

REGIONS AND CENTER OPERATIONS

FEDERAL AVIATION ADMINISTRATION
Fiscal Year 2004 Business Plan



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INTRODUCTION

The Assistant Administrator for Regions and Center Operations (ARC) plays a pivotal role in meeting the FAA mission by providing cross-organizational leadership at all levels of the organization to ensure that operational programs supported by multiple lines of business are delivered on time and in the most efficient and effective manner possible. ARC has an equally vital role as a provider of high quality, corporately shared services including financial systems and operations; emergency readiness through command, control, and communications; enterprise-wide information services and business application development; and logistics services such as acquisition, real estate, materiel management, and supply support, which are integral to maintaining strong, safe, and efficient national and international aviation systems.

Over time, significant duplication in support staffs has been created in the FAA, particularly as they relate to business services that transcend more than one line of business, such as IT infrastructure. Further, as organizations have straight-lined, the need for a corporate “integrator” to look beyond a single line of business to ensure that organizations and multiple stakeholders are communicating and collaborating to meet Agency commitments is imperative.

The FY-2004 ARC Business Plan highlights the roles ARC has in the accomplishment of the Agency’s Flight Plan and its related goals, objectives, strategies and initiatives. The ARC Plan presents the ARC mission and provides the

framework for achieving the ARC vision of being recognized as a government-wide provider of shared business services and leader of cross-organizational integrated programs and initiatives. ARC’s Business Plan closely aligns with the Agency’s goals of safety, capacity, international leadership, and organizational excellence. ARC has a demonstrated track record of providing government-wide, corporate business services of superior quality, at a reasonable cost and in a timely manner. To this end, we have introduced a concept referred to as “Enterprise Shared Services,” an organizational model wherein processes and/or functions that are transaction-based, potentially mechanical in nature are organized and performed in a centralized structure.

ARC’s business plan objective to “Expand a shared services environment to ensure consistent and high quality administrative services and products supporting all FAA LOB/staff offices” and the initiatives supporting that objective will enable the Agency to realize significant cost savings in the out-years and to accomplish its goal of controlling costs while delivering quality customer service. The ARC initiatives and targets supporting the Agency’s Organizational Excellence goal also reflect our commitment to the President’s Management Agenda of creating a more results-oriented and efficient government. ARC is highly capable of affecting the overall costs of administrative services and systems through reengineered business processes and application of latest advances in technology.

INCREASED SAFETY



OVERVIEW

With accident rates and fatalities at an all-time low, the FAA continues to strive for even greater levels of safety performance. To this end, ARC provides:

- Regional leadership, integration and product/process implementation for cross-organizational safety initiatives, such as OEP, runway safety, and airspace procedures.
- Technical training to FAA employees through resident courses, field-delivered training, and distance learning methods, and
- Distribution and supply chain management, maintenance, and repair services for the National Airspace System (NAS).

ARC and the Office of Runway Safety (ARI) work collaboratively to develop airport surface safety enhancing initiatives through metric-oriented, performance-based decision processes. Regional Runway Safety Program Managers report directly to Regional Administrators to ensure an integrated regional focus. Regional Administrators work collaboratively with ARI to maintain, coordinate and deliver Agency-wide direction, policy and procedures related to runway safety.

The reduction of accident rates in Alaska and the use of that state as a test bed for innovative safety solutions, such as the ARC oversight role in the Capstone/ADS-B initiative, are key safety objectives for the FAA. ARC provides critical leadership, integration, and direction of this program as well as other initiatives with safety implications. ARC's leadership in safety assurance also extends to the airport surface environment, working such complex issues as precision obstacle-free areas and perimeter taxiways. Regional Administrators lead cross-organizational teams to coordinate regional responses to challenges raised in these areas, and ARC-1 provides leadership to headquarters teams to develop Agency-wide solutions to address such difficult issues. In addition, the ARC leadership works closely with the National Association of State Aviation Organizations (NASAO), the Aircraft Owners and Pilots Association (AOPA) and other aviation interest groups to provide a continuous outreach program and to further the safety objectives and mission of the Agency.

The Aeronautical Center in Oklahoma City is home to the FAA Academy, accredited by the North Central Association for Colleges and Schools and the principal source of aviation technical training for the Agency.

Using a variety of teaching methods and technical skill sets, the Academy provides training in the areas of regulatory standards, airway facilities, air traffic control, airport programs, logistics, procurement management, civil aviation security, and instructional skills. The FAA Logistics Center (FAALC) is another unique ARC organization residing in Oklahoma City. The FAALC provides repair, fabrication, and overhaul of electronic equipment and ground-based systems, including centralized repair and site overhaul; storage, distribution, and transportation of NAS parts and supplies; consulting services relating to sustaining NAS systems and equipment; and life-cycle planning related to acquisition, supply support, maintenance, and decommissioning. This Office contributes to the following strategic Safety Objectives outlined in the FAA 2004-2008 Flight Plan:

Safety Objectives

1. Reduce the commercial airline fatal accident rate.
2. Reduce accident rates in Alaska.
3. Reduce the risk of runway incursions.
4. Enhance the safety of FAA's air traffic systems.

Business Plan Objectives

1. Provide day-to-day and emergency continuity of operations support through consistent 24/7 communications and coordination of activities.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

FLIGHT PLAN OBJECTIVE 1: REDUCE THE COMMERCIAL AIRLINE FATAL ACCIDENT RATE.

FY04 PERFORMANCE TARGETS

Reduce airline fatal accident rate to 0.028.

Flight Plan Initiative 1. (ARC Leads)

Develop and implement airport design standards, surface movement strategies, surface movement procedures, infrastructure, and training that enhance the efficiency of aircraft movement and reduce the risk of commercial aircraft collisions.

ARC Activity

A. Identify decision strategies for the viability of perimeter taxiways.

Performance Target:

- *The Airport Obstruction Standards Committee (AOSC) will develop decision strategies for the viability of perimeter taxiways by April 30, 2004.*
- *An action plan for perimeter siting criteria will be completed by May 31, 2004. (See Performance Targets for Increased Capacity, Objective 1, Initiative 5 for linkage)*

ARC Initiative 1.

