

FEDERAL AVIATION ADMINISTRATION  
FLIGHT PLAN 2005–2009



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X MARKS THE SPOT: SpaceShipOne wins the \$10 million Ansari X-Prize for the advent of privately funded passenger travel into space. October 4, 2004, roughly 101 years after the Wright Brothers took to the sky. Photograph by David Balloff



We're making good  
on a promise to America

## Moving America Safely

### **OUR MISSION**

To provide the safest, most efficient aerospace system in the world.

### **OUR VISION**

To improve continuously the safety and efficiency of aviation, while being responsive to our customers and accountable to the public.

### **OUR VALUES**

#### **Safety is our passion.**

We are world leaders in aerospace safety.

#### **Quality is our trademark.**

We serve our country, our customers, and each other.

#### **Integrity is our character.**

We do the right thing, even if no one is looking.

#### **People are our strength.**

We treat each other as we want to be treated.

## Who Are We?

FAA employees maintain, operate, and oversee the largest and most complex aviation system in the world, with a safety record that is second to none. We not only set the regulatory and operational standards for the United States, we effectively set the bar for aviation safety around the world—and have for almost a half-century.

After September 11, 2001, the government's security efforts were consolidated into the Department of

Homeland Security—including many of the components of aviation security. Nevertheless, the FAA continues to play an important supporting role in securing the safety of the flying public.

As we enter the 21st Century, aviation finds itself facing the prospects of terrorism, structural change, and a fluctuating global economy. We will work with our aviation partners to ensure that aviation thrives in a growing world economy. To get there,

we need to be performance-based and value-driven. We will know our customers and meet their diverse, changing needs as never before.

The FAA continues to be at a crossroads. We are confronted with the challenges of reducing an already low commercial accident rate, building an air traffic control system capable of efficiently meeting future demand, and modernizing our own organization.

# FLIGHT PLAN

*The Federal Aviation Administration runs the largest and most complex aviation system the world has ever known. It's the safest it's ever been.*

*That's because we are delivering on a promise. In a drive to become a performance-based organization that makes decisions based on hard data, the men and women of the FAA set a series of goals last year. This is our report card. Although we've made progress, it's not perfect. Even with the best safety record in aviation history, the FAA still sets the bar even higher. These are the steps we're taking to get there.*

The Flight Plan is a multi-year strategic effort, setting a course for the FAA through 2009. Our mission is to provide the safest and most efficient air transportation system in the world. Accordingly, we will accomplish this by being responsive to our customers. We've made significant progress. The past year has been one of success in each of the four goal areas of the Flight Plan. Here's an overview:

## **Increased Safety**

The fatal accident rate for commercial aviation is the lowest it's been in aviation history. Over the past three years, there have been only .021 fatal accidents per hundred thousand takeoffs—the equivalent of one fatal accident per five million flights. General aviation accidents are down markedly as well, especially in Alaska, where small planes navigate the bitter weather and mountainous terrain. Serious runway incursions—instances where a plane comes too close to another plane or vehicle—also are down. There were no accidents, fatalities, or injuries in Commercial Space Transportation. However, we missed our target for operational errors, which are mistakes made when directing aircraft. We are taking immediate steps to improve our performance this year.

## **Greater Capacity**

While we did not meet our target for the on-time arrival rate and failed to achieve our target for airport arrival capacity in eight major metropolitan areas, we made progress by adding new runways, which have the greatest impact on increasing capacity over the long haul. The FAA commissioned runways at Houston and Orlando airports. We also held the first-ever conference of its kind, "Growth Without Gridlock," where we launched new traffic flow procedures and agreed to a collaborative approach with the airlines to reduce delays. Every morning, pilots, controllers, and the airlines each participate in joint discussions to devise strategies that will help traffic flow more smoothly. As a result of authority given to the



agency in its reauthorization legislation, the FAA worked with the airlines to cut back on schedules at Chicago's O'Hare International Airport, a traditional bottleneck that choked the system and caused a ripple of delays from coast to coast. When it comes to delays, though, there are a number of factors that impact our performance. Severe weather is one of them.

## **International Leadership**

As a world leader in aviation, the FAA has a responsibility to promote the highest safety standards around the globe. This past year, we signed safety agreements with Brazil, Singapore, and Iceland. Because of FAA technical assistance and training initiatives, Panama, Poland, Portugal, and Cape Verde met international safety standards. We are rebuilding the aviation infrastructure in Iraq and Afghanistan, while continuing to invest in Safe Skies for Africa. We also promoted the creation of regional aviation safety organizations to maximize the use of limited resources in developing countries. While we attained our goals, we need to do a better job focusing our efforts on key U.S. safety interests.

## **Organizational Excellence**

The agency's 50,000 employees continue to distinguish themselves as government leaders in performance and ability. The FAA has made progress in becoming a more performance-based operation. Approximately 75 percent of the FAA's workforce operates under a performance pay system. For the first time, the FAA kept its major acquisition programs on schedule and within cost targets. We implemented new cost accounting and spending control systems, which will provide better budget information and enable more informed investment decisions. However, these new systems pose significant challenges, particularly with regard to training our employees in the use of DELPHI, the automated financial management system, and a

companion acquisition management system called PRISM. We will continue to work to implement these systems. The FAA is also consolidating and streamlining accounting departments across the country, eliminating duplicate efforts and saving money in the process. We need to increase training for our employees across the board: executives, managers, supervisors, and front-line employees. There are many other areas that need improvement, including internal communications, conflict management, and human resource services.

### THE FLIGHT PLAN: HOW WE GOT HERE

The Flight Plan is a first at the FAA. This strategic plan is tied directly to agency funding and will be updated each year. It was developed in concert with our employees and our customers. Pilots, controllers, airlines, manufacturers, and aviation industry groups each had the opportunity to review the plan. They suggested revisions and met with us to discuss their ideas. Early in the process, we asked all 50,000 employees to give us their comments and suggestions. We received more than a thousand comments.

As the draft plan neared completion, the agency took steps to ensure that the proposed actions were actually doable. Each of the initiatives was priced and each FAA organization created its own business plan linked directly to the Flight Plan. Our targets are driven by metrics and we post our progress report each quarter at [www.faa.gov](http://www.faa.gov). The focus on the plan is spurred by the link between the goals and employee bonuses. The Flight Plan

hinges on performance, and a full incentive payout requires employees to meet at least 90 percent of the Flight Plan goals.

Congress provided a big boost to the Flight Plan with the passage of *Vision 100*, the agency's four-year reauthorization. With the assistance of the Secretary of Transportation, Norman Y. Mineta, the bill became law and contained several key provisions. For example, we received authority to work collaboratively with the airlines to reduce delays at the nation's most congested airports. Without diminishing the importance of our natural resources or the public's right to voice its concerns and opinions, we were granted a streamlined environmental process that could be used to expedite capacity projects by improving interagency coordination.

