advanced hiring.

Figure 1.3. Projected Controller Trends



The numbers for FY 2025 represent actual end-of-year headcount, losses, and hires. Losses include retirements, promotions and transfers, resignations, removals, deaths, developmental attrition, and Academy attrition. The FAA ended FY 2025 with 162 total controllers (CPCs, CPC-ITs, and developmentals) above the planned headcount.

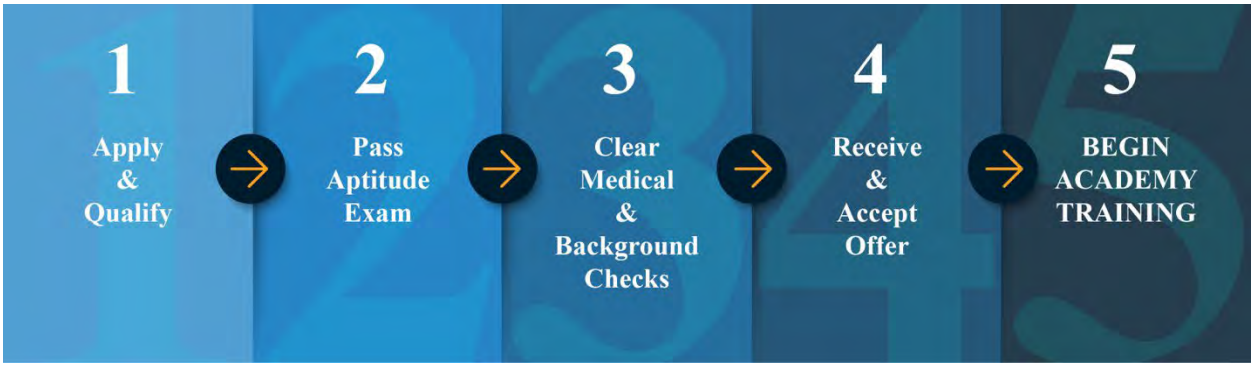
Recruitment

The FAA has two primary categories of controller hiring sources.

- No prior air traffic control experience: These individuals are not required to have prior air traffic control experience and may apply for vacancies announced by the FAA.
- Prior air traffic control experience: By statute, these individuals are required to have at least 52 contiguous weeks of certified air traffic control experience within the past five years and may apply for vacancies at any time.

In 2025, the FAA updated its air traffic controller hiring processes, moving from a traditional, linear, eight-step process to a supercharged, continuous flow process, consisting of five steps.

The five steps are:



This change accelerated the time-to-hire for these critical positions by reducing the duration of the hiring process by more than four months in some cases, which helps to supercharge the hiring process.

Expanding the Talent Pipeline

The FAA will continue maximum air traffic controller hiring in FY 2026 while continuing to increase capacity at the Academy. In addition, the FAA is working with colleges and universities in the AT-CTI program to expand their curricula so that they can offer training that is equivalent to the Academy. As of the end of FY 2025, the FAA approved 11 programs at 10 schools, with additional applicants under review. These schools will follow all the technology, testing, oversight and participation requirements of the new program. Enhanced AT-CTI graduates, like new hires with no experience, must meet the same qualification standards on the approved FAA Aptitude Exam, be selected for employment by the FAA, and meet medical and security requirements. The Enhanced AT-CTI program will bolster the current hiring pipeline by allowing the FAA to hire more candidates who can begin facility training immediately upon appointment. The FAA expects a total of four more AT-CTI and Enhanced AT-CTI programs in FY 2026.

Training Capacity and Throughput

Training capacity remains the primary constraint on workforce growth. The FAA will operate the Academy at full capacity and expand classroom and instructor resources where possible. The agency continues to modernize training infrastructure and expand simulation-based training. Training includes both traditional controller tasks and simulated environments that reflect evolving airspace operations and new entrants. Congress provided additional funding for training technology through the Working Families Tax Cut Act of 2025 (Pub. L. No. 119-21). These resources will support expansion of simulation capabilities, accelerate certification timelines, and improve overall controller proficiency.

Placement and Workforce Integration

Effective placement of new hires is critical to workforce success. The FAA will improve the process for assigning Academy graduates to facilities with the greatest staffing need. The agency will also focus on targeted training for the most successful candidates at the Academy so that they can be assigned to facilities with more complex traffic demands. The FAA needs to use our human resources more efficiently, including placement of our Academy graduates. Once placed, developmental controllers must complete facility-specific training. The FAA will improve scheduling practices to ensure trainees receive sufficient time on position and progress efficiently through certification. The agency will also improve management of controller transfers between facilities to maintain a healthy balance across the NAS. During this period of staffing/demand imbalance, the FAA must limit unhealthy controller movements that create cascading training challenges. The current National Centralized Employee-Requested Reassignment Process Team paradigm for controller movements practically ensures the FAA cannot obtain healthy staffing levels. The agency is reimagining our staffing strategy to create a pathway to reach healthy staffing levels while respecting the desires of our controller workforce to transfer to more desirable locations.

Training Pipeline Stability and Disruptions

The controller training pipeline is a continuous, multi-year process. Disruptions can have long-term effects on staffing levels. Over the past decade, several events disrupted hiring and training, including sequestration in FY 2013, the FY 2019 government shutdown, and the COVID-19 pandemic. More recently, a lapse in funding at the beginning of FY 2026 resulted in job declinations and trainee losses. Though the Academy remained operational, uncertainty affected candidate decisions. The FAA is prioritizing continuity of operations and reducing disruptions to maintain steady hiring and training throughput. These efforts are essential to meeting long-term workforce goals.

CHAPTER 2: OPTIMIZE PERFORMANCE

The FAA will implement policies, practices, and procedures to reinforce safety, optimize workforce efficient scheduling and utilization, and provide an effective operational environment.

New Controller Staffing Model

For more than 30 years, the agency has relied on staffing standard models to establish facility-level targets. The legacy staffing standard models included data from FAA workforce analysis, as well as agency systems of record. In 2015, the Air Traffic Organization and NATCA developed a joint staffing model through the Collaborative Resource Workgroup (CRWG) for purposes of facility staffing distribution.

In accordance with section 437(b) of the FAA Reauthorization Act of 2024 (Pub. L. No. 118-63), FAA contracted with the TRB, which is part of the part of the National Academies of Sciences, Engineering, and Medicine, to review existing staffing models and methodologies. The TRB issued its report, *The Air Traffic Controller Workforce Imperative: Staffing Models and Their Implementation to Ensure Safe and Efficient Airspace Operations*, on June 18, 2025.[1] The report concluded that the FAA legacy staffing standard models remain valid and sound. At the same time, the TRB recommended improvements to better reflect operational conditions, workforce availability, and future system demands.