Deliver technical training courses.

ARC Description

A. ARC provides technical training courses that mitigate factors contributing to the commercial fatal accident rate. The System Safety (Course 22006) and the Air Transportation Oversight System (ATOS Course 21429) courses, delivered to FAA and aviation industry employees, are two such courses that provide basic safety and risk management concepts. These concepts will be accomplished by demonstrating how system safety and risk management are used throughout the FAA environment.

Performance Target:

- *Complete classes for 600 FAA Aviation Safety Inspectors and non-government industry personnel in the System Safety course 22006 by September 30, 2004.*
- *Complete classes for 200 FAA Aviation Safety Inspectors and non-government industry personnel in the Air Transportation Oversight System course 21429 by September 30, 2004.*

FLIGHT PLAN OBJECTIVE 2: REDUCE ACCIDENTS IN ALASKA.

FY04 PERFORMANCE TARGETS

Reduce accidents in Alaska for general aviation and all part 135 operations to no more than 125 per year.

Flight Plan Initiative 1. (ARC Leads)

Expand the Capstone Program through a three-phase approach starting with Bethel, Southeast Alaska, and finally the entire state.

ARC Description

A. Capstone is a technology focused safety program in Alaska that seeks near-term safety and efficiency gains in aviation by accelerating implementation and use of modern technology. It links multiple programs and initiatives under a common umbrella for planning, coordination, focus, and direction. Capstone develops capabilities and requirements jointly with FAA, the Alaska community and aviation industry in a manner consistent with future NAS plans and concepts, and implements in a manner leading to self-equipage. ARC provides direction and cross-organizational integration to implement safety and air navigation improvements in Alaska through the Capstone program.

Performance Target:

- Provide regional leadership and expertise to facilitate approach/departure procedures being developed and made available for SE Alaska in the first quarter of FY 04.
- Provide regional leadership and expertise to facilitate certification of ADS-B data link avionics by September 2004.
- Complete a Capstone statewide Strategic Plan by September 2004.
- Complete initial procurement and testing of the MOPS compliant Ground Based Transceiver (GBT) by September 2004

Flight Plan Initiative 2. (ARC Leads)

Expand the use of weather cameras and explore alternative technologies to provide similar data and real time images to air carriers and general aviation pilots.

ARC Description/Activity

A. ARC provides leadership, coordination, and support with ATS to ensure expansion and sustainment of the Alaska Weather Camera Program.

Performance Target:

- Establish and validate within FAA and with Alaska's aviation community leadership the future site locations and priorities for weather cameras by April 04.
- Meet with DOD officials within Alaska and determine joint use and technology sharing opportunities for weather cameras by July 04. Establish Memoranda of Understanding and/or joint research initiatives as appropriate.
- Integrate efforts necessary to complete camera installations and initiate operations at 15 additional locations by the end of FY 04.

FLIGHT PLAN OBJECTIVE 3: REDUCE THE RISK OF RUNWAY INCURSIONS.

FY04 PERFORMANCE TARGETS

Reduce the number of most severe (Category A and B) runway incursions at towered airports to 33 (a rate of 0.062).

Flight Plan Initiative 1. (ARC Supports)

Improve training, procedures, evaluation, analysis, testing, and certification to reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, and airport authorized pedestrians, vehicle operators, tug operators, and mechanics conducting aircraft taxi operations.

ARC Description

A. ARC provides aggressive and real-time regional leadership, coordination, and integration activities to solve problems and reduce the risk of runway incursions resulting from pilot errors and airport authorized pedestrians, vehicle operators, tug operators, and mechanics conducting aircraft taxi operations.

Performance Target: Reduce the number of the most severe (Category A & B) runway incursions at towered airports by at least 48% by 2008 (from the 2000-2002 baseline average of 52 per year to no more than 27). FY-04 performance target will be to reduce the most severe (Category A & B) runway incursions at towered airports to 33.

Flight Plan Initiative 2. (ARC Supports)

Finish installing Airport Surface Detection Equipment (ASDE-X) and retrofit of ASDE-X equipment capability into all Airport Movement Area Safety System (AMASS) installations.

ARC Description/Activity

A. In coordination with Airway Facilities, the FAA Academy will deliver ASDE-3X training and develop the new ASDE-X training facility and program to facilitate certification of technicians who maintain the equipment.

Performance Target:

- *Begin ASDE-3X training by May 04.*
- *Complete the ASDE-X training facility/laboratory by August 04.*

FLIGHT PLAN OBJECTIVE 4: ENHANCE THE SAFETY OF FAA'S AIR TRAFFIC SYSTEMS.

FY04 PERFORMANCE TARGETS

- Reduce Operational Error (OE) and Operational Deviation (OD) runway incursions resulting from ATC Controller Actions from a FY01-03 baseline of 85 to 81.
- Reduce the number of highest severity (Category A & B) operational errors to no more than 629.

ARC Initiative 1.

Maintain NAS item configuration management in an open market purchase environment.

ARC Description

A. A transition plan is needed to migrate operational funding to regions merging NAS Supply Support and Airway Facilities operations funding for open market purchases of expendable items. Certain items are configuration-managed and the process for purchasing these items must include adequate controls to ensure safe operation of the NAS. The final product of this initiative will be an open market purchase process that provides efficiencies to customers and maintains configuration compliance without adversely affecting NAS safety or availability.

Performance Target:

- *Develop a joint plan with Airway Facilities and the Aeronautical Center by December 03 to ensure field purchases are in compliance with configuration managed standards.*
- *Implement a structured process for moving to an open market while maintaining compliance with configuration management requirements by September 04.*

BUSINESS OBJECTIVE 1: PROVIDE DAY-TO-DAY AND EMERGENCY CONTINUITY OF OPERATIONS SUPPORT THROUGH CONSISTENT 24/7 COMMUNICATIONS, COORDINATION ACTIVITIES AND SUPPORT OF THE NATIONAL AIRSPACE SYSTEM (NAS).

