

RESEARCH AND ACQUISITIONS

FEDERAL AVIATION ADMINISTRATION
Fiscal Year 2004 Business Plan



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INTRODUCTION

The Associate Administrator for Research and Acquisitions (ARA) is the research and technology leader for FAA. *ARA's mission is to provide research, development, and acquisition for products and services that enable the FAA to enhance the safety of the NAS and satisfy current and future operational needs of the U.S. civil aerospace system for national and international operations.* To achieve this mission, ARA delivers the following services:

- Research and Development
- Lifecycle Acquisition Management
- Acquisition Policy
- Contracting
- Small Business Outreach and Monitoring
- Information Technology
- Information Security
- Budgeting
- Facility Management of the Headquarters Complex & William J. Hughes Technical Center

ARA's FY 2004 Business Plan is aligned with FAA's Flight Plan 2004-2008, strategic objectives of the U.S. Department of Transportation, and the President's Management Agenda (PMA). ARA's Safety goal supports FAA's Safer Skies agenda, and our Capacity goal is consistent with the FAA's capacity-oriented Operational

Evolution Plan (OEP). The International Leadership goal recognizes the increasing importance of global connectivity in transportation and ARA provides technical products and services worldwide. Finally, ARA relies upon its human, financial, and information resources to accomplish its annual objectives and continually seeks to manage these resources more efficiently and effectively. Therefore, several of the objectives within the Organizational Excellence goal are directly related to the PMA's requirement to strengthen management processes and organizational culture.

ARA will use both output and outcome-based performance measures to assess progress in achieving its strategic goals and objectives. First, ARA will measure the progress made to deliver key programs and products to customers on time and within budget. We will focus on achieving cost savings throughout the organization. Second, ARA will assess the results or outcomes related to the services it has provided and the progress it has made toward internal improvements.

ARA is committed to working across the agency to achieve our goals and those of the FAA.

INCREASED SAFETY



OVERVIEW

The Associate Administrator for Research and Acquisitions (ARA) will support the agency's goal of reducing the fatal accident rate and constantly improving safety within the National Airspace System by developing and deploying those capabilities and systems needed to address aircraft systems safety. ARA provides system engineering, analysis, research, and acquisition services, and deploys systems to improve procedures and technologies that mitigate the primary causes of fatal accidents. Our programs and activities address:

- Aircraft structural, mechanical, propulsion, and systems failures
- Operational hazards
- Human performance in aviation operations
- Aviation accident survivability
- Safety in airport movements areas
- Communication and surveillance systems
- Navigation and landing systems
- Aviation weather systems

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 the number of fatal accidents in general aviation.
3. Reduce accidents in Alaska.
4. Reduce the risk of runway incursions.
5. Enhance the safety of FAA's air traffic systems.

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. (ARA Supports)

Implement the RNP road map, including Local Area Augmentation System (LAAS), Wide Area Augmentation System (WAAS), and Precision Approach Implementation (PAI).

ARA Activity

- A. Conduct analysis, technical studies, and evaluations needed to define the LAAS Category I design.

Performance Target: Complete the LAAS Category I integrity design report by September 30, 2004.

Flight Plan Initiative 2. (ARA Supports)

Continue research to identify human factors that may cause accidents and develop strategies, methods, and technologies that will reduce those accidents.

ARA Activity

- A. Develop Human Factors Certification Job Aid.

Performance Target: Complete version 5 of Certification Job Aid and deploy to the field by September 2004.

Flight Plan Initiative 3. (ARA Supports)

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 aviation aircraft collisions.

ARA Activity

- A. Provide safety alert function on Enhanced Backup Surveillance (EBUS) system.

Performance Target: Contractor to deliver software to FAA for integration testing by September 2004.

ARA Initiative 1. (ARA Leads)

Continue research to identify aircraft safety issues that may cause accidents and develop strategies, methods, and technologies that will reduce such accidents.

ARA Activity

- A. Conduct research to ensure the safety of civil aircraft constructed of advanced materials.

Performance Target: Competitively select new Center of Excellence in Advanced Materials and Nanotechnology by the end of February 2004.

- B. Conduct research to eliminate fire fatalities in-flight and postcrash. Evaluate effectiveness of FAA on-board inert gas generating system (OBIGGS).

Performance Target: Draft report on results of A320 flight test provided to sponsors for review by January 2004.

FLIGHT PLAN OBJECTIVE 2: REDUCE THE NUMBER OF FATAL ACCIDENTS IN GENERAL AVIATION.

