

REGULATION & CERTIFICATION

FEDERAL AVIATION ADMINISTRATION
Fiscal Year 2004 Business Plan



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INTRODUCTION

FAA's mission is to provide for a safe and efficient aviation system that contributes to national security and encourages civil aviation.

The mission of the Regulation and Certification (AVR) organization is to promote aviation safety in the interest of the American public by regulating and overseeing the civil aviation industry. To fulfill this mission, AVR establishes aviation safety standards; monitors safety performance; conducts aviation safety education and research; issues and maintains aviation certificates and licenses; and manages the FAA rulemaking program.

There are seven distinct organizational elements reporting to the Associate Administrator for Regulation and Certification employing 6,622 personnel. Four of these organizations, the Office of Accident Investigation (AAI), the Office of Rulemaking (ARM), the Suspected Unapproved Parts (SUPs) Program Office (AVR-20), and the AVR Executive Staff (AVR-10), are solely Washington Headquarters elements. The Aircraft Certification (AIR) and the Flight Standards (AFS) Services and the Office of Aerospace Medicine (AAM) have extensive field presence, as well as their Headquarters staffs. In addition to its Federal civilian work force, AVR utilizes "designees" (sometimes called "examiners"), who are private persons or groups of individuals designated to act as representatives of the FAA Administrator. There are over 11,000 designees performing safety oversight duties on behalf of AVR.

Much of the AVR workload is demand driven. These workload drivers can be grouped into three general areas:

(1) new airlines and the increasing complexity of the aviation industry; (2) globalization of the aviation industry and the increasing need for international standardization of regulations and safety criteria; and (3) rapidly advancing aviation technology.

The Regulation and Certification line of business has a number of end products. These end products can be grouped into four major product or service lines: (a) standards and policy, (b) certification, (c) surveillance, and (d) mission support. It must be noted that these lines are not necessarily mutually exclusive. For example, the certification of a new operator is not significantly different from the ongoing surveillance of that operator once its operating certificate has been granted.

AVR is the goal lead for Increased Safety and, together with Airports, Commercial Space Transportation, and Air Traffic Services, is the major operational contributor to the aviation safety focus area of the FAA's Flight Plan and the Department of Transportation's Strategic Plan safety area. In addition, AVR plays a significant supporting role in the capacity and international leadership focus areas. Along with all FAA operational elements and staff offices, AVR will also contribute to the organizational excellence focus area as determined most appropriate by the goal and initiative leads and the Management Board.

In addition to this plan, each of the services and offices within AVR also has individual performance/business plans in place that link to the AVR plan and the FAA Flight Plan.

INCREASED SAFETY



OVERVIEW

AVR contributes to aviation safety by developing policies and/or standards, programs, and systems to reduce the number of aviation accidents and incidents related to production systems, certification, operations, maintenance, and human factors. It establishes performance targets aimed at enhancement of the AVR Surveillance Process to forecast, identify, and target areas where surveillance best addresses critical safety issues. It improves industry compliance with aviation standards through the adoption of voluntary internal audit/self-disclosure programs.

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. Reduce cabin injuries caused by turbulence.
6. Measure the safety of the U.S. civil aviation industry with a composite index.
7. Prevent commercial space launch accidents.
8. Enhance the safety of 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. (AVR Supports)

Implement the RNP roadmap, including Local Area Augmentation System (LAAS), Wide Area Augmentation System (WAAS), and Precision Approaches (PAI).

AVR Activity

A. AVR will develop operational and approval guidance for the implementation of Required Navigation Performance (RNP) instrument flight procedures and develop an RNP operational concept paper.

Performance Target:

By September 2004, the following actions will be completed:

- Issue Aeronautical Information Manual (AIM) guidance;
- Issue handbook guidance;
- Develop a draft Advisory Circular (AC);
- Develop a concept paper.

Flight Plan Initiative 2. (AVR Leads)

Implement Phase II of the Fuel Tank Safety Assessment for SFAR 88.

AVR Activity

A. Review design and maintenance actions submitted by type certificate holders to address safety enhancements identified during the Phase I of the SFAR 88 design reviews; issue Notice of Proposed Rulemakings and Final Rule Airworthiness Directives (ADs) for approved actions.