The Regional and Aeronautical Center Operations Centers (ROC's) provide around-the-clock, immediate command, control and communications for all incidents related to the continuity of the NAS. In addition, ARC has responsibility, through the FAA Logistics Center, for ensuring the availability of NAS spares in the event of natural or man-made threats or disasters.

Flight Plan Initiative 1. (ARC Leads)

Increase readiness to respond to emergency situations.

ARC Description

A. The ROC's have a critical role in responding to all events that impact the NAS, including accidents, incidents, air piracy, runway incursions, and continuity of operations. The ROC's have a direct role in providing immediate and ongoing coordination for all aircraft accidents, incidents, and aviation-related crises and events that can adversely impact the NAS. The ROC's provide leadership for emergency preparedness and continuity of operations within the regions.

Performance Target:

- *Conduct one Continuity of Operations Plan (COOP) exercise in each region and the Aeronautical Center in FY 04.*
- *Conduct two tabletop drills in FY 04.*

ARC Initiative 2.

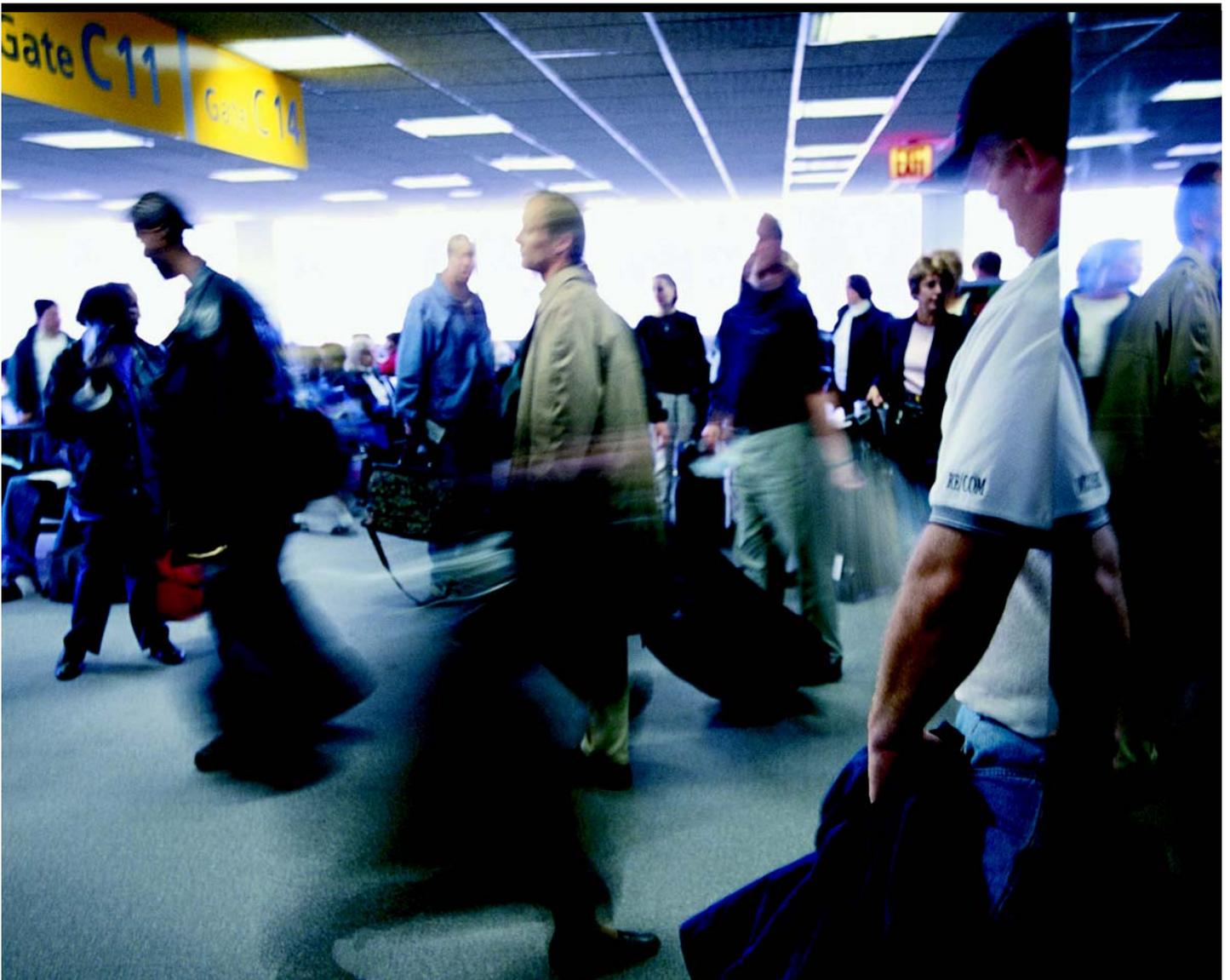
Reduce the vulnerability of the NAS to natural or man-made threats or disasters.

ARC Description

A. This activity reflects the second of multiple phases the FAA Logistics Center has initiated to ensure the availability of the NAS is not compromised by a lack of critical spares created by a natural or man-made threat or disaster. In partnership with Airway Facilities, the Logistics Center is conducting a study to identify optimum storage locations and additional procurement required for spares to reduce NAS vulnerability.

Performance Target: Identify and approve the items/National Stock Numbers to be purchased and/or stored in multiple locations by September 30, 2004.

GREATER CAPACITY



OVERVIEW

ARC provides the critical leadership and integration role in the successful implementation of the Agency's Operational Evolution Plan (OEP). Successful implementation of new capacity projects requires both advance planning and ongoing accountability and performance reviews to ensure that planned activities are aligned with Agency policies, goals and commitments. ARC has a proven track record of integrating Agency and stakeholder activities associated with delivering complex, critical projects and implementing policies affecting safety and capacity at the OEP airports as well as at airports within other major metropolitan areas.

Regional Administrators have established regional Horizontal Integration Teams and cultivated relationships with key stakeholders at OEP airports and other major metropolitan areas. The ARC organization has repeatedly demonstrated an ability to facilitate and resolve numerous critical issues that cut across multiple lines of business. The results have been increased levels of accountability, communication and cooperation, as well as a shared commitment to overcome barriers to success. Moreover, the Agency is able to make use of limited resources while meeting capacity, efficiency, and delay reduction and system availability targets.