### WHERE WE ARE GOING

After operating under the Flight Plan for a year, we learned that we needed to make changes to the plan. Because it is a dynamic plan, it must be revised annually to meet new challenges as they arise. For example, we reworked many of our international goals because we needed more specific performance targets. We are now taking a more strategic approach, focusing our resources and energies on those developing regions where we can gain the most benefits. In addition, it turned out that some targets and initiatives weren't ambitious enough. In one case, we achieved our 2008 target four years early. Likewise, some of the capacity targets were too closely dependent on the





## The New Air Traffic Organization

The biggest step toward becoming a customer-focused, cost-driven organization came with the reorganization of the FAA's 38,000-member air traffic services' workforce. The first task was to make the organization more efficient and to shape the services around customer needs. The new organization also developed a far-reaching set of performance metrics, giving it the ability to assess progress against hard data. To be sure, challenges remain. The primary focus of the organi-

zation still sits squarely on safety, but the new unit must also increase capacity while minimizing delays. This involves the development of technology and the mammoth task of integrating the new equipment into the system. New budgetary procedures enable the ATO to create a stronger link between the agency's operating budget and capital expenses. They're working to deliver to the taxpayer a service that is both safe and affordable.

## A Plan for Aviation's Future

In *Vision 100*, Congress called for the creation of a national plan for aviation. Together with NASA and the Departments of Defense, Commerce, Homeland Security, Transportation, and the Office of Science and Technology Policy, we are developing a comprehensive roadmap for aviation over the next two decades. It's not an easy task, considering that aviation is changing rapidly. The advent of micro-jets, unmanned aerial vehicles (UAVs), manned commercial space launches, and an ever-increasing demand on the system, dictate the need for a unified approach and a transformed system.





weather. Regardless of the air traffic control procedures put in place to address weather—hurricanes, severe thunderstorms, and snow can bring the system to a halt. We adjusted that goal accordingly. We also modified our airport capacity measures to include both arrivals and departures. For operational availability, we factored out time attributed to airport improvement projects. Other objectives, such as reducing cabin injuries caused by turbulence, are now located within the business plans of individual FAA organizations. While turbulence still remains a focus, the infrequency of accidents related to turbulence in the air caused us to move this objective to the Regulation and Certification Office's business plan. In addition, many of the performance targets were revamped to make them more easily understandable to the taxpayer.

#### **We Listened**

We received close to a thousand comments on this year's draft plan. It took over two weeks to rack and stack these observations and suggestions. Employees submitted 80 percent of the comments, while industry and other stakeholders provided the remainder. After an intensive review process, many comments were incorporated into the Flight Plan. Numerous others became part of the plans for individual FAA organizations.

#### **Looking Forward**

The Flight Plan is a rolling five-year plan that charts our course to 2009. Beyond the scope of the Flight Plan, our Operational Evolution Plan is a rolling 10-year effort to increase system capacity by a third. In the longer term, the Joint Planning and Development Office is a multi-agency effort to develop a national plan for aviation in 2025

Beware the mighty pen of **Rick Savage**. The acting manager of the Boise automated flight service station made 13 comments ranging from word choice to accidents in Alaska. He also suggested we use hyperlinks. Rick, you're an example of Organizational Excellence for all to follow. Thanks for the assist. Nicely done.





and beyond. Both of these efforts are designed to meet the Flight Plan's commitment to help the system flow smoothly and meet future needs.

### **Challenging Times Ahead**

The FAA and the aviation industry are facing a period of tight budgets. The Aviation Trust Fund, which provides the majority of the FAA's budget from taxes on airline tickets, fuel, and airfreight, continues to decline.

Demand has slowly returned since 9/11, but increased competition has kept ticket prices down. This reduces the Trust Fund revenue. To save money, carriers are adding more midsize jets to their fleets. This affects the FAA in two ways: first, more planes mean an increased workload; second, smaller planes carry fewer passengers, which result in less Trust Fund revenue. As the agency's budgetary allotments continue to be squeezed and operating costs continue to rise, we find ourselves in the position where cost savings isn't just a good idea—it's a necessity. The agency must find savings wherever it can, yet safety can never be compromised.



## Preparing for the Future

Faced with an annual price tag of \$500 million, the taxpayer can no longer afford the cost of operating 58 automated flight service stations. Many of the facilities need repair and new technology.

At the urging of the Department of Transportation's (DOT) Inspector General, the FAA initiated a competitive sourcing effort designed to ensure that the government wasn't spending too much for these services. Flight ser-

vice stations do not control live traffic; they provide important weather briefings and flight planning services to general aviation pilots. Each contact with a pilot costs the taxpayer an average of \$25.

General aviation supports the FAA's revenues with a federal fuel tax. According to the Aircraft Owners and Pilots Association, the total tax collected on the type of fuel burned by most general aviation pilots is \$60 million a

year—hardly enough to offset the annual cost to operate and upgrade these stations.

The competitive sourcing process—also known as "A-76"—will determine whether the taxpayer is better served by the government or the private sector doing the work. The FAA is committed to providing the support needed to help our employees through this transition, no matter what the outcome.





## FAA Goals in a Nutshell

### **INCREASED SAFETY**

Safety is not only a top public-interest priority; it is also an economic necessity. People fly only if they feel safe. They must trust the system and their trust must be upheld.

### **GREATER CAPACITY**

Increasing capacity is a double-edged sword. Air traffic is increasing rapidly, but growth must not interfere with the passengers' abilities to reach their destinations on time. And this must not be done at the expense of the environment.

### **INTERNATIONAL LEADERSHIP**

Aviation, across the globe, is a 1.4 trillion dollar business. Given our expertise in operating the world's largest and most complex system, it's clear that in the aviation industry, safety is our most vital national export. We will enhance America's leadership role by sharing expertise and new technologies with our international partners. We aim to raise the level of safety everywhere planes fly.

### **ORGANIZATIONAL EXCELLENCE**

The men and women of the FAA are committed to achieving these goals. To do so, the

FAA must be a world-class organization. This requires greater fiscal responsibility, stronger leadership, more cooperation, improved customer service, and performance-based management. Simply put, we need to operate like a bottom-line, cost-driven enterprise. We are working to control our costs and keep a sharp eye on the taxpayers' best interest. For this reason, we are committed to giving our employees the right tools and training. We know we must do a better job in this area. When all is said and done, it's the employees of the FAA who bring the Flight Plan to life.



# INCREASED SAFETY

*Goal: To achieve the lowest possible accident rate and constantly improve safety.*



## OVERVIEW



Safety comes first. It's the FAA's primary mission and our efforts are paying off. The commercial fatal accident rate is the lowest in aviation history.

How this happened is no accident. The FAA has and will continue to develop new technologies that will lower the number of accidents, while improving a safety record that's second to none. We have improved our risk management practices by collecting and analyzing data to identify problems and prevent accidents before they occur. We continue to partner with industry to reduce the commercial accident rate, improve runway safety, and extend the excellent safety record of commercial space transportation.

We made a special commitment to safety in Alaska, where heavy reliance on air transportation in an unforgiving environment had led to an unacceptably high general aviation accident rate. We targeted innovative safety solutions that reduced the number of accidents and the results in FY 2004 show it's paid off. Success in Alaska has led to safety improvements throughout the lower 48 as well.

The FAA is also committed to transitioning the United States navigation system from one that is predominately ground-based to one located primarily within the aircraft itself. Through the use of onboard technology, pilots will be able to navigate aircraft to any point in the world using only geographical coordinates.