FY04 PERFORMANCE TARGETS

Reduce the number of general aviation and nonscheduled Part 135 fatal accidents to 349.

Flight Plan Initiative 1. (ARA Supports)

Provide Visual Flight Rule (VFR) pilots with Instrument Flight Rule (IFR)-like environments by achieving full operational capability of the WAAS and delivery of Automatic Dependent Surveillance-Broadcast (ADS-B/TIS-B) at key sites.

ARA Activity

- A. ADS-B key site service availability for NEXRAD, METARS, TAFs at Embry-Riddle Aeronautical University, Prescott, AZ and Daytona Beach, FL.

Performance Target: Install the Broadcast Support Center at the W.J. Hughes Technical Center by September 2004.

Flight Plan Initiative 2. (ARA Supports)

Increase situational awareness by improving the capabilities of small aircraft with integrated displays, WAAS, data-link and ADS-B/TIS-B aircraft position.

ARA Activity

- A. Continue to improve coverage and availability of Wide Area Augmentation System (WAAS) signal in space.

Performance Target: Complete site surveys in Canada and Mexico for five additional wide area reference stations by September 2004.

FLIGHT PLAN OBJECTIVE 3: 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. (ARA Supports)

Achieve full operational capability of WAAS.

ARA Activity

A. Increase number of WAAS reference stations in northern Alaska to expand WAAS coverage.

Performance Target: Complete site surveys in Alaska for three additional wide area reference stations by September 2004.

Flight Plan Initiative 2. (ARA Supports)

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

ARA Activity

A. Finalize Alaska Region and the Alaska aviation industry requirements and implementation strategy for state-wide Capstone planning.

Performance Target: Prepare Alaska State-wide Strategy Plan by September 2004.

FLIGHT PLAN OBJECTIVE 4: 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. (ARA Supports)

Finish developing, testing, evaluating, and deploying runway status lights at AMASS and ASDE-X airports.

ARA Activity

- A. Continue evaluation of Runway Status Lights (RWSL) at Dallas-Ft. Worth International Airport.

Performance Target: Implement system changes to address anomalies identified during FY2003 tests and complete shadow operations retest at DFW by September 2004.

Flight Plan Initiative 2. (ARA Leads)

Develop a proof of concept that leads to a prototype ground movement safety infrastructure to provide direct warning capability to pilots, drivers, and controllers.

ARA Activity

- A. Develop an integrated assessment of emergent runway safety technologies and conduct simulation analyses to assess effectiveness, interoperability and level of readiness for operational transition to a NAS ground movement safety infrastructure.

Performance Target: Develop an introductory Runway Incursion Technology Assessment Report based on initial analysis of emergent technology effectiveness and interoperability by September 2004.

Flight Plan Initiative 3. (ARA Supports)

Evaluate the effectiveness of airport design simulations and improve operational performance of future runway and taxiway projects.

ARA Activity

- A. Develop airport models and conduct simulations for air traffic control tower siting/siting validation purposes to improve operational performance of future airport projects.

Performance Target: Develop/conduct 12 airport model simulations by September 2004

FLIGHT PLAN OBJECTIVE 5: 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.

Flight Plan Initiative 1. (ARA Supports)

Develop and implement Performance Enhancement Based Training.

ARA Activity

- A. Develop Safety Management System (SMS) training for decision-makers and practitioners.

Performance Target:

- *Conduct one SMS course for executives and senior decision-makers by August 2004.*
- *Conduct two courses for SMS practitioners by September 2004.*

Flight Plan Initiative 2. (ARA Leads)

Implement a safety risk-management program within ARA for selected new system acquisitions (through FY2008).

ARA Activity

- A. Modify the existing AMS System Safety Management Program (SSMP) to comply with SMS requirements.

Performance Target: Modify AMS to comply with SMS requirements by September 2004

Flight Plan Initiative 3. (ARA Supports)

Implement SMS using a phased approach with initial implementation focusing on targeted NAS changes.

ARA Activity

- A. Develop and establish procedures for identifying NAS changes that require safety assessments under the SMS.

Performance Target: Modify Acquisition Management System (AMS) and Configuration Control Board (CCB) policy/process to establish procedures for identifying NAS changes that require safety assessments by September 2004.