This Office contributes to the following strategic Greater Capacity Objectives outlined in the FAA 2004-2008 Flight Plan:

Greater Capacity Objectives

1. Increase airport capacity to meet projected demand.
2. Increase or improve airspace capacity in the eight major metropolitan areas and corridors that most affect total system delay: New York, Philadelphia, Boston, Chicago, Washington/Baltimore, Atlanta, LA Basin, and San Francisco.
3. Address environmental issues associated with capacity enhancements.

Business Plan Objectives

1. Provide leadership and cross-organizational integration to ensure the successful implementation of the Agency's Operational Evolution Plan (OEP) to increase capacity at OEP-identified and other focused airports.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

FLIGHT PLAN OBJECTIVE 1: INCREASE AIRPORT CAPACITY TO MEET PROJECTED DEMAND.

FY04 PERFORMANCE TARGETS

- Achieve an Airport Arrival Efficiency Rate of 95.67% at the 35 OEP airports.
- Achieve an Airport Arrival Capacity at the 35 OEP airports in excess of 51,332 per day.
- Open two new runways, while increasing the annual service volume (ASV) of the 35 OEP airports by at least 1%.
- Sustain Operational Availability at 99% for the reportable facilities that support the 35 OEP airports.

Flight Plan Initiative 1. (ARC Supports)

Support new runway construction and airfield improvements to permit increased use of airports in Instrument Flight Rules (IFR) conditions

ARC Activity

- A. ARC provides acquisition and real estate support for the procurement of goods and services for the construction of NAS facilities and installation of equipment to meet commissioning deadlines.

Performance Target: Meet all acquisition and real estate milestones in FY 04 to ensure that delivery of goods and services needed to meet commissioning deadline schedules established by the customer.

Flight Plan Initiative 2. (ARC Leads)

Create an intra-Agency team to coordinate standards, procedures, and policies to improve airport capacity.

ARC Description

- A. ARC-1 chairs the Airport Obstructions Standards Committee (AOSC), established by the Deputy Administrator in May 2003. The Committee, consisting of representatives from ARC, AVR, ARP, ATS, and ARA, is charged with developing recommended strategies where issues have arisen as a result of inconsistent application of obstruction standards for airports and operations. The AOSC serves as the vehicle to transform outdated, inconsistent obstruction standards practices to future policy that optimally balances operational safety, effectiveness and economic benefit.

Performance Target:

- *Develop and approve an action plan for POFA/parallel taxiway/runway separation by 12/31/03.*
- *Develop and approve an action plan for the tower siting process by 1/15/04.*
- *Develop an action plan and funding plan for updating the Collision Risk Model (CRM) and Airspace Analysis Tool (ASAT) by 1/31/04.*
- *Develop and approve action plan for siting criteria for End-around and Perimeter taxiways by 5/30/04.*

ARC Initiative 1.

Decrease the defect rate of NAS items.

ARC Description

- A. The FAA Logistics Center has tracked and taken action in response to the defect rate for NAS items as part of its quality assurance program. An aggressive 10-point program for addressing the defect rate was launched in the last quarter of FY 03. This will be accompanied by the implementation of six-sigma training and projects to reduce the cost of rework, using FY 03 rework cost as a baseline.

Performance Target:

- *Reduce the rate of confirmed defective items shipped from the FAA Logistics Center and contractors to NAS customers to FY 04 average of 8.9 defects per 1000 issues (items shipped).*
- *Reduce the cost of rework associated with reported defective items by a 10% total for FY 04.*

FLIGHT PLAN OBJECTIVE 2: INCREASE OR IMPROVE AIRSPACE CAPACITY IN THE EIGHT MAJOR METROPOLITAN AREAS AND CORRIDORS THAT MOST AFFECT TOTAL SYSTEM DELAY: NEW YORK, PHILADELPHIA, BOSTON, CHICAGO, WASHINGTON/BALTIMORE, ATLANTA, LA BASIN, AND SAN FRANCISCO.

FY04 PERFORMANCE TARGETS

Achieve an Airport Arrival Capacity for the 8 major metropolitan areas of 21,290 per day.

Flight Plan Initiative 1.

Support master plans for airfield improvements at airports in major metropolitan areas.

ARC Description

A. Develop an FAA master project schedule for Chicago capturing all activities and resources required for the FAA to support airfield and NAS enhancements associated with the Chicago O'Hare Modernization Plan (OMP), with emphasis on "Phase I" work defined under the OMP proposals. Phase I work includes: Construction of new Runway 9L-27R; Construction of new Runway 10C-28C; Extension of Runway 10L-28R (the existing runway currently designated as 9R-27L); and the initial portion of the new West Terminal Complex. ARC currently has Horizontal Integration teams for New York, Boston, Chicago, Washington/Baltimore, Atlanta, and the LA Basin to address capacity initiatives for those airports. Capacity improvements being discussed for Philadelphia and San Francisco would also benefit from the focus and visibility provided by a Horizontal Integration team.

Performance Target:

- *Create a Runway Template Action Plan (RTAP) for the north runway phase of the OMP by January 04, including all milestones and budgetary information to be used to track progress, status, and elevate issues.*
- *Establish Horizontal Integration Teams under the leadership of the AEA and AWP Regional Administrators to address possible capacity initiatives for Philadelphia and San Francisco by January 04.*

FLIGHT PLAN OBJECTIVE 3: ADDRESS ENVIRONMENTAL ISSUES ASSOCIATED WITH CAPACITY ENHANCEMENTS.

FY04 PERFORMANCE TARGETS

- Reduce the number of people exposed to significant noise to 400,000, as measured by a three-year moving average, from the three-year average for calendar year 2000-2002.
- Improve aviation fuel efficiency per revenue plane-mile by 1%, as measured by a three-year moving average, from the three-year average for calendar year 2000-2002.

Flight Plan Initiative 1.

Ensure timely review of planning and environmental efforts at all OEP airports.