A navigational concept called Required Navigation Performance (RNP) is an important step in this direction. Because of its high degree of precision, RNP allows for more efficient use of the airspace. In addition, RNP can assist in developing stable descent approaches, increasing safety during approach and landing, including at airports where such approaches are currently not available during bad weather. Simply put, RNP will allow us to fly more planes, more efficiently, and more safely than ever before.

The FAA continues to improve its oversight of air carriers, manufacturers, and airport operations, while enforcing our safety regulations with a targeted focus on those areas that pose the greatest risk. Within the FAA, we are implementing a Safety Management System to provide a systematic and integrated method for managing the safety of air traffic control and navigation services. By the end of 2006, we will implement a prototype index to help measure the overall safety of the U.S. civil aviation industry. This safety index will measure aviation fatalities and injuries in all segments of the industry. Once finalized, it will identify trends, helping us assess the effectiveness of many of our safety initiatives and avoid accidents in the process.

The initial edition of the Flight Plan included an objective to reduce accidents and injuries caused by flight turbulence. After a year, it became apparent that these incidents were actually too few in number to serve as a major objective for the agency. The new edition of the Flight Plan no longer includes turbulence. The objective and its targets have been moved to the business plan of the agency's Office of Regulation and Certification.

The introduction of new products into the airspace system, like light sport aircraft and micro-jets, as well as new technologies, such as Unmanned Aerial Vehicles, may have an impact on overall safety goals. As a result, we may need to adjust general aviation targets in the future.

## TOP SAFETY ACCOMPLISHMENTS IN FY 2004

- The lowest airline fatal accident rate in the history of aviation.
- We reduced general aviation accidents, especially in Alaska. The FAA launched a number of projects to increase pilot awareness of the risks of flying in bad weather. We also deployed advanced technology to aid the pilot's ability to navigate in large parts of the state that do not have radar coverage.
- We've reduced serious runway incursions. The FAA launched pilot/controller education and awareness programs to help deal with the difficult task of navigating aircraft on the ground in heavily congested airport terminal areas.
- We certified the first receiver for the Wide Area Augmentation System (WAAS). This satellite-based electronic signal helps private pilots navigate from point-to-point and then land safely.
- We made progress implementing a Safety Management System (SMS) to manage air traffic control and navigation services throughout the U.S. SMS also ensures that all changes to the National Airspace System (NAS) with potential impact on safety are assessed and the risks are mitigated, as appropriate, before operation.
- Enacting a government rule sometimes wipes out a forest with wasted paper. Not any more. In March, the FAA held its first "virtual" public rulemaking meeting on the proposed rulemaking on national air tour safety standards. Initiating the process electronically saves time, money, and trees.
- In the emerging arena of commercial space transportation, there were no fatalities or serious injuries to the public during either launch or reentry.
- The agency awarded the first set of FAA commercial astronaut wings to an astronaut from the private sector. On June 21, 2004, test pilot Mike Melvill successfully flew SpaceShipOne, the world's first commercial manned space vehicle. It was also the first privately funded passenger flight to leave Earth's atmosphere.
- We worked with the general aviation community to create a final sport pilot rule that sets safety standards for the people who will now earn FAA certificates to operate more than 15,000 uncertificated ultralight-like aircraft. Another 12,000 pilots and new aircraft will be certificated over the next 10 years.
- Our new government and industry training program—known as FAA/Industrial Training Standards (FITS)—provides instructors and general aviation pilots of high performance aircraft with the skills they need for safe flight. Five aircraft manufacturers joined the program this year, bringing the total number of FITS programs to 19.
- The FAA proposed a rule allowing portable oxygen concentrators onboard commercial flights. This gives members of the public who rely on these concentrators the ability to travel by airplane.

**Kathy Abbott** is headquarters' Chief Scientific and Technical Advisor on human factors. She reminded us that human factors work goes beyond research. She's right. The agency has human factors work under way on regulatory material, criteria, and evaluation. The work she's talking about is a vital part of the Office of Regulation and Certification's business plan.



## OBJECTIVE 1. Reduce the commercial airline fatal accident rate.



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### STRATEGY

Continue the evolution toward a performance-based National Airspace System (NAS) by using a space-based navigation system and onboard technologies that allow aircraft greater flexibility to navigate airspace more safely, efficiently, and in a more environmentally sound way than the current ground-based navigation system.

#### Initiatives

- Implement the performance-based navigation roadmap by using and developing Area Navigation (RNAV) and RNP routes and procedures.
- Develop streamlined processes for certifying and approving communications navigation surveillance equipment, basic cockpit displays, electronic flight bags, and other safety related flight technologies.

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### STRATEGY

Address safety concerns and issues, expand cost-effective safety oversight and surveillance, and continue research into the causal factors of accidents.

#### Initiatives

- Implement the fuel tank safety plans to reduce flammability exposure and to preclude ignition sources.
- Address the National Transportation Safety Board's identified safety issues.
- Ensure that safety oversight keeps pace with changes occurring in the aviation environment by targeting our inspections resources better, improving our oversight systems, and providing training for safety critical employees on time.

- Using a data-driven approach to identify high-risk areas, use the enhanced enforcement and decision tool to focus the agency's resources to maximize safety benefits.
- Continue research to identify human factors that may cause accidents and develop strategies, methods, and technologies that will reduce those accidents.
- Where practical, upgrade runway safety areas to meet standards.

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### STRATEGY

Promote and expand safety information sharing efforts, including FAA-industry partnerships and data-driven safety programs that prioritize and address risks before they lead to accidents.

#### Initiatives

- Promote cooperative and voluntary disclosure programs, such as Flight Operational Quality Assurance (FOQA), Aviation Safety Action Program (ASAP) and Continued Operational Safety Program.
- Continue implementing the Air Transportation Oversight System.
- Continue implementing Commercial Aviation Safety Team (CAST) initiatives and pursuing joint identification and analysis of safety issues within CAST.
- Improve the safety of transporting hazardous materials by air.

#### Performance Target

- Reduce the airline fatal accident rate by 80 percent from the 1994-1996 baseline to a 3-year rolling average rate of 0.010 per 100,000 departures by FY 2007.
- Reduce the three-year rolling average fatal accident rate below 0.010 by fiscal year (FY) 2009.

## **OBJECTIVE 2.** Reduce the number of fatal accidents in general aviation.



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### **STRATEGY**

Implement technologies and systems that will help pilots operate aircraft as safely as possible.

#### **Initiatives**

- Continue delivery of dependent surveillance to key sites. Provide text and graphical data through programs such as Automatic Dependent Surveillance-Broadcast/Traffic Information Service-Broadcast, and Flight Information Service Broadcast to the cockpit through flight information services. Increase situational awareness by improving the capabilities of small aircraft with integrated displays, data-link, and traffic information.
- Provide pilots with safe access to the NAS by analyzing and disseminating aeronautical and meteorological information to air traffic control specialists and general aviation pilots through innovative systems.
- Develop and publish WAAS approaches.
- Continue to implement General Aviation Joint Steering Committee (JSC) initiatives and pursue joint identification and analysis of safety issues within JSC.
- Continue research to identify human factors that may cause accidents and develop strategies, methods, and technologies that will reduce those accidents.
- Develop policies, procedures, and approval processes to enable operation of UAVs.
- Develop streamlined processes for certifying and approving communications navigation surveillance equipment, basic cockpit displays, electronic flight bags, and other safety related flight technologies.
- By FY 2009 and working with industry, develop and baseline a target rate for General Aviation Fatal Accidents to replace the current performance measure.