Performance Target:

- Issue the first of a series of ADs applicable to SFAR 88 safety enhancements in the existing fleet by September 2004.

Flight Plan Initiative 3. (AVR Leads)

Promote cooperative and voluntary disclosure programs, such as Flight Operational Quality Assurance (FOQA), Aviation Safety Analysis Program (ASAP), and Continued Operational Safety Program (COSP).

AVR Activity

AVR seeks to improve industry compliance with aviation standards through voluntarily provided safety data.

A. Identify two issues of national safety significance through the sharing of FOQA and ASAP data between participating airlines and the FAA and initiate a partnership between FAA and industry to address those issues.

Performance Target: Complete issue identification by September 2004

B. Increase ASAP partnerships over the FY 2003 baseline of twelve.

Performance Target :

- Initiate the partnership to address those issues by September 2004.
- Add three additional ASAP partners by September 2004.

C. Develop a joint FAA/Boeing process that simplifies the content of airworthiness directives through greater reliance on manufacturers' service bulletins that facilitates operators' compliance.

Performance Target: Issue the first AD using the simplified process by September 2004.

Flight Plan Initiative 4. (AVR Leads)

Continue implementing the Air Transportation Oversight System (ATOS).

AVR Activity

A. Continue implementing the Air Transportation Oversight System (ATOS) – a new systems approach to safety oversight of air transport operators. It incorporates a team approach to operator certification, establishes a surveillance planning process, and targets resources based on critical safety factors. AVR will seek to increase participation of Part 121 air carriers in ATOS.

Performance Target:

- Add two new Part 121 air carriers to the ATOS program by September 2004.

Flight Plan Initiative 5. (AVR Leads)

Continue implementing Commercial Aviation Safety Team (CAST) initiatives and pursuing joint identification and analysis of safety issues within CAST.

AVR Activity

A. This initiative is an on-going, multi-year project undertaken in cooperation with industry and other government agencies. AVR will provide the guidance necessary to enable precision-like approaches and will promote the CAST initiatives within the European community.

Performance Target:

- Add reduced landing minima criteria and guidance to FAA Orders 8260.48 and .51 to enable precision-like approaches by September 2004.
- Develop plans with the European authorities to implement the CAST 2002 safety plan by September 2004.

Flight Plan Initiative 6. (AVR Leads)

Take all actions necessary to resolve open National Transportation Safety Board (NTSB) safety recommendations.

AVR Activity

A. Effectively address NTSB identified safety issues.

Performance Target:

- By September 2004, at least 80 percent of all open NTSB safety recommendations will be classified as "acceptable status."

Flight Plan Initiative 7. (AVR Leads)

Ensure that safety oversight keeps pace with the dynamic changes occurring in the aviation environment by better targeting our inspection resources, improving our oversight systems, especially for repair stations, and providing training for safety-critical employees in a timely and efficient manner.

AVR Activity

AVR contributes to aviation safety by developing policies and/or standards, programs, and systems to reduce the number of aviation accidents and incidents related to production systems, certification, maintenance errors, and human factors.

A. Develop an action plan for the oversight of repair stations.

Performance Target: Develop repair station oversight action plan by September 2004.

B. Participate in the investigation of all major accidents involving Part 121 and Part 135 aircraft.

Performance Target: During FY 2004, participate in 100 percent of all major accidents.

C. Conduct surveillance and enforce regulations requiring aviation industry employers to have in place effective drug and alcohol testing programs that deter the illegal use of drugs and the inappropriate use of alcohol by industry employees in safety sensitive jobs.

Performance Target: During FY 2004, random testing should result in no more than one percent (1%) positives for drugs and no more than one half of a percent (0.5%) for alcohol.

D. Flight Standards will expand the use of alternative training approaches, such as FAA-established Centers of Excellence (COE) using colleges and universities to affect eventual cost savings.

Performance Target: Provide "General Aviation Operations Indoctrination" flight training to 48 aviation safety inspector students and provide "Instrument and Performance Refresher (Light Twin)" flight training to 12 aviation safety inspector students through the FAA's General Aviation COE using colleges and universities by September 2004.