ARC Description

A. ARC provides aggressive regional leadership, coordination, and integration to ensure that planning and environmental milestones affecting major airport development efforts are met. Regional Administrators are responsible for signing the Record of Decision on significant environmental matters.

Performance Target: Ensure that the FAA environmental FY 04 milestones contained in the Runway Template Action Plan (RTAP) are met as scheduled to ensure that capacity projects are completed as planned.

Flight Plan Initiative 2.

Air Tour Management Plan and Environmental Integration

ARC Description

A. Provide national leadership in development of the Air Tour Management Plan (ATMP) program and in support of environmental streamlining efforts and noise issues.

Performance Target:

- *Ensure that the public scoping process is initiated at nine targeted national parks by the end of FY 04.*
- *Complete the development of the ATMP Noise Analysis Plan by April 04.*
- *Complete the development of the ATMP Implementation Plan by April 04.*
- *Deploy the ATMP Operator's Database on the FAA Internet by the end of FY 04.*

BUSINESS OBJECTIVE 1: ENSURE THE SUCCESSFUL IMPLEMENTATION OF THE AGENCY'S OPERATIONAL EVOLUTION PLAN (OEP) TO INCREASE CAPACITY AT OEP-IDENTIFIED AND OTHER FOCUSED AIRPORTS.

Flight Plan Initiative 1.

Provide leadership and cross-organizational integration to ensure the successful implementation of the Agency's Operational Evolution Plan (OEP) to increase capacity at OEP-identified and other focused airports.

ARC Description

- A. ARC has provided the leadership and integration to corporately mitigate risks and overcome challenges to commissioning new OEP runways as scheduled, with full capabilities in place. The Runway Template Action Plan (RTAP) contains the critical milestones and paths for ensuring that all necessary facilities, equipment, procedures, airspace changes, and staffing are in place at the time needed for meeting commissioning deadlines.

Performance Target: Meet the following critical milestones from the RTAP: Commission new runways at the George Bush Intercontinental Airport in Houston and the Orlando International Airport by January 04.

INTERNATIONAL LEADERSHIP



OVERVIEW

As an integral part of the ARC organization, the FAA Academy is a fundamental and vital component of the Agency's efforts in international leadership. Recognized worldwide as the premier aviation training institution, the Academy has trained over 12,300 participants in 172 foreign countries since 1946. The Academy's international leadership role is highlighted once again as it hosts the International Aviation Training Symposium in September 2003, bringing over 350 world leaders of aviation training institutions together to solve crucial aviation training issues and share best practices.

ARC leadership role in supporting the Agency's goal of International Leadership is also evident through the implementation of the international "Micronesia" program, more formally known as the Compact of Free Association Act of 1985. The Micronesia program imposes many important aviation safety challenges for the FAA. Under the Act, ARC provides aviation safety services to the Micronesia countries within the Compact Agreement, namely, the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau. ARC is uniquely positioned to promote and support improved safety and interoperable system operations between the Government-to-Government relationships to achieve the FAA's "International" strategic plan goal.

This Office contributes to the following strategic International Leadership Objectives outlined in the FAA 2004-2008 Flight Plan:

INTERNATIONAL LEADERSHIP OBJECTIVES

1. Promote improved safety and regulatory oversight in cooperation with bilateral, regional, and multilateral aviation partners.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

FLIGHT PLAN OBJECTIVE 1: PROMOTE IMPROVED SAFETY AND REGULATORY OVERSIGHT IN COOPERATION WITH BILATERAL, REGIONAL, AND MULTILATERAL AVIATION PARTNERS.

FY04 PERFORMANCE TARGETS

- Provide new or expanded technical assistance to 6 key countries or regional authorities.
- Conclude new bilateral agreements recognizing safety certification/approval systems with 2 key countries or regional authorities.
- Secure a 20% increase, over FY03 levels, in financial assistance for international aviation activities from the United States and international government organizations, multilateral banks, and industry.
- No new regional aviation authorities or organizations created in FY04. Activities are occurring to establish regional aviation authorities in FY05 and beyond.

Flight Plan Initiative 1. (ARC Supports)

Focus political, technical, and financial resources to provide training and technical assistance to help foreign civil aviation meet international standards.

ARC Description

A. As described in the overview, ARC has a long history in providing specialized services to foreign civil aviation organizations. FAA Academy activities in FY 04 demonstrate continued technical assistance and training support for the SAFE Skies Over Africa initiative as well as new technical and training assistance in Afghanistan funded by the Trade Development Agency. In addition to its historical role in delivering training, the FAA Academy is involved in a collaborative effort with the Federal Highways Administration to develop and enhance the use of Technology Transfer Centers as a means of exchanging aviation transportation information among African countries. The FAA Logistics Center is focused on expanding its materiel management support of foreign civil aviation organizations, enabling countries to maintain their navigational infrastructure and to make decisions over time in investing in developing their own materiel management capability. Ongoing support for the Compact of Free Association Act of 1985 is delivered under the auspices of the Regional Administrator in the Western Pacific Region and a number of ambitious training and technical assistance targets have been proposed for FY 04.

Performance Target:

- *Conduct a training needs assessment in Uganda and a series of formal in country training courses in the areas of Air Traffic, Flight Standards, Airway Facilities, and Security by the end of FY 04.*
- *Prototype Technology Transfer Centers in Tanzania and Nigeria by the end of FY 04.*
- *Conduct a technical assessment of Afghanistan's aviation training center by April 04.*
- *Deliver initial ATC training for Afghanistan by the end of FY 04.*
- *Increase the number of agreements resulting in materiel management support to foreign civil aviation organizations over the FY 03 base (7).*
- *Complete the following activities in support of the Compact of Free Association of Micronesia by the end of FY 04:*
 1. *Provide airport safety and operations specialist training to three airport managers from Micronesia.*
 2. *Provide basic airport rescue and firefighting (ARFF) training to 20 ARFF personnel from Micronesia.*
 3. *Provide advance ARFF training to 15 ARFF personnel from Micronesia.*
 4. *Perform three airfield pavement condition evaluations in Micronesia.*
 5. *Perform three flight inspections at airports in Micronesia.*
 6. *Perform NAS maintenance and operations in accordance with established FAA directives and requirements.*
 7. *Upgrade the AFTN/MET system by installing new computers and software at six airports in Micronesia*
 8. *Provide on-the-job training for two aviation safety inspectors from Micronesia.*
 9. *Conduct the annual Pacific Aviation Directors Workshop.*

Flight Plan Initiative 2. (ARC Leads)

Support implementing English language proficiency training for air crews and air traffic controllers.