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### **STRATEGY**

Establish standard procedures and guidelines for general aviation operators.

#### **Initiatives**

- Ensure that safety oversight and regulatory compliance keep pace with changes in the general aviation environment.
- **Performance Target**  
By FY 2009, reduce the number of general aviation and nonscheduled Part 135 fatal accidents to no more than 319 (from 385, which represents the average number of fatal accidents for the baseline period of 1996-1998).

## OBJECTIVE 3. Reduce accidents in Alaska.



### STRATEGY

Expand and accelerate implementing safety and air navigation improvement programs in Alaska.

#### Initiatives

- Achieve full operational capability of WAAS.
- Expand the Capstone Program through a three-phase approach starting with Bethel, Southeast Alaska, and, finally, the entire state.
- Continue to use weather cameras and explore alternative technologies to provide similar data and real-time images to air carriers and general aviation pilots.
- Support the Medallion and Circle of Safety programs.
- Where practical, continue improving rural airports by building standard runways and safety areas and improving airport lighting.
- By FY 2009, establish an improved statewide public RNP/RNAV WAAS enabled route structure where supported by WAAS.
- By FY 2009, working with industry, develop and baseline a target rate for Alaska accidents to replace the current performance measure.

#### Performance Target

- By FY 2009, reduce accidents in Alaska for general aviation and all Part 135 operations from the 2000-2002 average of 130 accidents per year to no more than 99 accidents per year.

**Don Streeter**, an aviation safety inspector from Washington, D.C., felt that we weren't capitalizing on the economic and safety benefits afforded by new navigation tools. We agree. We added a new initiative to expand the use of advanced navigation.



## OBJECTIVE 4. Reduce the risk of runway incursions.



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### STRATEGY

Identify runway incursion collision risks and influence their reduction.

#### Initiatives

- 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.

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### STRATEGY

Modify and improve existing surface movement infrastructure.

#### Initiatives

- Install Airport Surface Detection Equipment-Model X (ASDE-X) and retrofit of ASDE-X equipment capability into selected Airport Movement Area Safety System (AMASS) installations.
- Continue developing, testing, evaluating, and deploying runway status lights at AMASS and ASDE-X airports.

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### STRATEGY

Use advanced modeling and simulation tools to design and develop new equipment, procedures, and training.

#### Initiatives

- Continue to evaluate the effectiveness of air traffic tower simulation training to help air traffic controllers recognize errors, take corrective action, and communicate with pilots.
- Continue to evaluate potential runway safety enhancements to pilot performance by integrating cockpit and tower cab simulation facilities. Deploy a model for categorizing runway incursion risk.

#### Performance Target

- By 2009, reduce the number of Category A and B (most serious) runway incursions to no more than 27, equivalent to a rate of 0.390 per million operations.

**OBJECTIVE 5.** Measure the safety of the U.S. civil aviation system with a composite index.



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**STRATEGY**

Develop an aviation safety index that measures the relative risk and performance of the U.S. civil aviation system.

**Initiative**

- By FY 2006 and in collaboration with partners, establish a comprehensive index reflecting the safety of the U.S. civil aviation system.

**Performance Target**

- By FY 2006, implement a single, comprehensive index that provides a meaningful measure of the safety performance of the U.S. civil aviation system.

## OBJECTIVE 6. Ensure the safety of commercial space launches.



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### STRATEGY

Continue developing tools, guidance, and regulations for reducing the safety risks for commercial space launches.

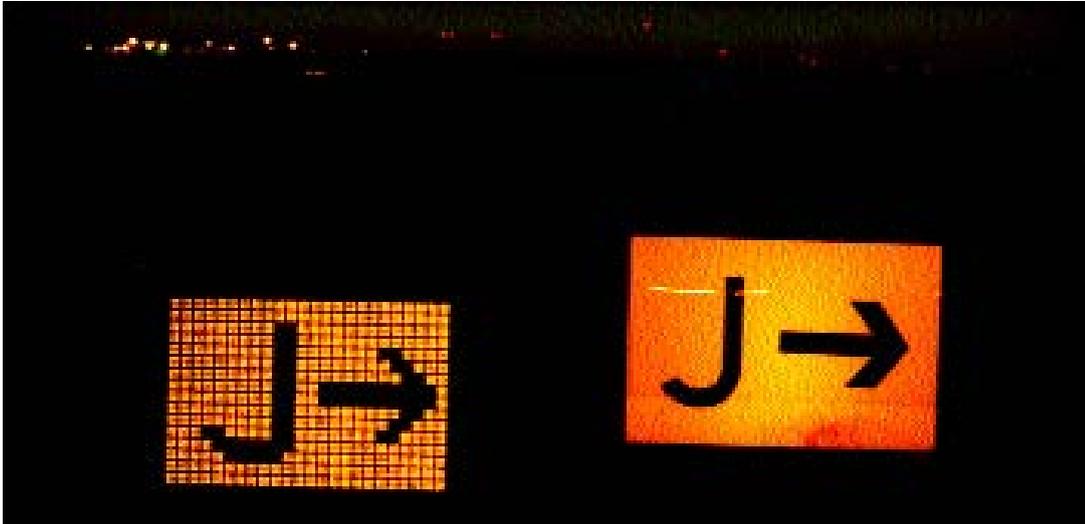
#### Initiatives

- Establish processes and standards for granting safety approvals of launch and reentry vehicles, safety systems, processes, services and/or personnel.
- Enhance safety for launch at federal and non-federal launch sites through continued improvement of internal processes and partnerships with the Air Force, other government agencies, and the commercial space transportation industry.

#### Performance Target

- No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed space launch and reentry activities.

## OBJECTIVE 7. Enhance the safety of FAA's air traffic systems.



### STRATEGY

Identify operational error collision risks and influence their reduction.

#### Initiatives

- Enhance and expand tools (e.g. Janus) designed specifically to identify causal factor in air traffic incidents to facilitate development of appropriate mitigation strategies.
- Implement and continue to improve Performance Enhancement Based Training.
- Modify the evaluation process to facilitate the reduction of operational errors.
- Conduct Airspace Complexity Studies at selected facilities to identify measures of airspace complexity and develop recommendations to reduce errors.
- Evaluate the use of high fidelity simulation to improve ATC training for local facilities.

#### Performance Target

- By 2009, reduce the number of Category A and B (most serious) operational errors to no more than 563, equivalent to a rate of 3.15 per million activities.

### STRATEGY

Design, develop, and implement a SMS that complies with the International Civil Aviation Organization's (ICAO) requirements and applies a system safety approach to the FAA's delivery of air traffic services.

#### Initiatives

- Implement SMS using a phased approach with initial implementation focusing on targeted NAS changes.
- Introduce SMS processes FAA-wide to assess risk and to monitor effectiveness of risk-mitigation strategies.
- Expand the collection, consolidation, and analysis of safety data to enhance reporting and assessment.
- Expand SMS to include safety-significant changes to the NAS.