Flight Plan Initiative 4. (ARA Supports)

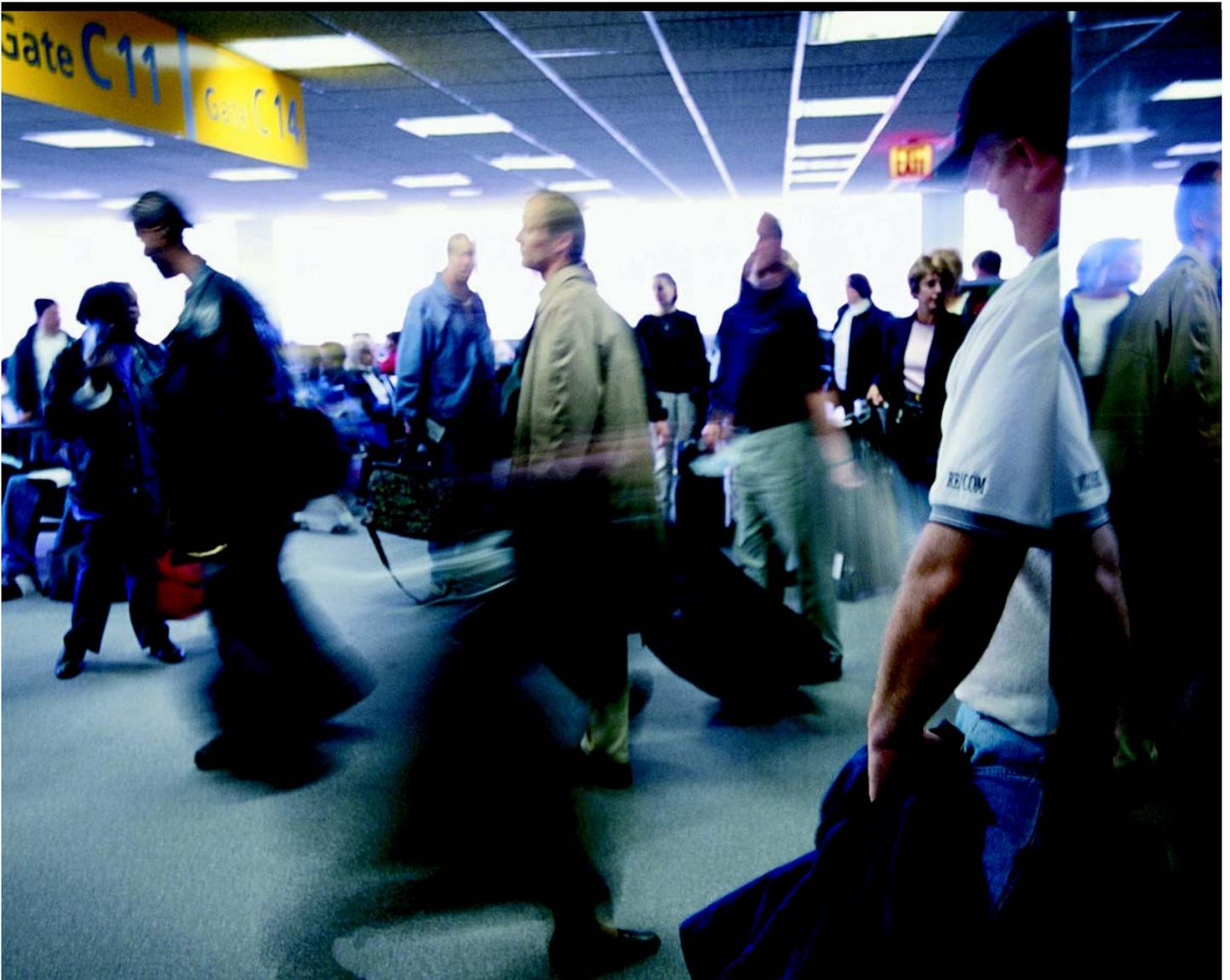
Expand SMS to include all safety-significant changes to the NAS.

ARA Activity

- A. Development of safety cases, by NAS change agents, for all safety-significant changes using the SMS standardized process.

Performance Target: Conduct safety risk management on two significant changes by September 2004.

GREATER CAPACITY



OVERVIEW

The FAA's Flight Plan for 2004 – 2008 is pursuing a strategy to maximize the flows of traffic through the national airspace system and oceanic airspace to accommodate projected demand for air transport services. The major components necessary for system capacity to keep pace with projected air traffic demand include aircraft, airports, airways, facilities and equipment, and procedures for their operation. Capacity gains will be effectively realized through the combined efforts of several FAA organizations in collaboration with the entire aviation community.