ARC Description

A. ARC, through the FAA Academy, has participated in and supported ICAO efforts in setting minimum English language proficiency standards and supported

international students in obtaining English language proficiency training as appropriate.

Performance Target: Deliver English language proficiency training for Afghanistan by the end of FY 04.

ORGANIZATIONAL EXCELLENCE



OVERVIEW

ARC is central to the Agency successfully accomplishing its Organizational Excellence goal. ARC provides a myriad of essential NAS business and support services that are integral to supporting the Agency's operational and regulatory mission. These services are aimed at promoting organizational excellence by ensuring the Agency's ability to meet its goals and the initiatives associated with the President's Management Agenda (PMA). ARC's regional and Aeronautical Center leadership is a critical resource in integrating the efforts of local, state and federal entities necessary to develop and maintain a strong aviation infrastructure that advances Agency goals for safety and capacity. Senior ARC management works to maintain line of sight with the Agency mission and goals among the lines of business and to facilitate collaborative working relationships to advance corporate objectives.

Regional Administrators and the Aeronautical Center Director manage the NAS business and support services provided to FAA, other DOT modes, and other federal agencies. As a service provider with a proven record of success, ARC is uniquely positioned to be the corporate provider for shared, common business services that transcend more than one Line of Business. Significant redundancies exist within the FAA along organizational lines of responsibilities, specifically with IT infrastructure components, processes and services. In light of the availability of pervasive and effective commercial technologies proven to support large critical business enterprises, ARC can provide the leadership to create an "enterprise shared services" environment to ensure consistent and high quality administrative services and products capable of supporting all FAA LOBs/SO. The ARC-specific objective under Organizational Excellence will enable ARC and the Agency to achieve this end.

There are a number of drivers of change – both internal and external – that will significantly impact the way ARC will do business in the future. These drivers include the PMA, the implementation of the new departmental accounting system in the FAA, continuing technology advances and the increase in government-wide oversight in IT infrastructure costs, increasing interest in the cost of government services, and the push for consolidation of government financial services to a limited number of agencies, and the anticipated Air Traffic Services Organization (ATO). All of the initiatives and targets supporting ARC's Organizational Excellence goal reflect our commitment to the President's Management Agenda of creating a more results-oriented and efficient government.

DOT has established goals to advance the Agency's ability to manage for results and innovation.

This Office contributes to the following strategic Organizational Excellence Objectives outlined in the FAA 2004-2008 Flight Plan:

Organizational Excellence Objectives

1. Make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained, diverse workforce.
2. Control costs while delivering quality customer service.
3. Make decisions based on reliable data to improve overall performance and customer satisfaction.

Business Objectives

1. Expand an "enterprise shared services" environment to ensure consistent high quality and cost effective administrative services and products supporting all FAA LOB/SO.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

FLIGHT PLAN OBJECTIVE 1: MAKE THE ORGANIZATION MORE EFFECTIVE WITH STRONGER LEADERSHIP, INCREASED COMMITMENT OF INDIVIDUAL WORKERS TO FULFILL ORGANIZATION-WIDE GOALS, AND A BETTER PREPARED, BETTER TRAINED, DIVERSE WORKFORCE.

FY04 PERFORMANCE TARGETS

- Directly relate 80% of all employee performance plans to FAA strategic goals and their organization's performance plans.
- Reduce the time it takes to hire mission critical positions by 3% over FY2003 baseline.

Flight Plan Initiative 1. (ARC Supports)

{Insert Summary of the Initiative.}

ARC Description

- A. Our top executives will help guide corporate leadership development policies, processes, and programs and will hold their subordinate managers accountable for implementation. They will set an example by personally engaging in ongoing learning activities and will ensure that subordinate managers do likewise. Senior ARC managers and executives will serve as mentors, presenters, and advisors in executive development activities.

Performance Target: Provide at least one leadership development course for Executive Workforce Planning participants by January 04.

Flight Plan Initiative 2. (ARC Supports)

Put in place a management workforce planning and development program.

ARC Description

- A. Our top executives will help guide corporate leadership development policies, processes, and programs and will hold their subordinate managers accountable for implementation. They will set an example by personally engaging in ongoing learning activities and will ensure that subordinate managers do likewise. Senior ARC managers and executives will serve as mentors, presenters, and advisors in both executive and management development activities.

Performance Target: TBD with further guidance from AHR.

Flight Plan Initiative 3. (ARC Supports)

Undertake a timely and effective approach to conflict management.

ARC Description

- A. Pending guidance regarding specific requirements, we commit to supporting the accomplishment of this corporate initiative.

Performance Target: TBD with further guidance from AHR..

Flight Plan Initiative 4. (ARC Supports)

Implement the new Performance Management System for all employees.

ARC Description

- A. In FY 02, ARC was a leader in implementing the Agency's new Performance Management System (PMS) and developed corporate tools and resources that supported implementation throughout the Agency. All ARC employees, including bargaining unit employees, are operating under the PMS.

Performance Target: Formal performance feedback is provided to employees at least 2 times per year as required by the Performance Management System.

Flight Plan Initiative 5. (ARC Supports)

Directly link all employee performance plans to FAA strategic goals and line of business and staff office performance plans.

ARC Description

- A. ARC believes that to maximize employee potential and productivity, an organization must have a strong performance management system that emphasizes ongoing communication, feedback, development and provides a line of sight from individual employee performance plans to the Agency's strategic plan.

Performance Target: Manager performance plans will include an expectation for ensuring that employee performance plans demonstrate links between individual performance plans and Agency goals within 60 days of the beginning of the appraisal year.

Flight Plan Initiative 6. (ARC Supports)

Undertake and sustain agency human capital planning and measurement processes.