#### Performance Target

- Apply safety risk management to at least 30 significant changes in the NAS.

# GREATER CAPACITY

*Goal: Work with local governments and airspace users to provide capacity in the United States airspace system that meets projected demand in an environmentally sound manner.*



## OVERVIEW



Capacity is the stuff of headlines and headaches. Just as with safety, capacity is both a priority and a necessity. Getting more people and planes in the air is only half of the equation. Getting them to their destination on time is the true barometer of capacity. The problem is complex. Airlines' business plans and passenger habits help determine schedules. Rush hour in the air is similar to rush hour on the road. Everyone wants to come and go at just about the same time. Morning and evening traffic jams in aviation can cost millions in time, wasted fuel, unmet schedules, and can negatively impact the environment.

The dip in passenger traffic after 9/11 contributed to tough times for the airlines. But even in the face of these economic woes, by the summer of 2004, air traffic and passengers were back. We will continue to work with local governments and airspace users to improve the design and performance of both aircraft and ground systems to ensure that they meet the capacity demands of the future.

When all is said and done, much of this success comes down to cooperation. Earlier this year, the FAA conducted a first-ever conference, "Growth Without Gridlock," at which the airlines, the military, and private aviation groups agreed to bolster capacity and efficiency. We created "express lanes in the sky" and allowed minor delays spaced strategically across the country to avoid major delays. By 2006, the FAA, with industry, intends to create further collaborative measures that enhance on-time performance and increase our ability to predict and minimize disruptions to the system. The result will be a national aviation system that is more efficient, more cost-effective, safer, and meets projected demand in an environmentally sound manner.

As part of *Vision 100*, the FAA's recent reauthorization legislation, the FAA was encouraged to take an active hand in helping the system handle the resurgence in air traffic. Particularly at busy bottlenecks such as Chicago's O'Hare International Airport, the ability to ask airlines to come to the table and bring about changes in over-crowded schedules has been helpful to the agency. Just this year, the FAA achieved a 7 percent reduction in flights and smoothed out the schedule at O'Hare, which helped ease congestion across the system. This is a necessary, but only short-term measure.

We're taking steps elsewhere around the country as well. The FAA is easing congestion in eight metropolitan areas, which include 22 airports. We are improving overall capacity at the nation's top 35 airports by 30 percent and working with stakeholders to build new runways and enhance access to reliever airports for general aviation operations. We are also increasing traffic coordination and communication by using new technologies.

The FAA is working to increase the number of flights at America's top airports by one percent annually. While that number may seem insignificant, it will have a tremendous impact on a national scale. While this goal is supported primarily by the placement of new runways, it's roughly equivalent to more than 500 additional takeoffs per day at our 35 busiest airports.

## TOP CAPACITY ACCOMPLISHMENTS IN FY 2004

- We opened new runways at Orlando International Airport and Houston Intercontinental Airport.
- We installed the Traffic Management Advisor, which smoothes the flow of high altitude aircraft into busy airports, at Hartsfield-Jackson Atlanta International Airport and Houston Intercontinental Airport.
- The FAA also supported master plan and environmental studies for capacity-enhancing projects at Ft. Lauderdale, Washington Dulles, Philadelphia, Los Angeles, and Chicago.
- We installed a system that predicts the weather for controllers, pilots, and airlines at Miami International Airport and Lambert-St. Louis International Airport.
- We significantly modernized our terminal automation system by installing the Standard Terminal Automated Replacement System, known as STARS, at 10 cities (Milwaukee, Cleveland, San Antonio, Boston, Columbus, Seattle, Charlotte, Daytona Beach, Kansas City, and Raleigh-Durham).
- We tested a new approach—Continuous Descent Approach—at Louisville Regional Airport. It reduces flight time and saves fuel, while minimizing noise and gaseous emissions.
- The FAA achieved a 23% percent decrease in the number of people exposed to significant aviation noise.
- With the National Academy of Science, we started developing analytical tools to study noise and emissions. We're getting smarter at dealing with noise and emissions through new policies as well. A new FAA order was published on schedule that enhances our ability to inform governments and the public about our decisions that affect the environment.
- We funded noise abatement projects to benefit 12,500 citizens living near our airports.
- An analysis of U.S. commercial operations showed that U.S. commercial aircraft are burning 5 percent less fuel, as measured by the fuel burned per mile flown.

Circulating the draft plan for comment wasn't just a good idea. **Archie Muckle**, Special Assistant for Economic Environmental analysis in Washington, D.C., and **Nancy LoBue**, the Deputy Assistant Administrator for Environment and Policy, both noticed that the Joint Planning and Development Office—responsible for developing a national road-map for aviation—wasn't properly highlighted in the Flight Plan. It is now.



## OBJECTIVE 1. Increase capacity to meet projected demand.



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### STRATEGY

Evaluate existing airport capacity levels and set investment and infrastructure priorities.

#### Initiatives

- Enhance the analysis and develop solution sets for airports contained in the Future Airport Capacity Team report, “Capacity Needs in the National Airspace System,” to verify whether they will meet future demand.
- Establish priorities for infrastructure investments to maintain existing capacity in a cost-effective manner.
- Provide operational support for new runway construction.
- Support master plans for airfield improvements at the 35 Operational Evolution Plan (OEP) airports.
- Ensure that all necessary activities are accomplished to meet new OEP runway capability commitments established in partnership with stakeholders.
- Support environmental processing of airfield improvements and apply new streamlining provisions in the Executive Order 13274 at the 35 OEP airports.

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### STRATEGY

Improve airway access to existing capacity through operational and procedural changes.

#### Initiatives

- Redesign terminal airspace and change procedures.
- Implement the performance-based navigation roadmap by using and developing RNAV and RNP routes and procedures.
- Utilizing a newly created intra-agency team, develop recommended standards and action plans for runway procedures, such as end-around taxiways, and establish databases and data collection tools to improve airport flight operations, while maintaining an optimal balance among safety, capacity, and efficiency considerations.
- Enhance NAS system performance for 35 OEP airports through advanced engineering and program support.

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### STRATEGY

Improve bad-weather departure and landing capacity with new technologies and procedures.

#### Initiatives

- Capitalize on Spring/Summer Plan data, developed in partnership with the airlines and other segments of aviation, to improve traffic flow in bad weather.
- Airlines and other segments of aviation, to improve traffic flow in bad weather.
- Develop and implement RNP approach procedures to increase airport and runway use when visibility is restricted.

- Develop technology and procedures to increase the use of parallel runways in adverse weather conditions (for example, Precision Runway Monitor and Final Monitor Aid).
- Increase airport capacity through the use of Traffic Management Advisor.
- Analyze and disseminate weather information through new automated systems.
- Evaluate the effectiveness of FAA and National Weather Service weather information in reducing weather delays.

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### STRATEGY

Modify separation standards and procedures to allow more efficient use of congested airspace.

#### Initiatives

- Implement domestic Reduced Vertical Separation Minimum (RVSM).
- Increase arrival and departure rates through wake turbulence monitoring, operational procedures, and controller tools.
- Develop a strategy to streamline and improve the Notice to Airmen process.