Working with FAA leadership, the Administrator conducted a comprehensive review of the TRB findings. Based on this review, the FAA adopted several key recommendations for the FY 2026 workforce plan.

Under the new controller staffing model, the FAA adopted a revised controller availability factor of 1.87, reduced from the prior factor of 2.14 used in in the FY 2025 CWP. This change reflects a more accurate assessment of the time controllers are available for operational duties after accounting for training, leave, and other non-operational requirements. As a result, the FY 2026 total staffing target is 12,563 controllers based on forecast demand. As of April 2026, approximately 11,000 CPCs are deployed, with an additional 4,000 controllers in the training pipeline, including approximately 1,000 previously certified controllers who are in the process of completing facility-specific training after relocation.

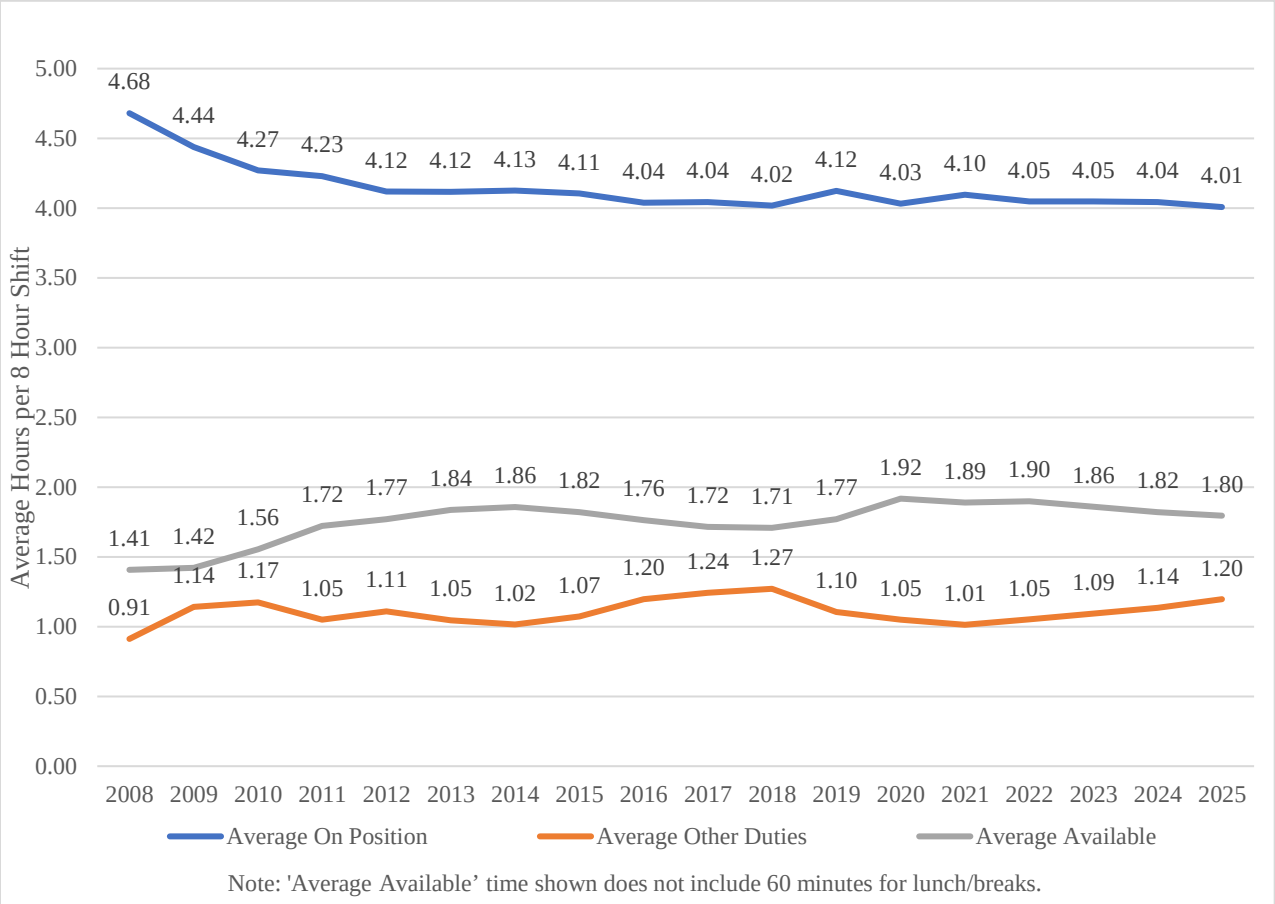
The CEW stands for CPC-Equivalent Workforce (also called Controller Equivalent Workforce). It is a metric recommended by the TRB to better assess the true staffing strength and operational capacity of FAA air traffic control facilities, rather than simply counting fully certified personnel. The FAA will adopt the CEW metric as a measure of controller workforce strength. This metric recognizes that developmental controllers and CPC-ITs contribute to operations while they complete training, although they do not yet perform at the level of fully certified controllers. The FAA established equivalence ratios based on currency requirements and the need for trainees to focus on training progression.

[1] https://www.nationalacademies.org/projects/TRB-CAAS-23-04.

Workforce Utilization and Scheduling

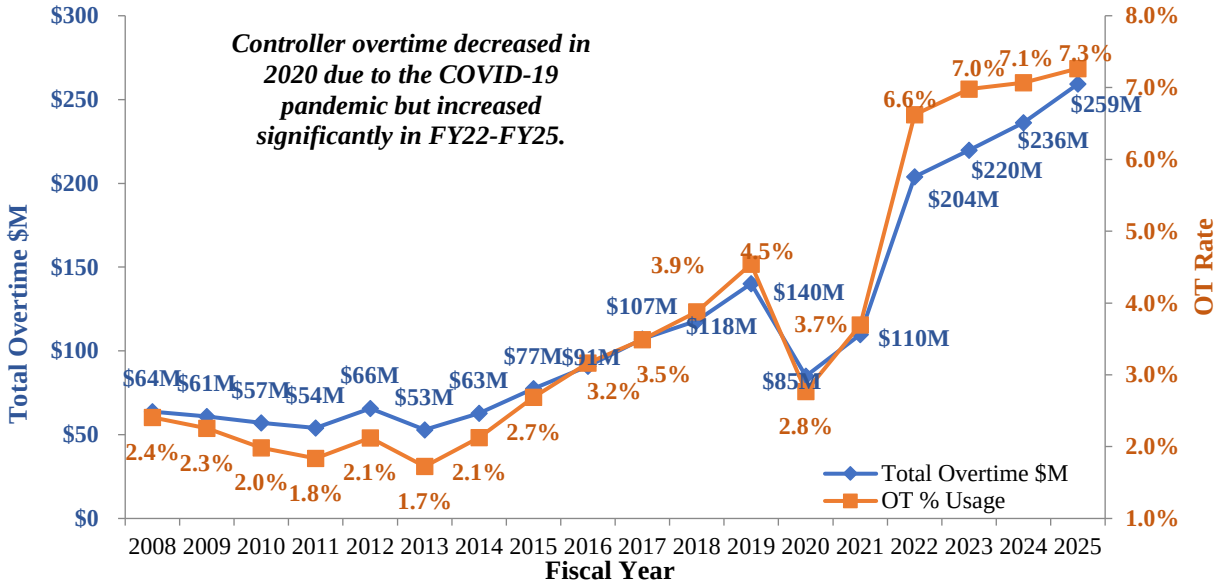
Workforce utilization remains one of the most significant opportunities to improve operational performance. In FY 2026, the FAA will continue to recruit and hire air traffic controllers to meet staffing requirements using the two-track announcement process. Our Flight Plan 2026 priorities make it clear that our people are the foundation of our safety system. As the TRB recommended, the FAA needs to develop better tools to enable our facility managers to utilize our current workforce more efficiently. Figure 2.1 depicts controller time on position controlling traffic since 2008.