ARA provides the following in support of the greater capacity goal:

- Research and Development Services
- Advanced Technologies
- En Route Air Traffic Control systems and automation
- Weather and flight service systems
- Oceanic and Offshore automation systems
- Traffic Flow Management systems
- Communications systems
- Navigation systems

Additionally, we provide architecture and system engineering services that integrate all the various components and systems necessary to realize capacity gains and transform them into a comprehensive roadmap for the system.

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

GREATER CAPACITY OBJECTIVES

1. Make air traffic flow over land and sea more efficient.
2. Increase on-time performance of scheduled carriers.

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

FLIGHT PLAN OBJECTIVE 1: MAKE AIR TRAFFIC FLOW OVER LAND AND SEA MORE EFFICIENT.

FY04 PERFORMANCE TARGETS

Maintain average en route travel time.

Flight Plan Initiative 1. (ARA Supports)

Use new equipment and technology to reduce en-route congestion.

ARA Activity

A. Evaluate and determine final design of the modernized Traffic Flow Management (TFM) infrastructure.

Performance Target: Award TFM Modernization contract by June 2004.

Flight Plan Initiative 2. (ARA Leads)

Provide communication infrastructure to make airspace restructuring feasible.

ARA Activity

A. Implement En Route Communications infrastructure.

Performance Target: Achieve En Route Communications Gateway (ECG) Initial Operational Capability (IOC) at Seattle by April 30, 2004.

B. Conduct Next Generation Air/Ground Communications (NEXCOM) system demonstrations.

Performance Target: Complete NEXCOM system demonstration II by February 28, 2004.

C. Improve reliability of VSCS to support both current and future operations.

Performance Target: Deliver and install 12 Voice Switching Control System (VSCS) Control System Upgrades (VCSU) by September 30, 2004.

Flight Plan Initiative 3. (ARA Leads)

Implement enhanced oceanic procedures to permit greater access to requested altitudes and routes.

ARA Activity

A. Conduct Advanced Technology and Oceanic Procedures (ATOP) System IOC at Oakland ARTCC.

Performance Target: ATOP Program Build 1 IOC at Oakland ARTCC by June 2004.

Flight Plan Initiative 4. (ARA Supports)

Analyze and disseminate weather information to controllers and pilots through new automated systems.

ARA Activity

A. Continue to install Operational and Supportability Implementation System (OASIS) as replacement of existing flight service automation system.

Performance Target: Install OASIS at five new sites by September 30, 2004.

FLIGHT PLAN OBJECTIVE 2: INCREASE ON-TIME PERFORMANCE OF SCHEDULED CARRIERS.

FY04 PERFORMANCE TARGETS

Increase the percentage of all flights arriving within 15 minutes of schedule at the 35 OEP airports to 82.10%.

Flight Plan Initiative 1. (ARA Leads)

Share information seamlessly between Flight Operations Centers and ATCs using System Wide Information Management (SWIM).

ARA Activity

- A. Global Communications, Navigation, and Surveillance System (GCNSS) will demonstrate a surveillance node of SWIM.

Performance Target: Conduct GCNSS demonstration of CNS technologies in July 2004.

Flight Plan Initiative 2. (ARA Leads)

Improve operator and passenger access to flight information (for example, TFM/CDM capabilities).

ARA Activity

- A. Integrate available SMA data into the ETMS/ASDI feed to improve timeliness of flight status information available to FAA, industry and flying public.

Performance Target: Integration software development complete by June 2004.

INTERNATIONAL LEADERSHIP



OVERVIEW

FAA will continue to be a leader in the global civil aviation system by providing research and development in aerospace technology and by collaborating with our partners around the world. ARA provides the technical data that supports safety standards and the development of new technologies for use in the US airspace; however, aviation is inherently an international enterprise. These standards and technologies, therefore, must be harmonized with those adopted by the rest of the world if aviation is to remain the safest form of transportation and achieve the full economic benefits. As a recognized world aviation authority, ARA will partner with other countries and the International Civil Aviation Organization (ICAO) to assist in establishing standards and developing technology that will lead to a seamless worldwide aviation system.

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.
2. Promote seamless operations around the globe in cooperation with bilateral, regional, and multi-lateral 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 intellectual and 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. (ARA Supports)

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

ARA Activity

- A. Provide educational and training support to the DOT/OST Safe Skies for Africa initiative.