ARC Description

A. ARC-1 will participate on the FAA Human Capital Board to provide oversight for the implementation of the FAA Human Capital Plan and leadership for the strategic management of the agency workforce. They will ensure a corporate and integrated focus for FAA human capital planning, make corporate human capital investment decisions to meet agency goals, and address alignment of human capital solutions with competitive sourcing, and e-government PMA requirements. ARC-1 will establish and resource a Human Capital Planning Team to revise implement our ARC workforce/human capital plan so that is aligned with our business plan, budget process, and the FAA Human Capital Plan. Our executives and senior managers will communicate FAA/ARC Human Capital Plan goals and actions to our work force. We will establish a Human Capital Planning Council comprised of executives/senior managers to set the strategic business direction, guide the analysis of our LOB workforce requirements, and ensure the effective implementation of human capital solutions to achieve our mission results.

Performance Target:

- *By the end of FY 04, identify changes in competencies and skills needed in the financial management job series as a result of DELPHI implementation.*
- *By February 04, identify requisite competencies and skills needed in the IT workforce to support ARC's IT modernization efforts.*

Flight Plan Initiative 7. (ARC Supports)

Put in place a corporate and employee training and development program.

ARC Description

A. ARC will participate in the design and development of a corporate employee development program and leverage our existing programs and systems in support of this strategic objective.

Performance Target: TBD with further guidance from AHR.

Flight Plan Initiative 8. (ARC Supports)

Implement corporate recruitment initiatives.

ARC Description

A. Pending identification of requirements for this initiative, ARC will provide support to this initiative.

Performance Target: TBD with further guidance from AHR.

ARC Initiative 1.

Develop and/or deliver technical training courses that enhance FAA's ability to meet current and future staffing demands.

ARC Description

A. The FAA Academy is taking steps to prepare for the dramatic increase in controller retirements through upgrading equipment and revising initial qualifications training courses for en route and terminal air traffic control specialists.

Performance Target: Install the Enhanced Debriefing Station lab and two control tower simulators and have them operationally ready by the end of FY 04.

ARC Initiative 2.

Promote and improve utilization of existing distance learning capabilities enabling cost effective training of FAA employees.

ARC Description

A. The e-learning system hosted by the FAA Academy contains over 1,000 courses on management/business skills, office administration, AF technical, and IT content available for use on-line or downloaded for portability. Use of web-enabled training allows training requirements to be met while avoiding the associated costs of travel, per diem, and lost labor. The estimated cost avoidance in FY 03 alone was over \$14M.

Performance Target: 5% increase in the e-learning system course enrollments over the FY 03 baseline (20,946 enrollments).

ARC Initiative 3.

Public Awareness and Aviation Education Outreach Program

ARC Description

- A. Increase the influence and exposure of the FAA's mission through participating in public forums; supporting "Charting the Next Century of Flight" events; continuing the Aviation Education Outreach Program; supporting lines of businesses in attracting youth to careers in FAA by establishing partnerships with educational and other institutions; and supporting Agency diversity goals by attracting minorities to aerospace careers.

Performance Target:

- *Modernize AVED web site to increase its appeal and increase the number of visits to the web site annually by 10% over the FY 03 baseline.*
- *Increase the number of professional and educational institution contacts that expose students to aerospace careers by 10% over the FY 03 baseline.*
- *Have 100% completion of signed "Centennial" Governors Proclamations by December 17, 2003.*
- *Provide outreach support to the Centennial of Flight Celebration at Kitty Hawk, North Carolina, December 2003.*

FLIGHT PLAN OBJECTIVE 2: CONTROL COSTS WHILE DELIVERING QUALITY CUSTOMER SERVICE

ARC has identified a number of strategies and initiatives that will result in long-term savings for the Agency. This initiative and those listed under ARC Objective 1 will require initial, upfront investment but will realize long-term corporate cost savings for the FAA by FY 08.

FY04 PERFORMANCE TARGETS

- Secure 10% of the unfunded portion of the strategic plan through budget requests, reprioritization, and cost savings.
- Complete the closeout of 100% (FY2001 baseline) of cost reimbursable contracts by end of FY2004 and maintain timely closure of future contracts.

Flight Plan Initiative 1. (ARC Supports)

Put in place an agency-wide cost control program using CAS and LDR, including:

- An executive-level review process
- Identification of cross-organizational initiatives focused on controlling operations costs starting with information technology (IT) expenditures. Savings identified will be used to fund unfunded aspects of the Flight Plan
- A program to create incentives for FAA organizations to identify and implement cost savings initiatives

ARC Description

A. ARC will develop an Agency prototype outlining methods and practices for achieving IRM service level consistency, higher customer and employee satisfaction and cost savings by standardizing IT products and services along with consolidating IT help desks. As a prelude to offering enterprise desktop computing “Seat Management” services supporting all FAA lines of business, ARC will standardize its desktop hardware and software components, customer facing support procedures and processes, and customer assistance services.

Performance Target: Complete a pilot of Level Tier 1 Help Desk Consolidation within ARC by the end of FY 04. The pilot is necessary for determining cost and other factors to be used to project potential cost savings if Help Desk Consolidation is adopted agency-wide. Assuming agency-wide adoption, cost savings could be realized in FY 05.

ARC Initiative 1.

Pilot and implement a government-wide e-travel system at the Aeronautical Center.

ARC Description

A. ARC will conduct a pilot of new GSA selected government-wide systems for e-travel at the Aeronautical Center on behalf of DOT. Once the pilot is completed, a solution will be implemented DOT-wide. The new system will automate and consolidate all travel processes for DOT employees traveling on official government business.

Performance Target: Test and pilot the OST selected e-travel solution(s) in four months following independent verification and validation (IVV) of the e-travel solutions. IVV will begin following the resolution of the vendor protest to the GSA selection of e-travel systems.

ARC Initiative 2.

Support initiatives to improve agency-wide performance in employee safety and workers’ compensation program areas.