Figure 2.1. Average In-Shift Time on Position by FY



The FAA does not use any automated scheduling optimization tools. Both workforce scheduling and controller timekeeping is accomplished manually by local facility managers. It is difficult to understand why no automation tools have been deployed to schedule our workforce or track time, attendance and functional work accomplished. Based on the decreasing productivity trends, use of automation tools for workforce scheduling needs to be a significant focus area for improvement. When necessary resources are unavailable, the FAA has two alternatives: reduce aircraft activity in the NAS, increase staffing resources through mandatory overtime, or a combination of both. As Figure 2.2 indicates, the agency has been relying on ever increasing amounts of mandatory overtime to make up for its historic staffing shortfalls.

Figure 2.2. Controller Overtime



Use of a limited amount of overtime is a reasonable means of addressing unexpected variances of work demands; for example, covering for an unplanned controller illness or a weather event. However, the levels reached in FY 2023 – FY 2025 far exceed any reasonable use of mandatory overtime. Chronic use of overtime leads to fatigue, controller burnout and ultimately loss of retention. However, through the use of modern scheduling and optimization tools, the FAA could increase Time on Position from ~ 4 hours to > 5 hours per eight hour shift. The effective increase in resource availability would meet our target levels.

The FAA will modernize scheduling and workforce management systems to improve efficiency. The agency will evaluate and implement tools capable of optimizing controller schedules while incorporating fatigue mitigation strategies. Deploying modern scheduling optimization tools represents a significant opportunity to improve performance with our current Human Resources. In addition, the FAA will also review Basic Watch Schedules and re-evaluate individual facility hours of operations to ensure the FAA is optimizing deployment of its constrained controller resources to match periods of high traffic demand better.

It should not be acceptable to operate an air traffic control facility with anything less than reasonably adequate staffing available. The FAA must fully utilize all the tools at its disposal to ensure it maintains healthy staffing levels to manage traffic demands safely at its facilities.

Operational Efficiency and Constraint Management

The FAA will apply TOC to identify and resolve bottlenecks across hiring, training, and operations. This approach focuses on identifying the limiting factors that prevent the system from achieving higher performance and addressing those constraints systematically. In the controller workforce context, constraints may include training capacity, instructor availability, scheduling inefficiencies, and placement delays. By addressing these constraints, the FAA can improve controller throughput across the entire workforce pipeline.

Furthermore, the FAA will improve operational performance by aligning staffing models with real-world conditions, managing workforce losses proactively, stabilizing the training pipeline, and improving workforce utilization. These efforts will ensure that the controller workforce supports safe and efficient operations while adapting to evolving demands across the NAS.

Managing Workforce Losses

The FAA must account for workforce losses across multiple categories, including retirements, resignations, removals, promotions, and training attrition. These losses directly affect staffing levels and require sustained hiring to maintain workforce balance. Table 2.1 shows, by category, the total estimated number of controllers that will be lost over the three-year period FY 2026 through FY 2028. The losses discussed here are losses to the controller workforce. These numbers do not include internal transfer of controllers between facilities, which can significantly impact individual facility staffing levels.

Table 2.1. Total Projected Controller Losses

Total Controller Losses	**2026**	**2027**	**2028**
Retirements	215	229	273
Resignation, Removal & Death	165	167	169
Developmental Losses	208	202	225
Promotions	212	212	221
Other Transfers (Net)	168	173	180
Academy Attrition	743	770	775
Total	**1,711**	**1,753**	**1,843**

Controller Retirement Eligibility

FY 2007 was the peak year for controller retirements for those hired in the early 1980s. The long-anticipated retirement wave has passed. Annual retirements decreased for a few years, then increased (but below the FY 2007 peak) during FY 2011 to FY 2015 and are declining through FY 2026. In the last five years, 1,159 controllers retired, and the FAA expects an additional 717 controllers to retire in the next three years. FY 2025 retirements were slightly higher than projected, but future retirements are expected to remain at relatively low levels through FY 2028.

In addition to normal civil service retirement criteria, controllers can become eligible under special retirement criteria for air traffic controllers (age 50 with 20 years of “good time” service or any age with 25 years of “good time” service). “Good time” is defined as service in a covered position in Pub. L. No. 92-297. Under Pub. L. No. 92-297, air traffic controllers are usually required to retire at age 56. After computing retirement eligibility dates using all criteria, the FAA assigns the earliest date as the retirement eligibility date. Retirement eligibility dates are then aggregated into classes based on the fiscal year in which eligibility occurs.

The intent of advanced hiring is to ensure sufficient new hires are ready to replace controllers currently eligible to retire when they do retire. The FAA strives to minimize retirement, hiring, and training spikes through the process of examining trends and proactively planning years in advance of expected activity.

Controller Retirement Plan

History shows that not all controllers retire when they first become eligible. Recent data shows that 24 percent of controllers retired in their first year of eligibility. Many controllers delay retirement until they get closer to the mandatory retirement age of 56. Because most controllers are retirement-eligible at the age of 50, they typically reach mandatory retirement age in their seventh year of eligibility.