Performance Target: Plan and execute an RPN/RNAV/GNSS Implementation Seminar for African States by September 30, 2004.

FLIGHT PLAN OBJECTIVE 2: PROMOTE SEAMLESS OPERATIONS AROUND THE GLOBE IN COOPERATION WITH BILATERAL, REGIONAL, AND MULTI-LATERAL AVIATION PARTNERS.

FY04 PERFORMANCE TARGETS

- Flight Plan Performance Target: Ensure the United States, ICAO, and other international partners implement new techniques and key operational procedures in a consistent and timely manner. Achieve all milestones in FY 2004 on time.
- Flight Plan Performance Target: Implement RVSM in the North American Region by January 2005. Achieve all milestones in FY 2004 on time.
- Flight Plan Performance Target: Ensure that international environmental standards, recommended practices, and guidance material adopted by ICAO are globally and uniformly applied, reflect the best available technology, provide real environmental benefit, and are economically sound. Achieve all milestones in FY 2004 on time.

Flight Plan Initiative 1. (ARA Leads)

Promote commercial proliferation and interoperability, and use of the Global Navigation Satellite System (GNSS) and GNSS augmentation systems internationally.

ARA Activity

- A. Promote the use of SBAS and GBAS utilizing U.S. technology.

Performance Target: Develop a worldwide Ionospheric Mitigation Roadmap addressing differing regional technical concerns by September 2004, based on the recommendation from the ANC-11 stressing the need for assessment of atmospheric effects on SBAS performance in equatorial regions.

Flight Plan Initiative 2. (ARA Leads)

Develop tools and processes for exchanging flight data, surveillance information, and traffic-flow management data to improve and harmonize global air navigation services.

ARA Activity

- A. Partner with Europe to align future ATC concepts toward globally interoperable solutions and develop ATC tools for common implementation.

Performance Target: Revise the existing FAA/Eurocontrol Memorandum of Cooperation (MOC), and its related Annexes, to address new requirements and a revised scope of work so that it can be signed by the Administrator and Director General of Eurocontrol. MOC and the required Annex agreements will be signed by June 2004.

Flight Plan (ARA Supports)

Promote harmonizing and implementing RNP globally to take advantage of enhanced aircraft equipment.

ARA Activity

- A. Introduce horizontal plane reduced separation standards globally.

Performance Target:

- *Exchange information with four ATS providers before March 2004.*
- *Exchange information with four additional ATS providers before September 30, 2004.*

Flight Plan Initiative 4. (ARA Leads)

Promote NAS technologies and the development of Standards and Recommended Practices in ICAO.

ARA Activity

- A. Develop a global long-term air-ground communications transition plan.

Performance Target: Orchestrate a joint US/Europe/IATA workshop by March 2004.

ORGANIZATIONAL EXCELLENCE



OVERVIEW

FAA can only achieve a safer, more secure, and efficient aerospace system through a well-trained, well-managed, diverse workforce that is working to its full capability. ARA fully understands that investing in its people is the way to success. For the last 5 years, ARA has led the FAA in this area by:

- Developing a human capital investment plan
- Requiring external professional certifications to lead key programs
- Pioneering an effective Early Resolution System to resolve conflicts quickly and economically
- Prototyping the first labor distribution reporting system in FAA

ARA's focus on organizational excellence is already showing measurable dividends. For example, ARA received the highest OMB PART score in government on our stewardship of RE&D funds. In addition, ARA received the OPM Director's 2002 PILLAR Award for pioneering a performance management program. The award recognizes and publicizes performance management programs, processes, and practices that support alignment of employee performance with organizational strategic goals as well as results-oriented and customer-focused performance.

ARA's top executives will help guide corporate leadership development policies, processes, and programs, and will hold their subordinate managers accountable for implementation. We commit to set an example by personally engaging in ongoing learning activities, and we will serve as mentors, presenters, and advisors in development activities.

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 our overall performance and customer satisfaction.

BUSINESS OBJECTIVE

1. In order to facilitate a more efficient domestic and global transportation system that enables economic growth and development, the FAA supports expanded opportunities for all businesses, especially small, women-owned and disadvantaged businesses.

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 the FY 2003 baseline.

Flight Plan Initiative 1. (ARA Supports)

Undertake a timely and effective approach to conflict management.

ARA Activity

- A. Continue the use of the Early Resolution System (ERS) to resolve conflicts at the earliest stage.