E. Provide revised Job Function Course (including new Job Aids).

Performance Target: Provide a revised Job Function Course to 30 Aircraft Certification aviation safety inspectors by September 2004.

Flight Plan Initiative 8. (AVR Leads)

Using a data-driven approach to identify high-risk areas, pursue a targeted enforcement and oversight program that focuses the agency's limited resources in these areas.

AVR Activity

A. AVR, in collaboration with AGC and other organizations and using a data-driven approach, will identify high-risk, non-compliance areas.

Performance Target:

- *Develop a plan to focus compliance and enforcement resources by September 2004.*

Flight Plan Initiative 9. (AVR Leads)

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

AVR Activity

- A. AVR plays the lead role in this initiative, including sponsorship of research both internal and external to the FAA. AVR will identify methods to permit aviation maintenance technician (AMT) schools to restructure their curriculum to increase training in modern technology, maintenance, and inspection procedures. AVR will respond to human performance and system issues associated with auto-flight systems.

Performance Target:

- *Draft a revision to AC 147-3, Certification and Operation of Aviation Maintenance Technician Schools, by September 2004.*
- *Publish NPRM and draft AC for 25.1329, Safety Standards for Flight Guidance Systems, by September 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. (AVR Supports)

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

AVR Activity

A. Certify equipment to be installed in CAPSTONE aircraft using the RTCA developed Minimum Operational Performance Standards (MOPS) for Universal Access Transceivers (UAT). The MOPS UAT establishes a standard that will ensure ADS-B equipment from various manufacturers and enable air-to-air and air-to-ground data link communications.

Performance Target:

- Certify ADS-B data link avionics by September 2004.

Flight Plan Initiative 2. (AVR Leads)

Ensure that safety oversight and regulatory compliance keeps pace with changes in the general aviation environment.

AVR Activity

A. Participate in the investigation general aviation accidents.

Performance Target: During FY 2004 participate in 90 percent of all fatal general aviation accidents and 85 percent of all general aviation accidents

B. Develop strategies for modifying flight crew procedures and training in response to new technological requirements.

Performance Target: Develop strategies by September 2004.

C. Develop an oversight process for the surveillance of light sport designated pilot examiners.

Performance Target: Develop strategies by September 2004.

Flight Plan Initiative 3. (AVR Leads)

Continue to implement General Aviation Joint Steering Committee (JSC) initiatives and pursue joint identification and analysis of safety issues within JSC.

AVR Activity

A. Continually seek ways to advance General Aviation Safety through improved training.

Performance Target:

- Issue a recurrent training standard for GA pilots to reduce controlled-flight-into-terrain (CFIT) accidents, weather-related accidents, and runway incursion incidents, and to improve aeronautical decision-making by September 2004.

Flight Plan Initiative 4. (AVR Leads)

Continue applied human factors research to identify human factors in accidents and to develop strategies and methods for reducing such accidents.

AVR Activity

A. Conduct applied research into the human causal factors associated with fatal general aviation accidents and identify strategies and activities for possible intervention programs.

Performance Target: Submit a report on human causal factors and GA accidents by September 2004.

B. Conduct applied research to evaluate whether flight training devices (FTD) and personal computer aviation training devices (PCATD) can be used in place of traditional flight training and to what extent they could be substituted.

Performance Target: Submit a report evaluating FTD and PCATD flight training use by September 2004.

Flight Plan Initiative 5. (AVR Leads)

Develop policies, procedures, and approval processes to enable operation of unmanned aerial vehicles (UAV).

AVR Activity

- A. Develop the certification and operation approval processes to integrate civilian UAVs in the national airspace system (NAS).

Performance Target: Develop a process for the initial approvals by

Flight Plan Initiative 6. (AVR Leads)

Develop streamlined processes for certifying and approving communications navigation surveillance (CNS) equipment, basic cockpit displays, electronic flight bags (EFB), and other safety related flight technologies.

AVR Activity

- A. AVR will continue to improve general aviation guidance on the certification process by revising the current FAA/industry Guide to Product Certification. In addition to documenting the steps defined in our Certification Process Improvement (CIP) effort, it will incorporate “lessons learned” and provide guidance to manufacturers of specialized products (e.g., avionics and CNS technologies for the general aviation community). AVR will also provide industry guidance on ADS-B equipment. The FAA has promulgated the TCAS as the global surveillance solution for transport category airplanes. However, for aircraft not required to be equipped with TCAS further experience and development of ADS-B may provide benefits in the challenging, radar-sparse environment of Alaska.