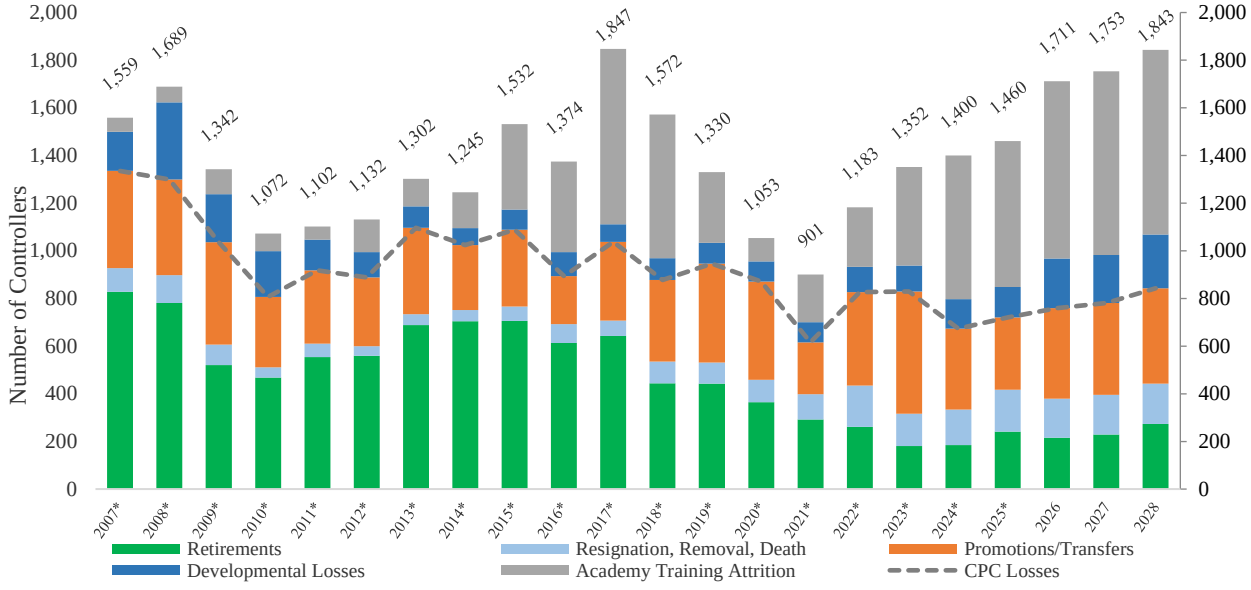
In FY 2025, under Secretary Duffy's leadership, the FAA began offering retention incentives to controllers who reach retirement eligibility to maintain operational continuity. These incentives include financial bonuses and targeted payments for retirement-eligible controllers who remain in mission-critical positions. By encouraging experienced controllers to continue working, the FAA maintains staffing at key facilities while new hires complete training and certification. Almost 400 CPCs and operations supervisors took advantage of the retention incentives at a cost of approximately $12.3 million. In FY 2026, almost 500 CPCs and operations supervisors will be eligible at a projected cost of $15.5 million. Despite the increased incentive to delay retirement, most controllers still leave the controller workforce prior to reaching the mandatory age.

Controllers are a critical workforce for the health, growth, and safety of the NAS. While controllers are more highly compensated than average Federal employees, a comprehensive controller compensation study, paired with hiring and retention bonuses, improvements in workforce scheduling, staffing utilization, use of overtime compensation, and other ways to achieve operational efficiencies, are important to plan for this critical workforce.

Total Controller Losses

The FAA projects a total loss of 5,307 controllers over the next three years, as depicted in Figure 2.3. This increased attrition is primarily a function of Academy training attrition and developmental losses driven by increased hiring. If losses outpace projections for FY 2026, the FAA will hire additional controllers as needed to ensure sufficient controllers are available in the future.

Figure 2.3. Controller Losses



CHAPTER 3: MODERNIZE THE NATIONAL AIRSPACE SYSTEM

The FAA will replace decades-old infrastructure with a modern, fully digital system through deployment of BNATCS. This investment represents a fundamental shift in how the agency supports controller operations across the NAS. Legacy systems, with poor reliability, increase maintenance burdens, and constrain operational capability will be replaced by brand new, modern technologies. The new system will improve system reliability and predictability, reduce outages, and provide a more stable operational environment for our controllers. Modern infrastructure will also support more efficient system-wide operations by enabling better integration of data, improved system responsiveness, and enhanced coordination across facilities. These improvements will directly support the FAA's safety mission and allow controllers to operate more effectively in a complex and evolving airspace.

Advanced Automation and Safety Tools

The FAA will deploy new automation capabilities designed to improve usability, enhance safety, and reduce controller workload. New tools, such as electronic flight data strips and Controller-Pilot Data Link Communication, will provide improved decision support, more intuitive interfaces, better access to real-time operational data, and reduced controller workload. These new capabilities will allow controllers to manage traffic more efficiently, reduce errors, and respond more effectively to changing conditions. Automation will also support improved training outcomes. Controllers will train using advanced simulation tools that more closely reflect real world operational environments, which will reduce the gap between training and real-world performance. These improvements align with the FAA's objective to provide our controllers with the best tools and the best training to achieve their best performance in order to meet our critical safety mission.

Training Technology and Simulation Expansion

The FAA will expand the use of advanced training technologies, including tower simulation systems and other high-fidelity training tools. Deployment of tower simulation systems across 117 facilities will increase access to realistic training environments and reduce the time required to certify new hires and CPC-ITs. These systems allow trainees to gain valuable experience in controlled, repeatable scenarios that reflect real-world operations. Expanded simulation capability also allows the FAA to increase training throughput without proportionally increasing physical infrastructure requirements. This supports the agency's goal of accelerating certification while maintaining high training standards.

Figure 3.1. Tower Simulation System at Austin-Bergstrom International Airport

Future NAS Design and Emerging Technologies

The FAA will continue to evolve the design of the NAS to accommodate future demand, new entrants, and emerging technologies. The agency will integrate advanced tools, including the use of digital twins and advanced artificial intelligence and machine learning models to simulate NAS performance well in advance of day of departure; to optimize and balance demand in constrained airspace markets. Using 4-dimentional flight trajectories, unconstrained data networks and advanced data-driven decision support systems, FAA will create a more flexible and scalable airspace system. These tools will support more efficient routing, improved traffic management, and enhanced situational awareness. FAA will also prepare for the integration of new entrants, including advanced air mobility and other emerging aviation technologies. A modernized NAS will allow the agency to utilize its precious Human Resources to maintain global leadership in aviation safety, which remains the agency's top priority.

Modernization will directly support improvements in workforce performance. Improved systems and tools will reduce administrative burden, improve situational awareness (both on the ground and in the cockpit), and allow controllers to focus more time on operational duties. This will support increases in time on position and reduce inefficiencies in daily operations.

Modern systems will also support improved scheduling and workforce management by providing better data and enabling more effective planning tools. These changes will complement hiring and training efforts by ensuring that the workforce operates in an environment designed for efficiency and safety.

CONCLUSION

The FAA's FY 2026–2028 Controller Workforce Plan establishes a clear and actionable path forward to strengthen the controller workforce, enhance safety, and improve system performance.