ARC Description

A. ARC is committed to supporting recommendations outlined by the OWCP working group white paper titled “Prevention of Employee Injuries and Restoration of Injured Employees to Work”, dated October 27, 2003. The actions and recommendations outlined in the white paper support the agency goals for improving the safety environment of employees and reducing workers’ compensation costs. Implementation requires development of plans, funding, and collaboration between ARC, AEE, and AHR program coordinators. Existing learning systems and tools, or other low cost alternatives should be utilized where possible in meeting this objective.

Performance Target: By January 30, 2004, ARC will establish procedures for management review of all work-related injuries of ARC employees and the identification of training needs for managers and supervisors for work place safety awareness and OWCP case management. If initiative funding is

identified, implement and complete training in accordance with approved plan.

FLIGHT PLAN OBJECTIVE 3: MAKE DECISIONS BASED ON RELIABLE DATA TO IMPROVE OUR OVERALL PERFORMANCE AND CUSTOMER SATISFACTION

FY04 PERFORMANCE TARGETS

- Achieve 80% of the designated milestones and maintain 80% of critical program costs within 10% of the total as published in the CIP.
- Achieve 90% of all performance targets in the Flight Plan. Achieve 30 or more of the 33 performance targets in FY 2004.
- Increase customer satisfaction scores on the American Customer Satisfaction Index to 63.
- Achieve 90% of the milestones for the agency information security plan

Flight Plan Initiative 1. (ARC Support)

Update and implement an Agency security plan to protect our information assets.

ARC Description

- A. ARC will provide leadership and technical expertise to effectively manage the ISS program, working within funding limitations set by AIO/AIS.

Performance Target:

- *For FY-04, zero cyber events that significantly disable or degrade an externally-visible FAA service.*
- *Complete a security review of 90% of FAA's IT inventory by July 1, 2004.*
- *On September 30, 2004, there is an average of no more than 0.05 "high" vulnerabilities per network server that is scanned by the Foundscan tool.*

BUSINESS OBJECTIVE 1: EXPAND AN “ENTERPRISE SHARED SERVICES” ENVIRONMENT TO ENSURE CONSISTENT AND HIGH QUALITY ADMINISTRATIVE SERVICES AND PRODUCTS SUPPORTING ALL FAA LOB/SO.

ARC Initiative 1.

Consistent with decisions made at the FAA CIO Council, ARC will lead the effort to integrate and maintain authoritative Enterprise Meta-Directory Services.

ARC Description

A. This initiative will enable current and evolving administrative data repositories to work together and reduce redundant or inaccurate data throughout the FAA. This enterprise data-sharing environment constitutes the first of multiple initiatives that will ensure authoritative administrative data integrity, reduce access complexity and guarantee the security and privacy of this corporate data. This initiative ultimately enables the reduction of multiple desktop computer passwords and will facilitate more consistent and reliable methods for gaining remote computing access to core services when not working from an FAA facility.

Performance Target:

- *By sponsoring the FAA Directory Services Requirements Workshop along with other systems development life-cycle (SDLC) activities surrounding requirements definition, ARC will develop and manage the enterprise directory services data design target by April 04.*
- *By end FY 04, reduce by 50% the number of ARC servers supporting the directory services based on existing (FY 03) environment.*

ARC Initiative 2.

Integrate, host and maintain performance measurement tool(s) that will enable the collection, trend analyses and reporting of how critical FAA business functions are performing.

ARC Description

A. During FY 04, ARC will host and maintain the PBViews performance management and reporting tool supporting the FAA six-month pilot program.

Performance Target:

- *Provide computer capacity to host the PBViews database, application and web interface by January 04.*
- *Provide database backups and restores as needed by January 04.*
- *Assist in completing the PBViews Security and Certification and Authorization Package by April 04.*
- *Install and test WEB reports server and software and software to enable Internet access to reports by April 04.*
- *Install and test disaster recovery server at the Systems Management Facility (SMF) recovery site at FAA Great Lakes regional office by the end of FY 04.*

ARC Initiative 3.

Ensure successful conversion of DOT payroll to the Federal Personnel and Payroll System (FPPS) provided by the Department of Interior.

ARC Description

A. In December 2002, payroll services for DOT were assigned to the National Business Center (NBC), which is part of the Department of Interior (DOI). The automated system used by DOI to provide these services is called the FPPS. The objectives of the FPPS Migration Program are to:

- *Successfully migrate DOT from the Consolidated Personnel Management Information System (CPMIS) and the Consolidated Uniform Payroll System (CUPS) to FPPS by October 04.*
- *Provide smooth transition of personnel, payroll and overall employee population to the FPPS.*
- *Provide interface or integration solutions for additional affected systems supporting Time and Attendance, Time and Labor, Training and Reporting.*

ARC is responsible for the migration of the technical systems and functionality to FPPS.

Performance Target:

- *Complete the IPPS rehost (CASTLE) by March 04.*
- *Resolve issues related to the interface between FPPS and Delphi by March 04.*
- *Complete DOT Phase I conversion by May 04.*
- *Complete all DOT Phase II conversion testing by September 04.*

ARC Initiative 4.

Transition acquisition support services from a regional concept to an integrated corporate resource providing more effective and efficient customer service.

ARC Description

A. ARC provides acquisition and related services in support of the NAS. Logistics services are being restructured to establish a virtual organization and corporate approach that will provide resources and services across regional lines to meet variations in workload demands and national priorities.

Performance Target:

- *Baseline existing regional acquisition workload by January 04.*
- *Develop an acquisition work plan for FY 04 integrated with customer expectations by January 04.*
- *Complete staffing study of ARC acquisition workforce by April 04.*
- *Develop a process to forecast acquisition workload for 2005 by April 04.*
- *Develop a customer feedback system by January 04.*

ARC Initiative 5.

Improve management of the lease renewals system to ensure best value for the FAA.

ARC Description

A. ARC will provide the tools, processes and mechanisms to enable our real estate managers to consummate lease agreements in a cost effective manner.

Performance Target:

- *By the end of FY 04, complete a trend analysis of past, current, and future real estate workload.*
- *By the end of FY 04, establish an action plan to address the current backlog of expired leases and associated issues.*
- *By the end of FY 04, identify ways to streamline no-cost lease agreements process.*