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### STRATEGY

Meet the new and growing demands for air transportation services through 2025.

#### Initiatives

- Deliver the JPDO integrated plan for a Next Generation Air Transportation System to ensure the system meets its safety, security, mobility, efficiency, and capacity needs in an environmentally sound way.
- Lead the Integrated Product Teams for four of the eight transformation strategies in the plan.

#### Performance Targets

- Achieve an average daily airport capacity of 104,338 arrivals and departures per day by 2009 at the 35 OEP airports.
- Open as many as seven new runways, increasing the annual service volume of the 35 OEP airports by at least 1% annually, measured as a five-year moving average, through 2009.
- Sustain adjusted operational availability at 99% for the reportable facilities that support the 35 OEP airports.

**OBJECTIVE 2.** Increase or improve aviation capacity in the eight major metropolitan areas and corridors that most affect total system delay. For FY 2005, those areas are: New York, Philadelphia, Boston, Chicago, Washington/Baltimore, Atlanta, Los Angeles Basin, and San Francisco.



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### STRATEGY

Identify airport improvements that are most likely to reduce the major causes of system delay.

#### Initiatives

- Monitor and maintain scheduled progress for Environmental Impact Statements at Chicago, Washington Dulles, new South Suburban, Los Angeles, and Philadelphia Airports. Monitor milestones and completion dates to support efforts by Philadelphia, Washington/Baltimore, and Chicago to update master plans for major airport development that add capacity to the metropolitan areas.
- Conduct regional studies in the New York, New England, and Los Angeles metropolitan areas.
- Direct Airport Improvement Program (AIP) funding to support development of secondary and reliever airports located within these metropolitan areas.
- Work with the aviation community to establish the most feasible policies to enhance capacity and manage congestion.
- Update which metropolitan areas we project will have the greatest impact on the total system for delays over the period of the Flight Plan.

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### STRATEGY

Redesign the airspace and traffic flows.

#### Initiatives

- Redesign the airspace of eight major metropolitan areas: New York, Philadelphia, Washington/Baltimore, Boston, San Francisco, Chicago, Atlanta, and Los Angeles Basin.
- Expand use of time-based metering at air traffic control centers.

#### Performance Targets

- Achieve an average daily airport capacity for the eight major metropolitan areas at 44,428 arrivals and departures per day by 2009.

### **OBJECTIVE 3.** Increase on-time performance of scheduled carriers.



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#### **STRATEGY**

Promote use of automated systems that provide more accurate and timely information for all system users.

#### **Initiatives**

- Improve operator and passenger access to flight information. Use data from the DOT's Delay Reporting System to develop solutions for remedying causes of delay within the FAA's control.

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#### **STRATEGY**

Restructure airspace to ensure efficient traffic flow between oceanic and domestic airspace.

#### **Initiatives**

- Use new equipment and technology to reduce en-route congestion.
- Implement high-altitude airspace redesign to reduce congestion.
- Develop and implement Advanced Technologies and Oceanic Procedures (ATOP) software.

#### **Performance Targets**

- Through FY 2009, achieve an 86.9% on-time arrival for all flights arriving at the 35 OEP airports, equal to or less than 15 minutes late due to NAS related delays.
- Beginning in FY 2005, increase the number of oceanic en-route altitude change requests that are granted through the end of FY 2009 to 80%.

## **OBJECTIVE 4.** Address environmental issues associated with capacity enhancements.



### **STRATEGY**

Develop better technologies and analytical tools to evaluate aircraft noise and emissions.

#### **Initiatives**

- Conduct research and develop, verify and validate analytical tools to better understand the relationship between noise and emissions and different types of emissions, and to provide the cost benefit analysis capability necessary for data-driven decision making.
- Along with stakeholders, increase aircraft noise and emissions mitigation activities at the new environmental Center of Excellence.

#### **Performance Targets**

- Reduce the number of people exposed to significant noise by 1% per year through FY 2009, as measured by a three-year moving average, from the three-year average for calendar years 2000-2002.
- Improve aviation fuel efficiency per revenue plane-mile by 1% per year through 2009, as measured by a three-year moving average, from the three-year average for calendar years 2000-2002.

# INTERNATIONAL LEADERSHIP

*Goal: Increase the safety and capacity of the global civil aerospace system in an environmentally sound manner.*



## OVERVIEW



Setting the standard for excellence isn't enough. We want to promote safety across the globe. The FAA's air traffic management system handles almost half of the world's air traffic. The actual numbers provide an even more compelling case. The United States certifies more than two-thirds of the world's large jet aircraft and provides direct or indirect aviation assistance to over 100 countries. Every day, 130 domestic and 118 scheduled international air carriers serve the United States. U.S. industry sets the pace for developing and implementing new technologies to create a safer, more efficient global airspace system. The United States is also the largest contributor of technical and financial support to ICAO, which represents 188 of the world's civil aviation authorities and sets the international aviation standards.

We continue to advance safety internationally by broadening our strategic partnerships, providing targeted technical assistance, and promoting harmonized safety solutions. To achieve this goal, the FAA works with aviation partners and ICAO to promote common safety standards, interoperable air traffic procedures and technologies, including RVSM, RNP, and Global Navigation Satellite Systems (GNSS). We also work with organizations, such as the European Aviation Safety Agency (EASA), to facilitate the exchange of aeronautical products, technologies, and services. We are increasing support to Asia and the Americas to help them meet the challenges of unprecedented growth. Finally, we are supporting underdeveloped aviation systems and building new systems in Iraq, Afghanistan, and Africa. Our reach extends to wherever planes fly. The FAA's ultimate objective is to ensure air travel is as safe and efficient abroad as it is at home. We're making significant progress toward making that happen.

**Daniel O'Rear**, an Electronics Engineer, and **Donald Willis**, Manager of the Spectrum Planning & International Office, thought we were making a mistake by not featuring the World Radio Communication Conference. They were right—it's now an initiative.



## TOP INTERNATIONAL LEADERSHIP ACCOMPLISHMENTS IN FY 2004

- We signed aviation safety agreements with Brazil, Singapore, and Iceland.
- We provided targeted technical assistance and training to 30 countries and regional aviation authorities, including Afghanistan and Iraq.
- We led ICAO's adoption of international noise and emissions standards.
- We developed and implemented a comprehensive program to support China in its effort to meet the aviation challenges brought on by its growth rate.
- We agreed with Transport Canada to sponsor an academic research center for noise and emission reduction in aviation.
- We helped Panama, Portugal, Cape Verde, and Poland to meet international aviation safety standards.
- We worked with U.S. funding agencies, such as the Agency for International Development and the Trade Development Agency, to increase funding to international aviation safety programs.
- We supported the recently enacted Cape Town Treaty, which extends existing commercial finance laws to international transactions involving aircraft and aircraft engines.
- The FAA and the George Washington Consortium conducted seven International Aviation Safety and Security Summits for 48 countries.

Give credit where credit's due. **Chris Poreda**, the Regional Counsel in Boston, wrote, "The draft does not mention... getting the Cape Town Treaty passed and ratified." Good point. We supported the Cape Town Treaty that was signed into law in August. It will extend existing commercial finance laws to international transactions involving aircraft and aircraft engines.