The FAA will expand hiring, improve and accelerate training, and strengthen the pipeline from recruitment through certification to meet the demands of a modern and evolving NAS. The agency will continue to hire ahead of attrition and improve training throughput to ensure that new controllers are ready to replace those who retire or leave the workforce. At the same time, the FAA recognizes that hiring alone will not resolve workforce challenges. The agency will improve workforce utilization by modernizing scheduling and timekeeping systems and implementing data-driven tools that allow managers to deploy controllers more effectively.

Current scheduling practices rely heavily on manual processes and do not fully optimize workforce performance. As a result, the FAA has relied on increasing levels of overtime to meet operational demand. Though limited overtime is appropriate for unexpected events, sustained reliance on overtime is not an efficient or sustainable solution. It increases fatigue, reduces performance, and negatively affects long-term retention. Improving time on position represents a significant opportunity to increase effective capacity. If the FAA increases average time on position from four hours to five hours per eight-hour shift, the resulting increase in effective workforce availability would meet current staffing targets. This improvement can be achieved through optimized scheduling, improved tools, and more efficient workforce management.

The FAA will also retain experienced controllers by improving schedule quality of life, providing modern tools, and offering targeted incentives for retirement-eligible personnel in mission-critical roles. Retention of experienced controllers ensures continuity of operations while new hires progress through training. Modernization of infrastructure and deployment of BNATCS will further support workforce performance. New systems will improve reliability, enhance safety, and provide controllers with the tools needed to operate safely and efficiently in a complex environment.

As outlined in the FY 2026-2028 CWP, the FAA will execute all three strategic pillars: continued hiring, operational efficiency, and NAS modernization and redesign to ensure safety and maintain the growing needs of the flying public.

APPENDIX

Facility Staffing Targets

The Appendix below presents the controller staffing model, by facility, for En Route and Terminal air traffic control facilities. Though most work in facilities is accomplished by CPCs, work is also being performed independently by CPC-IT and position-qualified developmental controllers who are proficient, or checked out, in specific sectors or positions. Staffing with developmental controllers provides experience on those positions, but there is a delay in training and full certification for developmentals when they are relied upon for staffing positions regularly. A facility's total staffing levels may vary from the staffing targets because new controllers are typically hired two to three years in advance of expected attrition to allow for sufficient training time.

SUMMARY			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
	Terminal Total	7,495	6,331	839	1,217	8,387	440	453	495
	En Route Total	5,068	4,362	162	1,312	5,836	320	329	347
	Total	**12,563**	**10,693**	**1,001**	**2,529**	**14,223**	**760**	**782**	**842**
	On Detail		1			1			
	FAA Academy					608			
	Grand Total					**14,832**			
						Academy Attrition:	743	770	775
						Developmental Attrition:	208	202	225
						Total Attrition:	**1,711**	**1,753**	**1,843**

**Individual facility number may not add to totals shown due to rounding*

Approach Control - Facility Levels 4-9			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
A11	Anchorage TRACON	24	15	2	2	19	1	1	1
M03	Memphis TRACON	32	24	2	2	28	2	2	1
P31	Pensacola TRACON	35	31	7	0	38	1	1	2
P80	Portland TRACON	26	21	1	7	29	2	2	2
R90	Omaha TRACON	22	19	2	1	22	2	2	2
T75	St. Louis TRACON	38	35	6	0	41	4	4	3
U90	Tucson TRACON	19	14	0	4	18	2	1	1
Y90	Yankee TRACON	21	19	1	4	24	1	1	1
	Subtotal	**217**	**178**	**21**	**20**	**219**	**15**	**14**	**14**

Approach Control - Facility Levels 10-12			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
A80	Atlanta TRACON	100	75	30	0	105	6	6	8
A90	Boston TRACON	70	54	11	0	65	4	4	6
C90	Chicago TRACON	100	76	42	0	118	9	8	10
D01	Denver TRACON	90	73	9	1	83	6	7	6
D10	Dallas-Fort Worth TRACON	100	71	16	0	87	5	6	6
D21	Detroit TRACON	49	48	8	2	58	4	4	5
F11	Central Florida TRACON	56	38	10	1	49	3	3	4
I90	Houston TRACON	81	71	14	0	85	8	7	7
L30	Las Vegas TRACON	46	31	3	3	37	3	4	3
M98	Minneapolis TRACON	46	47	12	2	61	5	6	6
N90	New York TRACON	160	112	10	61	183	12	13	12
NCT	Northern California TRACON	170	121	17	1	139	7	8	9
P50	Phoenix TRACON	60	50	14	0	64	4	4	5
PCT	Potomac TRACON	160	147	22	0	169	12	11	12
S46	Seattle TRACON	50	30	12	0	42	2	3	3
S56	Salt Lake City TRACON	42	35	6	1	42	3	2	2
SCT	Southern California TRACON	215	187	17	0	204	14	14	15
	Subtotal	**1,595**	**1,266**	**253**	**72**	**1,591**	**110**	**111**	**119**