Performance Target: Maintain 80% success rate in ERS cases.

Flight Plan Initiative 2. (ARA Supports)

Undertake and sustain agency human capital planning and measurement processes.

ARA Activity

- A. Develop ARA human capital management plan for inclusion with FY06 budget submission.

Performance Target: Complete development of ARA's human capital plan by January 2004.

ARA Initiative 1. (ARA Leads)

Develop a baseline of management effectiveness and accountability based on EAS scores.

ARA Activity

- A. Complete EAS and deliver findings to all agency LOBs.

Performance Target: Complete analysis of survey results, including the baseline, and provide information to LOBs within 30 days of release of data.

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

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% (FY 2001 baseline) of cost reimbursable contracts by end of FY 2004 and maintain timely closure of future contracts.

Flight Plan Initiative 1. (ARA Supports)

Finish implementing the new FAA financial management system (DELPHI), Cost Accounting System (CAS) and Labor Distribution Reporting (LDR) system.

ARA Activity

- A. Fully implement DELPHI-based CAS-LDR in ARA.

Performance Target:

- *Convert to new DELPHI accounting string by December 2003.*
- *100% of ARA workforce trained on DELPHI LDR changes by December 2003.*
- *ARA CAS implemented by September 2004.*

Flight Plan Initiative 2. (ARA 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; and
- A program to create incentives for FAA organizations to identify and implement cost savings initiatives.

ARA Activity

- A. Consolidate LAN services in ARA and other FAA staff offices.

Performance Target: Provide consolidated LAN services to 1,720 FAA HQ employees by April 2004.

- B. Ensure that all FY04 F&E funded ARA activities contained in the ARA Business Plan are supported with sufficient funding.

Performance Target: 100% of ARA F&E activities in the ARA Business Plan are funded in FY04.

Flight Plan Initiative 3. (ARA Leads)

Improve the overall management of cost-reimbursable contracts.

ARA Activity

- A. Complete the closeout of FY01 baseline cost reimbursable contracts that are overdue for closeout by the end of FY04.

Performance Target: 100% of FY01 baseline cost reimbursable contracts are closed out by September 2004.

ARA Initiative 1. (ARA Leads)

Office of Competitive Sourcing Acquisition to conduct competitive sourcing acquisition activities under A-76.

ARA} Activity

- A. Implement A-76 process in a manner which improves service while reducing costs.

Performance Target: Issue SIR by May 2004.

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. (ARA Leads)

Expand the use of professional certification programs for managers and employees in key decision-making positions that impact major acquisitions.

ARA Activity

- A. Expand the program manager certification program.

Performance Target: 100% of ARA program managers on CIP programs where capital costs are \$50M and above are certified by September 2004.

Flight Plan Initiative 2. (ARA Supports)

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

ARA Activity

- A. Incorporate ISS processes into NAS SEM and SEMP and ensure alignment with the agency's updated security plan.

Performance Target ISS processes and procedures made available for incorporation into agency plan by September 2004.

ARA Initiative 1. (ARA Leads)

Protect baselines and deliver on acquisition commitments.

ARA Activity

- A. Provide the executive discipline and infrastructure for monitoring critical programs, protecting priority program baselines, and delivering products on schedule.

Performance Target: Achieve 80% of the designated milestones (including 80% of critical programs' milestones) and maintain 80% of critical program costs within 10% of the total baseline.

BUSINESS OBJECTIVE 1: IN ORDER TO FACILITATE A MORE EFFICIENT DOMESTIC AND GLOBAL TRANSPORTATION SYSTEM THAT ENABLES ECONOMIC GROWTH AND DEVELOPMENT, THE FAA SUPPORTS EXPANDED OPPORTUNITIES FOR ALL BUSINESSES, ESPECIALLY SMALL, WOMEN-OWNED AND DISADVANTAGED BUSINESSES.

FY04 PERFORMANCE TARGETS

Award at least 5% of direct contracts to women owned businesses, and at least 14.5% of direct DOT contracts to small disadvantaged businesses.

Flight Plan Initiative 1. (ARA Leads)

Provide outreach and training to all small businesses with special emphasis on small, disadvantaged and women-owned businesses.

ARA Activity

- A. Provide outreach and training to all small businesses with special emphasis on small, disadvantaged, and women-owned businesses.

Performance Target: Provide overview of the Acquisition Management System (AMS) and disseminate information about FAA's acquisition process at a minimum of four conferences and/or outreach events in FY04.