Performance Target:

- *Issue a revised FAA/industry Guide to Product Certification by September 2004.*
- *Publish a draft ADS-B Advisory Circular for comment by September 2004*

Flight Plan Initiative 7. (AVR Leads)

In partnership with the general aviation associations and the training community, develop and implement FAA/Industry Training Standards (FITS).

AVR Activity

- A AVR will partner with three manufacturers or courseware providers to implement FITS products.

Performance Target: Implement three FITS products by September 2004.

Flight Plan Initiative 8. (AVR Leads)

Improve the quality of the pilot examiner program.

AVR Activity

- A Revise the initial and recurrent examiner standardization program course to include scenarios and technically advanced aircraft in testing. Incorporate risk management techniques and procedures in the airman knowledge testing and practical test standards.

Performance Target: Complete these revisions 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. (AVR Supports)

Achieve full operational capability of WAAS.

AVR Activity

- A. Support ATS in the development and flight check of RNAV/RNP routes that utilize WAAS.

Performance Target: Support ATS in publishing 5 RNAV/RNP routes by September 2004 that can be used by aircraft operators trained, qualified, and approved to conduct navigation operations using WAAS.

- B. Support ATS in the development and flight check of special IFR approach/departure procedures in Alaska.

Performance Target: Support ATS in publishing special IFR approach/departure procedures for 8 airports in Alaska by September 2004 that can be used by aircraft operators trained, qualified, and approved to conduct navigation operations using WAAS.

Flight Plan Initiative 2. (AVR Supports)

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

AVR Activity

- A. Complete training for Alaska Region airworthiness and operations ASIs on CAPSTONE Phase I avionics equipment, certification, installations, and approvals

Performance Target: Train 125 ASIs for Capstone Phase I by September 2004

- B. Certify equipment to be installed on CAPSTONE aircraft using the RTCA developed MOPS UAT. The

MOPS UAT establishes a standard that will ensure ADS-B equipment from various manufacturers and enable air-to-air and air-to-ground data link communications.

Performance Target: Certify the ADS-B data link avionics by September 2004.

Flight Plan Initiative 3. (AVR Leads)

Strengthen the Medallion and Circle of Safety programs

AVR Activity

- A. Develop, in cooperation with the Medallion Foundation (MF) and on behalf of MF applicants, an Aviation Safety Action Program (ASAP).

Performance Target: Develop this ASAP by September 2004.

- B. Provide training for Circle of Safety Program organizations (including Airway Facilities) that contract aviation services, concentrating on school boards that transport children and staff.

Performance Target: Provide training to 25 Circle of Safety Program organizations by September 2004.

Flight Plan Initiative 4. (AVR Leads)

Approve RNP avionics for small aircraft that support the development of an improved en-route and approach infrastructure.

AVR Activity

- A. Determine RNP equivalence for TSO-145a/146a GPS/WAAS avionics.

Performance Target: Publish guidance on RNP equivalence for TSO-145a/146a GPS/WAAS avionics 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. (AVR Supports)

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

AVR Activity

A. Develop a baseline of pilot use of airport diagrams during taxi operations as a means to assess the effectiveness of applying a special emphasis in this area during inspections and the relationship of this use to runway incursions

Performance Target:

- By September 2004, issue a continuation of Notice 8400.36 through the issuance of a Flight Standards Information Bulletin (FSIB) to establish a baseline of pilot use of airport diagrams during taxi operations
- By September 2004, determine the number of Part 141 schools and Part 142 training centers that have incorporated into their training program guidance the referenced special emphasis items contained in ACs 91-73 and 120-74, as amended.

B. Assess the incorporation of the following special emphasis items into flight training courses and air carrier operations:

Performance Target: By September 2004, determine the number of air carriers that have incorporated into their training program guidance the referenced special

emphasis items contained in ACs 91-73 and 120-74, as amended.

C. Data shows that there is a high propensity for a runway incursion at airports with operations on parallel runways that are spaced 1,000 feet apart or less.