Towers - Facility Level 4-9			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
ACK	Nantucket Tower	10	10	0	2	12	1	1	1
ADS	Addison Tower	11	12	1	5	18	1	1	1
ADW	Andrews Tower	16	11	1	5	17	1	1	1
AFW	Alliance Tower	15	11	0	5	16	1	1	1
AGC	Allegheny Tower	15	15	0	5	20	1	1	1
ALO	Waterloo Tower	11	9	0	8	17	0	0	0
ANC	Anchorage Tower	26	22	0	0	22	1	1	1
APA	Centennial Tower	25	16	3	4	23	1	1	1
APC	Napa Tower	10	8	0	2	10	0	0	0
ARB	Ann Arbor Tower	10	8	0	5	13	0	0	1
ARR	Aurora Tower	10	12	0	4	16	1	1	1
BDL	Bradley Tower	15	13	1	9	23	0	0	0
BED	Hanscom Tower	13	14	2	4	20	1	1	1
BFI	Boeing Tower	16	15	0	8	23	1	1	1
BJC	Broomfield Tower	17	12	0	1	13	0	1	1
BPT	Beaumont Tower	10	9	1	2	12	0	0	0
BUR	Burbank Tower	15	15	1	8	24	1	1	1
BWI	Baltimore Tower	22	22	1	0	23	3	1	2
CAK	Akron-Canton Tower	15	19	0	0	19	1	1	1
CCR	Concord Tower	10	8	1	3	12	0	0	0
CDW	Caldwell Tower	11	11	1	4	16	0	1	1
CMA	Camarillo Tower	11	9	0	4	13	1	1	1
CNO	Chino Tower	11	11	0	3	14	1	1	1
CPS	St. Louis Downtown Tower	10	12	0	1	13	1	1	1
CRQ	Palomar Tower	11	9	4	2	15	1	1	1
CSG	Columbus Tower	10	9	0	4	13	0	0	1
DAL	Dallas Love Tower	21	21	7	1	29	2	2	2
DAY	Dayton Tower	15	12	0	7	19	1	1	1
DCA	Washington National Tower	30	26	7	3	36	2	2	2
DPA	Dupage Tower	13	14	0	7	21	1	1	1
DTW	Detroit Tower	30	28	3	0	31	3	2	3
DVT	Deer Valley Tower	20	15	4	2	21	1	1	1
DWH	Houston Hooks Tower	10	13	0	5	18	1	1	1
EMT	El Monte Tower	10	8	0	5	13	0	0	0
ERI	Erie Tower	10	9	1	3	13	1	1	1
FCM	Flying Cloud Tower	10	12	0	4	16	1	1	1
FFZ	Falcon Tower	18	12	2	1	15	1	1	1
FLL	Fort Lauderdale Tower	24	26	2	0	28	1	1	2
FNT	Flint Tower	10	8	1	5	14	0	0	0
FPR	St. Lucie Tower	10	11	0	3	14	1	1	1
FRG	Farmingdale Tower	11	10	2	5	17	1	1	1
FTW	Meacham Tower	15	11	3	13	27	1	1	1
FXE	Fort Lauderdale Executive Tower	16	12	1	8	21	0	1	1
GCN	Grand Canyon Tower	10	8	1	1	10	0	0	0
GFK	Grand Forks Tower	23	16	2	1	19	1	1	1
GRR	Grand Rapids Tower	11	11	1	1	13	1	1	1
HEF	Manassas Tower	10	9	0	4	13	0	1	1
HIO	Hillsboro Tower	11	15	0	5	20	1	1	1
HOU	Hobby Tower	21	17	5	3	25	2	1	2
HPN	Westchester Tower	13	11	1	12	24	1	1	1
HWD	Hayward Tower	11	9	0	2	11	0	0	0
ILG	Wilmington Tower	10	11	0	4	15	1	1	1
ISP	Islip Tower	11	13	2	9	24	1	1	1
JNU	Juneau Tower	13	12	0	0	12	0	0	1
LAF	Lafayette Tower	10	8	0	7	15	0	0	0
LAN	Lansing Tower	11	11	0	3	14	0	0	1
LGB	Long Beach Tower	21	18	4	0	22	2	2	2
LNK	Lincoln Tower	15	10	0	1	11	0	1	1
LOU	Louisville Bowman Tower	10	13	0	3	16	1	1	1
LVK	Livermore Tower	10	9	0	4	13	1	1	0
MBS	Saginaw Tower	10	8	1	1	10	0	1	1
MCO	Orlando Tower	33	24	13	0	37	1	3	3
MDW	Midway Tower	22	19	4	4	27	1	1	1
MEM	Memphis Tower	21	23	1	1	25	1	1	1
MFD	Mansfield Tower	10	9	0	5	14	1	1	1
MHT	Manchester Tower	15	14	0	2	16	1	1	1
MIC	Crystal Tower	10	11	1	2	14	1	1	1
MKC	Kansas City Downtown Tower	15	12	0	7	19	1	1	1
MKG	Muskegon Tower	10	8	0	3	11	0	0	0
MMU	Morristown Tower	10	11	1	5	17	1	1	1
MRI	Merrill Tower	12	9	1	2	12	1	1	1
MRY	Monterey Tower	10	8	0	1	9	1	1	0
MSP	Minneapolis Tower	33	26	10	0	36	2	3	3
NEW	Lakefront Tower	10	9	2	1	12	0	0	0

Towers - Facility Level 4-9			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
OAK	Oakland Tower	18	21	1	3	25	1	1	1
OGG	Kahului Tower	12	12	0	7	19	1	1	1
OMA	Omaha Tower	15	11	0	5	16	1	1	1
ONT	Ontario Tower	15	14	0	6	20	1	1	1
ORL	Orlando Executive Tower	10	13	0	3	16	0	0	1
PAE	Paine Tower	10	11	0	5	16	1	1	1
PAO	Palo Alto Tower	11	8	0	4	12	0	0	0
PDK	DeKalb-Peachtree Tower	13	17	1	3	21	1	1	1
PDX	Portland Tower	19	23	2	7	32	1	1	1
PHF	Patrick Henry Tower	10	13	1	2	16	0	1	1
PIA	Peoria Tower	15	12	0	2	14	1	1	1
PIE	St. Petersburg Tower	11	10	2	2	14	1	1	1
PNE	Northeast Philadelphia Tower	10	12	0	2	14	0	0	0
PNS	Pensacola Tower	10	13	1	6	20	1	1	1
POC	Brackett Tower	10	12	0	4	16	1	1	1
POU	Poughkeepsie Tower	10	8	0	2	10	0	0	0
PRC	Prescott Tower	16	13	0	2	15	1	1	1
PSC	Pasco Tower	10	10	1	3	14	1	0	1
PSP	Palm Springs Tower	10	10	0	0	10	0	0	0
PTK	Pontiac Tower	11	8	0	5	13	1	1	1
PUB	Pueblo Tower	12	14	0	4	18	1	1	1
PWK	Palwaukee Tower	10	11	1	5	17	1	1	1
RDG	Reading TRACAB	11	17	0	3	20	1	1	1
RHV	Reid-Hillview Tower	10	10	0	3	13	0	0	1
RIC	Richmond Tower	15	14	2	4	20	1	1	2
RNO	Reno Tower	15	11	1	6	18	1	1	1
RVS	Riverside Tower	12	13	4	3	20	1	1	1
SAN	San Diego Tower	23	23	2	3	28	1	1	1
SCK	Stockton Tower	10	10	1	1	12	1	1	1
SDL	Scottsdale Tower	13	10	0	7	17	0	0	0
SEE	Gillespie Tower	11	13	1	6	20	0	1	1
SFB	Sanford Tower	18	15	2	3	20	1	1	2
SJC	San Jose Tower	14	13	1	4	18	1	1	1
SJU	San Juan Tower	15	17	0	2	19	1	1	1
SMF	Sacramento Tower	15	13	0	9	22	1	1	1
SMO	Santa Monica Tower	11	13	2	2	17	0	0	0
SNA	John Wayne Tower	23	21	5	3	29	2	2	2
SPI	Springfield Tower	10	10	0	2	12	0	1	0
SRQ	Sarasota Tower	12	12	0	5	17	1	1	1
STL	St. Louis Tower	15	19	0	5	24	1	1	1
STP	St. Paul Tower	10	12	0	4	16	0	1	1
STS	Sonoma Tower	11	7	0	5	12	0	0	0
STT	St. Thomas Tower	10	9	0	4	13	0	0	0
SUS	Spirit Tower	10	9	0	5	14	1	1	1
TEB	Teterboro Tower	28	16	3	0	19	1	1	2
TMB	Tamiami Tower	17	18	1	5	24	1	2	2
TOA	Torrance Tower	10	12	1	1	14	0	0	1
TUS	Tucson Tower	15	15	1	5	21	1	1	1
TVC	Traverse City Tower	10	7	0	3	10	0	0	0
VGT	North Las Vegas Tower	16	14	2	6	22	1	1	1
VNY	Van Nuys Tower	22	18	5	1	24	1	1	1
VRB	Vero Beach Tower	14	10	2	4	16	1	1	1
YIP	Willow Run Tower	15	11	1	7	19	0	0	0
	Subtotal	**1,780**	**1,650**	**147**	**467**	**2,264**	**100**	**105**	**113**