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



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### **STRATEGY**

Provide technical assistance and training to key developing foreign civil aviation authorities.

#### **Initiatives**

- Strengthen aviation safety oversight relationships and build strong, sustainable, mutually beneficial partnerships with key civil aviation organizations in Asia and Latin America.
- Implement Presidential international civil aviation safety programs for Africa, Asia, the Americas, and the Middle East.
- Support creation of government industry partnerships to facilitate the transfer of aeronautical products, services, and technologies to key developing regions.

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### **STRATEGY**

Work with key international partners to enable the transfer of aeronautical products, technologies, and services to promote civil aviation worldwide.

#### **Initiatives**

- Establish an effective partnership with the European Union and EASA to ensure the highest level of cooperation for aviation safety and an efficient exchange of products, services, and technologies.
- Focus resources on achieving optimal bilateral agreements recognizing safety, certification, and approval systems with global aviation partners to enable technology transfer and global aviation safety.

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### **STRATEGY**

Secure external funding for global safety initiatives.

#### **Initiatives**

- Promote processes and procedures that increase intellectual and financial assistance from U.S. government organizations, multilateral banks, and industry to support projects that enhance the infrastructure of global aviation.
- Establish a centralized management function for external funding initiatives.

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### **STRATEGY**

Support ICAO and other international and regional organizations.

#### **Initiatives**

- Provide U.S. technical participation and leadership in ICAO meetings to achieve U.S. objectives.
- Support creating at least four regional aviation authorities or organizations capable of meeting globally accepted safety and efficiency standards.
- Increase recruitment of qualified U.S. technical personnel to fill positions at ICAO.
- Provide technical participation and leadership in the World Radio Communication Conference.

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## STRATEGY

Work with global partners and industry to develop and implement technologies and processes that enhance safety.

### Initiatives

- Seek global harmonization of fractional ownership regulatory policy.
- With the worldwide aerospace community, develop methods and demonstrate tools and processes for collecting, analyzing, and sharing information and data.
- Provide technical leadership to the international community to achieve safety oversight goals.

### Performance Targets

- Advance U.S. aviation safety leadership in developing regions by significantly increasing safety infrastructure in 10 priority countries by 2009 through implementation of model law and regulations for safety oversight, extensive technical assistance and training activity, and concluding bilateral agreements.
- Conclude four new or expanded bilateral agreements with current partners.
- Secure a yearly increase of 20% in intellectual and financial assistance for international aviation activities from the United States and international government organizations, multilateral banks, and industry.
- Promote the creation of four new regional aviation authorities or organizations capable of meeting globally accepted safety standards.

**OBJECTIVE 2.** Promote seamless operations around the globe in cooperation with bilateral, regional, and multilateral aviation partners.



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**STRATEGY**

Advocate the global implementation of the Air Traffic Management Operational Concept and promote harmonization and interoperability of emerging technologies to support enhanced global safety, capacity, and system efficiency.

**Initiatives**

- Encourage adoption of enabling technologies and processes to improve safety of flight operations.
- Develop and implement capacity enhancing applications, embracing current operational capabilities to the maximum extent possible.
- Improve interoperability of automation tools and operational procedures to increase user flexibility and efficiencies.
- Promote key safety and efficiency technologies and procedures on a global basis, including, RNP/RNAV, GNSS, and RVSM.

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**STRATEGY**

Work within the ICAO Committee on Aviation Environmental Protection (CAEP) to develop and adopt global environmental standards, best practices, and written guidance.

**Initiative**

- Work with CAEP members to address interdependencies between aircraft noise and gaseous emissions, and between various emissions.

**Performance Targets**

- Expand the use of U.S. NAS technologies and procedures to six priority countries.
- Ensure that international environmental standards, recommended practices, and guidance material adopted by ICAO are globally and uniformly applied, reflect the best available technology that can be integrated into the fleet, provide real environmental benefit, are economically sound, and take interdependencies between environmental parameters into account.

# ORGANIZATIONAL EXCELLENCE

*Goal: Ensure the success of the FAA's mission through stronger leadership, a better trained and safer workforce, enhanced cost-control measures, and improved decision-making based on reliable data.*



## OVERVIEW



The only way for the FAA to achieve the goals of the Flight Plan is to become a world-class organization. We must serve the public, but do it with a results-oriented approach that focuses on the taxpayers' bottom line. This will require strong leadership, performance-based management, improved fiscal responsibility, and a clearly defined focus on our customers.

The people of the FAA and the values we commit to uphold are the keys to achieving our mission. But it doesn't stop there. We are committed to eliminating barriers to equity and opportunity because fairness and diversity translate directly to the strength and productivity of the FAA. We are committed to giving our employees the tools they need to succeed. And, to operate more like a business, we've taken the step of linking employee performance to employee compensation.

A safe work environment is also critical. The last thing we want is for our employees to be injured, especially by accidents that are preventable. That's why we're implementing an Employee Safety Management System to prevent accidents before they happen.

The President's Management Agenda tasks the FAA with setting targets, measuring our performance, and being accountable for our results. This agenda also is designed to make the government more "citizen-centered, results-oriented, and market-based." To achieve these objectives, we must focus on the following seven areas:

- Strategic management of human capital;
- Competitive sourcing initiatives;
- Improved financial performance;
- Expanded electronic government;
- Budget and performance integration;
- Federal real property management; and
- Eliminating improper payments.

Human capital planning is how we employ, deploy, development, and evaluate our workforce. Through the strategic management of human capital, we make sure we have the right people in the right places to perform effectively. Our human capital planning and measurement efforts focus on the size of our workforce and the knowledge, skills, and abilities that enable us to remain prepared for our current and future mission.

Controlling costs is essential to achieving the President's Management Agenda. Working with our employees and industry partners, we must continue to invest in programs and services that produce results, while cutting those that don't. We are establishing an agency-wide, cost control program and have accelerated the development of data and analytic tools that will help us make management decisions based on sound business principles. This will ensure that the projected cost efficiency and productivity investments are realized. We are also incorporating financial and business management skills in our core management training to reduce operating costs.

# TOP ORGANIZATIONAL ACCOMPLISHMENTS IN FY 2004

- For the first time, the FAA met its annual major acquisitions goal—91 percent were on schedule and within 10 percent of budget in FY 2004. The FAA has also moved to re-baseline some programs, restructure other programs into smaller, more useful, and manageable work segments, and justify, cancel, or modify other programs based on an evaluation of benefits.
- The agency launched a cost accounting system to eliminate unnecessary spending and provide cost data to make better, more business-like decisions.
- We're changing how we communicate. In June 2004, the American Customer Satisfaction Index cited the FAA website as one of the two most improved in government, and we have launched a major internal communications initiative.
- The FAA is becoming more efficient by consolidating personnel transaction processing and records maintenance from 12 separate sites into three locations.
- We launched a new FAA careers' website, [www.faa.gov/jobs/index.cfm](http://www.faa.gov/jobs/index.cfm), and we've also conducted recruitment outreach efforts to minorities and people with disabilities. Overall, the agency conducted 70 recruitment efforts to strengthen employee diversity.
- We're opening an Early Dispute Resolution Center. Employee issues will be addressed and resolved more quickly at a substantial savings to the taxpayer.
- We cut worker's compensation costs by \$2.9 million.
- We continue to achieve ISO 9000 accreditation throughout the agency. ISO 9000 is recognized as the international standard for quality assurance. Our logistics, acquisition, instruction, and flight maintenance teams at the Aeronautical Center continue to operate at ISO 9000 levels. Our Flight Standards service in Washington, D.C., received ISO 9000 accreditation for rigorous management and auditing procedures.
- To ensure consistency in dealing with customers across the country, we successfully implemented a service feedback initiative for pilots and airlines.