Towers - Facility Level 10-12			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
ATL	Atlanta Tower	52	43	3	0	46	3	3	5
BOS	Boston Tower	33	26	6	0	32	3	3	3
DEN	Denver Tower	47	34	3	0	37	3	3	4
DFW	Dallas-Fort Worth Tower	54	41	16	0	57	4	5	7
EWR	Newark Tower	38	24	10	0	34	1	2	2
IAD	Dulles Tower	30	24	9	0	33	1	2	2
IAH	Houston Intercontinental Tower	34	34	2	0	36	4	4	5
JFK	Kennedy Tower	36	27	3	0	30	2	3	3
LAS	Las Vegas Tower	43	29	5	0	34	1	2	3
LAX	Los Angeles Tower	45	38	11	0	49	3	4	4
LGA	La Guardia Tower	37	32	7	0	39	5	5	4
MYF	Montgomery Tower	20	17	2	0	19	1	1	1
ORD	Chicago O'Hare Tower	88	61	9	0	70	5	5	6
PHX	Phoenix Tower	36	27	2	0	29	3	2	2
SEA	Seattle Tower	33	25	3	0	28	1	2	2
SFO	San Francisco Tower	32	26	5	0	31	2	3	3
SLC	Salt Lake City Tower	32	28	4	0	32	2	2	2
	Subtotal	**690**	**536**	**100**	**0**	**636**	**46**	**51**	**58**

Tower and Approach Control - Facility Levels 4-9			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
ABE	Allentown Tower	22	26	1	9	36	2	2	3
ABI	Abilene Tower	19	15	0	7	22	1	1	1
ABQ	Albuquerque Tower	24	23	3	2	28	1	1	2
ACT	Waco Tower	18	13	1	12	26	1	1	1
ACY	Atlantic City Tower	23	18	1	7	26	2	1	1
AGS	Augusta Tower	18	17	1	2	20	1	1	1
ALB	Albany Tower	23	19	1	9	29	1	2	1
AMA	Amarillo Tower	14	13	0	4	17	1	1	1
ASE	Aspen TRACAB	14	14	0	3	17	0	0	0
AUS	Austin Tower	52	28	15	5	48	2	2	3
AVL	Asheville Tower	17	18	0	3	21	1	1	1
AVP	Wilkes-Barre Tower	22	14	1	10	25	1	1	1
AZO	Kalamazoo Tower	39	46	5	3	54	2	2	2
BFL	Bakersfield Tower	17	16	0	3	19	1	1	1
BGM	Binghamton Tower	13	13	0	1	14	0	0	0
BGR	Bangor Tower	22	17	0	6	23	1	1	1
BHM	Birmingham Tower	22	25	2	1	28	2	2	2
BIL	Billings Tower	19	17	0	5	22	1	1	1
BIS	Bismarck TRACAB	14	12	0	4	16	0	0	0
BOI	Boise Tower	28	24	6	2	32	1	1	2
BTR	Baton Rouge Tower	15	13	0	7	20	1	1	1
BTV	Burlington Tower	16	19	1	6	26	1	1	1
BUF	Buffalo Tower	26	30	1	5	36	1	1	1
CAE	Columbia Tower	22	17	0	6	23	1	1	2
CHA	Chattanooga Tower	18	19	1	7	27	1	1	1
CHS	Charleston Tower	23	16	0	13	29	1	1	1
CID	Cedar Rapids Tower	14	14	0	4	18	0	0	0
CKB	Clarksburg Tower	18	15	0	3	18	1	1	1
CLE	Cleveland Tower	39	45	8	5	58	2	3	3
CMH	Columbus Tower	45	35	5	15	55	2	2	3
CMI	Champaign Tower	15	18	0	2	20	1	1	1
COS	Colorado Springs Tower	30	18	2	9	29	1	1	1
CPR	Casper Tower	17	9	0	4	13	1	1	1
CRP	Corpus Christi Tower	29	26	3	3	32	1	1	1
CRW	Charleston Tower	21	19	1	3	23	1	1	1
CVG	Cincinnati Tower	40	36	5	3	44	2	2	2
DLH	Duluth Tower	19	17	0	9	26	1	1	1
DSM	Des Moines Tower	20	19	4	7	30	1	1	1
ELM	Elmira TRACAB	11	10	0	0	10	0	0	0
ELP	El Paso Tower	20	17	0	5	22	1	1	2
EUG	Eugene Tower	19	13	2	7	22	1	1	1
EVV	Evansville Tower	13	13	1	6	20	0	1	1

Tower and Approach Control - Facility Levels 4-9			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
FAI	Fairbanks Tower	22	18	0	3	21	1	1	1
FAR	Fargo Tower	18	19	0	4	23	2	1	1
FAT	Fresno Tower	27	24	0	3	27	1	1	1
FAY	Fayetteville Tower	23	17	0	9	26	1	1	1
FLO	Florence Tower	12	9	2	2	13	0	0	0
FSD	Sioux Falls Tower	17	12	1	5	18	1	1	1
FSM	Fort Smith Tower	22	26	0	7	33	1	1	1
FWA	Fort Wayne Tower	20	15	1	6	22	1	1	1
GEG	Spokane Tower	33	34	2	6	42	1	1	2
GGG	Longview Tower	17	19	0	4	23	1	1	1
GPT	Gulfport Tower	15	13	0	5	18	1	1	1
GRB	Green Bay Tower	19	17	0	1	18	1	1	1
GSO	Greensboro Tower	24	19	2	11	32	1	1	1
GSP	Greer Tower	18	16	1	10	27	1	1	1
GTF	Great Falls Tower	18	12	0	3	15	0	0	1
HLN	Helena Tower	11	7	0	6	13	0	0	0
HSV	Huntsville Tower	17	14	0	6	20	1	1	1
HTS	Huntington Tower	19	18	0	2	20	1	1	1
HUF	Terre Haute Tower	19	15	1	5	21	1	1	1
ICT	Wichita Tower	31	23	1	5	29	1	1	1
ILM	Wilmington Tower	15	14	0	12	26	1	1	1
IND	Indianapolis Tower	45	34	8	2	44	4	4	4
ITO	Hilo TRACAB	11	14	0	1	15	0	0	1
JAN	Jackson Tower	14	14	0	2	16	1	1	1
JAX	Jacksonville Tower	45	37	8	0	45	2	2	2
LBB	Lubbock Tower	17	15	0	6	21	1	1	1
LCH	Lake Charles Tower	16	12	0	7	19	1	1	1
LEX	Lexington Tower	24	16	0	9	25	1	2	1
LFT	Lafayette Tower	16	16	2	3	21	1	1	1
LIT	Little Rock Tower	22	20	1	7	28	1	1	1
MAF	Midland Tower	14	13	0	12	25	1	1	1
MCI	Kansas City International Tower	27	33	8	1	42	2	2	2
MDT	Harrisburg International Tower	31	23	2	14	39	1	2	2
MGM	Montgomery Tower	16	16	0	6	22	1	1	1
MKE	Milwaukee Tower	35	32	4	7	43	2	2	2
MLI	Moline Quad City Tower	16	15	0	3	18	1	1	1
MLU	Monroe Tower	13	11	0	4	15	1	1	1
MOB	Mobile Tower	19	17	0	7	24	1	2	2
MSN	Madison Tower	19	18	0	6	24	1	1	1
MSY	Moiusantt Tower	40	25	2	8	35	3	3	2
MWH	Grant County Tower	16	10	0	8	18	1	1	1
MYR	Myrtle Beach Tower	27	18	5	2	25	2	1	1
OKC	Oklahoma City Tower	30	24	2	6	32	1	1	2
ORF	Norfolk Tower	30	18	4	7	29	2	2	2
PBI	West Palm Beach Tower	59	38	11	3	52	2	2	2
PIT	Pittsburgh Tower	37	36	5	3	44	3	3	3
PVD	Providence Tower	29	26	1	11	38	1	1	1
PWM	Portland Tower	18	19	3	4	26	1	1	2
RDU	Raleigh-Durham Tower	40	35	6	2	43	2	2	3
RFD	Rockford Tower	22	20	2	2	24	1	1	1
ROA	Roanoke Tower	22	15	1	11	27	1	1	1
ROC	Rochester Tower	21	17	1	10	28	1	1	1
ROW	Roswell Tower	13	11	0	4	15	0	0	0
RST	Rochester Municipal TRACAB	13	10	0	6	16	1	1	1
RSW	Fort Myers Tower	33	27	4	2	33	2	1	2
SAT	San Antonio Tower	42	33	10	4	47	3	3	3
SAV	Savannah Tower	29	18	5	6	29	1	1	1
SBA	Santa Barbara Tower	22	21	1	11	33	1	1	1
SBN	South Bend Tower	23	23	0	6	29	1	1	1
SDF	Standiford Tower	47	36	4	2	42	2	3	3
SGF	Springfield Tower	24	26	0	5	31	1	1	1
SHV	Shreveport Tower	20	21	0	4	25	1	1	2
SUX	Sioux Gateway Tower	15	14	0	0	14	0	0	0
SYR	Syracuse Tower	19	16	1	9	26	1	1	1
TLH	Tallahassee Tower	17	14	0	4	18	1	1	1
TOL	Toledo Tower	22	17	4	7	28	1	1	1
TRI	Tri-Cities Tower	17	16	2	3	21	1	2	1
TUL	Tulsa Tower	27	25	4	5	34	2	2	2
TWF	Twin Falls Tower	11	8	1	0	9	0	0	0
TYS	Knoxville Tower	26	25	6	3	34	1	1	1
YNG	Youngstown Tower	21	14	1	5	20	1	1	1
	Subtotal	**2,579**	**2,219**	**201**	**602**	**3,022**	**127**	**129**	**143**

Tower & Approach Control - Facility Levels 10-12			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
BNA	Nashville Tower	52	27	11	1	39	2	2	2
CLT	Charlotte Tower	85	80	9	0	89	7	8	9
DAB	Daytona Beach Tower	58	46	7	0	53	2	2	3
MIA	Miami Tower	90	59	36	0	95	6	7	6
PHL	Philadelphia Tower	110	96	33	3	132	9	9	10
TPA	Tampa Tower	52	41	11	4	56	3	4	4
	Subtotal	**447**	**349**	**107**	**8**	**464**	**29**	**31**	**35**

Combined Control Facilities			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
HCF	Honolulu Control Facility	93	66	5	17	88	7	6	7
JCF	Joshua TRACON	27	15	1	7	23	1	1	1
ZSU	San Juan	50	41	2	18	61	4	4	4
ZUA	Guam	17	11	2	6	19	1	1	2
	Subtotal	**187**	**133**	**10**	**48**	**191**	**13**	**12**	**14**

Enroute Centers			Actual On Board as of 9/20/2025				CPC Attrition Forecast		
Facil ID	Facility Name	2026 Staffing Target	CPC	CPC-IT	Developmental	TOTAL	FY26	FY27	FY28
ZAB	Albuquerque ARTCC	234	149	1	67	217	11	11	12
ZAN	Anchorage ARTCC	98	81	1	23	105	8	7	7
ZAU	Chicago ARTCC	290	277	5	84	366	23	23	23
ZBW	Boston ARTCC	190	169	7	60	236	13	13	14
ZDC	Washington ARTCC	281	258	8	79	345	16	17	18
ZDV	Denver ARTCC	260	209	3	68	280	14	16	16
ZFW	Fort Worth ARTCC	265	245	11	80	336	17	19	20
ZHU	Houston ARTCC	257	245	7	57	309	19	19	18
ZID	Indianapolis ARTCC	285	248	10	71	329	18	17	19
ZJX	Jacksonville ARTCC	290	236	13	52	301	17	19	20
ZKC	Kansas City ARTCC	232	204	6	49	259	14	15	14
ZLA	Los Angeles ARTCC	268	196	8	86	290	13	14	15
ZLC	Salt Lake City ARTCC	150	122	2	45	169	10	10	11
ZMA	Miami ARTCC	277	207	6	74	287	13	14	16
ZME	Memphis ARTCC	264	227	1	52	280	13	14	14
ZMP	Minneapolis ARTCC	231	231	8	48	287	16	16	19
ZNY	New York ARTCC	281	193	7	83	283	24	23	20
ZOA	Oakland ARTCC	200	165	23	48	236	12	10	12
ZOB	Cleveland ARTCC	274	270	10	48	328	19	21	22
ZSE	Seattle ARTCC	141	136	7	49	192	11	11	12
ZTL	Atlanta ARTCC	300	294	18	89	401	20	21	24
	Subtotal	**5,068**	**4,362**	**162**	**1,312**	**5,836**	**320**	**329**	**347**


U.S. DEPARTMENT OF TRANSPORTATION
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