**Dr. Dana Broach**, a research psychologist from Oklahoma City, felt that staffing should be one of our goals. He cited the post-controller strike retirements as an example. We took his advice with a specific goal now included in the Organizational Excellence section.



**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, safer, diverse workforce.



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**STRATEGY**

Build stronger leadership to achieve strategic goals and manage resources effectively.

**Initiatives**

- Track the Employee Attitude Action Plan and monitor and evaluate results.
- Establish and implement corporate supervisory training programs in the areas of core human resources and leadership disciplines.
- Develop and implement new selection procedures and probationary periods for new supervisors and managers.

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**STRATEGY**

Increase the commitment of all employees to fulfill organizational goals.

**Initiatives**

- Directly link all employee performance plans to their organization performance plan, and link both to the FAA's strategic goals (including alignment, accountability, responsibility, and results).
- Market e-learning and supervisory skills training. Measure employee and managerial participation, successful completion, and satisfaction.
- Undertake a timely and effective approach to conflict management.
- Develop and implement an automated, web-enabled Employee Attitude Survey process.

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**STRATEGY**

Improve our ability to acquire, develop, and retain a diverse, highly skilled workforce.

**Initiatives**

- Monitor and evaluate workforce and succession plans developed by lines of business and staff offices.
- Monitor and evaluate progress of the Air Traffic Control Specialist and First Line Supervisor Workforce Plan.
- Expand the HR Selections within Faster Time (SWIFT) automated suite to all mission-critical positions and those positions that cross organizational lines, i.e., finance, budget, human resources, and information technology.
- In external recruitment efforts, implement corporate recruitment strategies that result in attracting high quality candidates to the FAA for employment.
- Undertake and sustain agency human capital planning and measurement processes.
- Improve the process for hiring air traffic controllers to ensure we have the capacity to handle the anticipated staffing requirements.
- Implement an Employee Safety Management System to enhance FAA worker safety.
- Establish corporate employee training programs that ensure knowledge and skill development.

**Performance Targets**

- Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5%.
- Directly relate 100% of all employee performance plans to FAA strategic goals and their organization's performance plans.
- Reduce the time it takes to fill mission-critical positions by 20% over the FY 2003 baseline.

## OBJECTIVE 2. Control costs while delivering quality customer service.



### STRATEGY

Develop and implement ways to better control costs.

### Initiatives

- Finish implementing the new FAA financial management system, DELPHI, Cost Accounting System (CAS), and Labor Distribution Reporting System (LDR) and make use of the systems to manage the FAA.
- Put in place an agency-wide cost control program.
- Improve the overall management of cost-reimbursable contracts through the Defense Contract Audit Agency audit process.
- Fully fund the Flight Plan initiatives by the beginning of each fiscal year.

### Performance Targets

- Develop and implement a centrally managed and highly visible cost control program to lead the agency in reducing costs. Each FAA organization will contribute at least one cost reduction activity each year to its Business Plan with measurable, significant cost savings.
- Close out 85 percent of eligible cost reimbursable contracts during each fiscal year.

With all the talk of aviation safety, we failed to highlight our work on employee safety and what we're doing about it. **Scott Berglund**, regional program manager for the environment and safety in Alaska, **Edward Connell**, program manager for Environment, Safety and Health in Oklahoma City, and **Victoria Hershiser**, an occupational safety specialist in Washington, D.C., all said we need to focus more on employee safety. They're right. We added it as an initiative. "We cannot attain world class status without it," Hershiser said. Our employee safety management system is designed to prevent accidents before they happen.



## **OBJECTIVE 3.** Make decisions based on reliable data to improve our overall performance and customer satisfaction.



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### **STRATEGY**

Better prepare managers to use cost and performance data in making decisions.

#### **Initiatives**

- Provide tools and training to all current executives and managers on using cost data (i.e., CAS and LDR information) to make management decisions and reinforce the use of these skills as part of the agency-wide cost control program.
- Use automated software to track and report progress on Flight Plan initiatives and to establish the appropriate linkages and accountability for supporting initiatives in each line of business and staff office.
- Expand the use of professional certification programs for managers and employees in key decision-making positions that impact major acquisitions.

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### **STRATEGY**

Find faster, more efficient ways to collect and measure customer feedback and satisfaction.

#### **Initiatives**

- Communicate the goals of the Flight Plan to the FAA employees and the aerospace community and gain feedback that helps the FAA meet their needs. Give employees and stakeholders a clear line of sight from their jobs to the goals of the Flight Plan.

- Review customer requirements annually and measure customer satisfaction more broadly for FAA services.

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### **STRATEGY**

Improve the security of our data.

#### **Initiative**

- Improve the protection of the FAA information infrastructure using the agency's cyber-defense android concept, which is an advanced defense strategy.

#### **Performance Targets**

- By FY 2009, 90% of major system acquisition investments are within 10% of budget.
- By FY 2009, 90% of major system acquisition investments are on schedule.
- Achieve 90% of all performance targets in the Flight Plan.
- Increase agency scores on the American Customer Satisfaction Index.
- Achieve zero cyber security events that significantly disable or degrade FAA services.

# ACRONYM DEFINITION



Photo GA-ASI/Alan Wade

**AMASS** Airport Movement Area Safety System

**ASAP** Aviation Safety Action Program

**ASDE-X** Airport Surface Detection Equipment-Model X

**CAS** Cost Accounting System

**CAST** Commercial Aviation Safety Team

**DOT** Department of Transportation

**EASA** European Aviation Safety Agency

**FITS** FAA/Industrial Training Standards

**FOQA** Flight Operational Quality Assurance

**FY** Fiscal Year

**GNSS** Global Navigation Satellite System

**ICAO** International Civil Aviation Organization

**JDPO** Joint Planning and Development Office

**JSC** Joint Safety Committee

**LDR** Labor Distribution Reporting System

**NAS** National Airspace System

**OEP** Operational Evolution Plan

**RNAV** Area Navigation

**RNP** Required Navigation Performance

**RVSM** Reduced Vertical Separation Minimum

**SMS** Safety Management System

**WAAS** Wide Area Augmentation System



Hot air balloons light up the evening skies of New Mexico. Pilots from around the globe take part in a "Balloon Glow" at the Albuquerque International Balloon Fiesta.  
Photo © 2004 Matt Davidson/Look Around Media, LLC

## Acknowledgments

*This Flight Plan is the result of the hard work and sustained commitment of everyone involved in the planning process. We would like to acknowledge and convey our sincere thanks to all of our employees, Members of Congress and their staff, our industry partners, and stakeholders.*