Performance Target: Issue a Notice to encourage all part 121 carriers to incorporate into their dispatch releases a special emphasis on the runway incursion risks at airports with parallel runways that are spaced 1,000 feet or less apart.

Flight Plan Initiative 2. (AVR Leads)

Evaluate potential runway safety enhancements to pilot performance by integrating cockpit and tower cab simulation facilities.

AVR Activity

A. AVR has no significant activities under this initiative in FY 2004. Integration activities will begin in FY 2005.

Performance Target: AVR will coordinate with ATS and ARP to develop a project plan for the development of runway and taxiway modeling tools that integrate aircraft arrival and departure risk modeling tools by September 2004.

Flight Plan Initiative 3. (AVR Leads)

Develop and evaluate runway and taxiway risk modeling tools that integrate aircraft arrival and departure risk modeling tools

AVR Activity

A. AVR recognizes the benefit of integrating risk management tools to provide information to enhance the effectiveness of training as well as to reduce runway incursions

Performance Target: Not available in FY04

FLIGHT PLAN OBJECTIVE 5: REDUCE CABIN INJURIES CAUSED BY TURBULENCE

FY04 PERFORMANCE TARGETS

Reduce serious injuries from turbulence accidents to no more than 18 per year.

Flight Plan Initiative 1. (AVR Leads)

In partnership with air carriers, ensure the development of standard operating procedures (SOPs) to reduce cabin injuries caused by turbulence

AVR Activity

- A. Develop, in partnership with air carriers, an SOP template to reduce cabin injuries caused by turbulence.

Performance Target: Develop this SOP template by September 2004.

Flight Plan Initiative 2. (AVR Leads)

Improve training in SOPs to reduce injuries

AVR Activity

- A. No activity in FY 2004 to report at this time. Activity will probably occur in FY 2005 following development of SOP template in FY 2004.

Performance Target: None in FY 2004.

FLIGHT PLAN OBJECTIVE 6: MEASURE THE SAFETY OF THE U.S. CIVIL AVIATION INDUSTRY WITH A COMPOSITE INDEX

The prototype safety index is an emerging approach to assessing risk. By measuring the frequency and outcome of all civil aviation accidents, the safety index surveys the entire civil aviation system and quantifies the risk to people onboard aircraft, as well as on the ground. This tool complements other measures and may help provide a more robust indicator of the state of U.S. civil aviation safety.

FY04 PERFORMANCE TARGETS

Hold a Safety Index Workshop by June 2004 to gain consensus from academia, the aviation industry, and Government on the content and use of such an index.

Flight Plan Initiative 1. (AVR Leads)

Build consensus with representatives from academia, the aviation industry and Government.

AVR Activity

A. Hold a Safety Index Workshop attended by representatives from academia, the aviation industry, and Government.

Performance Target: Hold the workshop by June 2004.

FLIGHT PLAN OBJECTIVE 7: ENSURE THE SAFETY OF COMMERCIAL SPACE LAUNCHES

FY04 PERFORMANCE TARGETS

- Ensure zero fatalities or serious injuries to the uninvolved public during commercial space launch or reentry activities
- Prevent any significant damage to property that is not associated with the flight during commercial space launch or reentry activities.

Flight Plan Initiative 1. (AVR Supports)

Issue a licensing and safety requirements rule for launches from non-federal launch sites

AVR Activity

- A. AVR's Office of Rulemaking will support the development of licensing and safety rules.

Performance Target: Publish Special Notice of Proposed Rulemaking by June 2004.

FLIGHT PLAN OBJECTIVE 8: 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. (AVR Supports)

Utilize the JANUS technique, developed by the Civil Aerospace Medical Institute, to better understand the causes of operational errors and to facilitate development of appropriate training.

AVR Activity

- A. Conduct applied human factors research for air traffic controllers to optimize human performance and minimize operational errors.

Performance Target:

- *Complete reliability and validation efforts of JANUS and provide briefing and report to the Associate Administrator for Air Traffic Services by September 2004.*
- *Develop a prototype internet-based version of JANUS (E-JANUS) and test at one field facility by September 2004.*

Flight Plan Initiative 2. (AVR Supports)

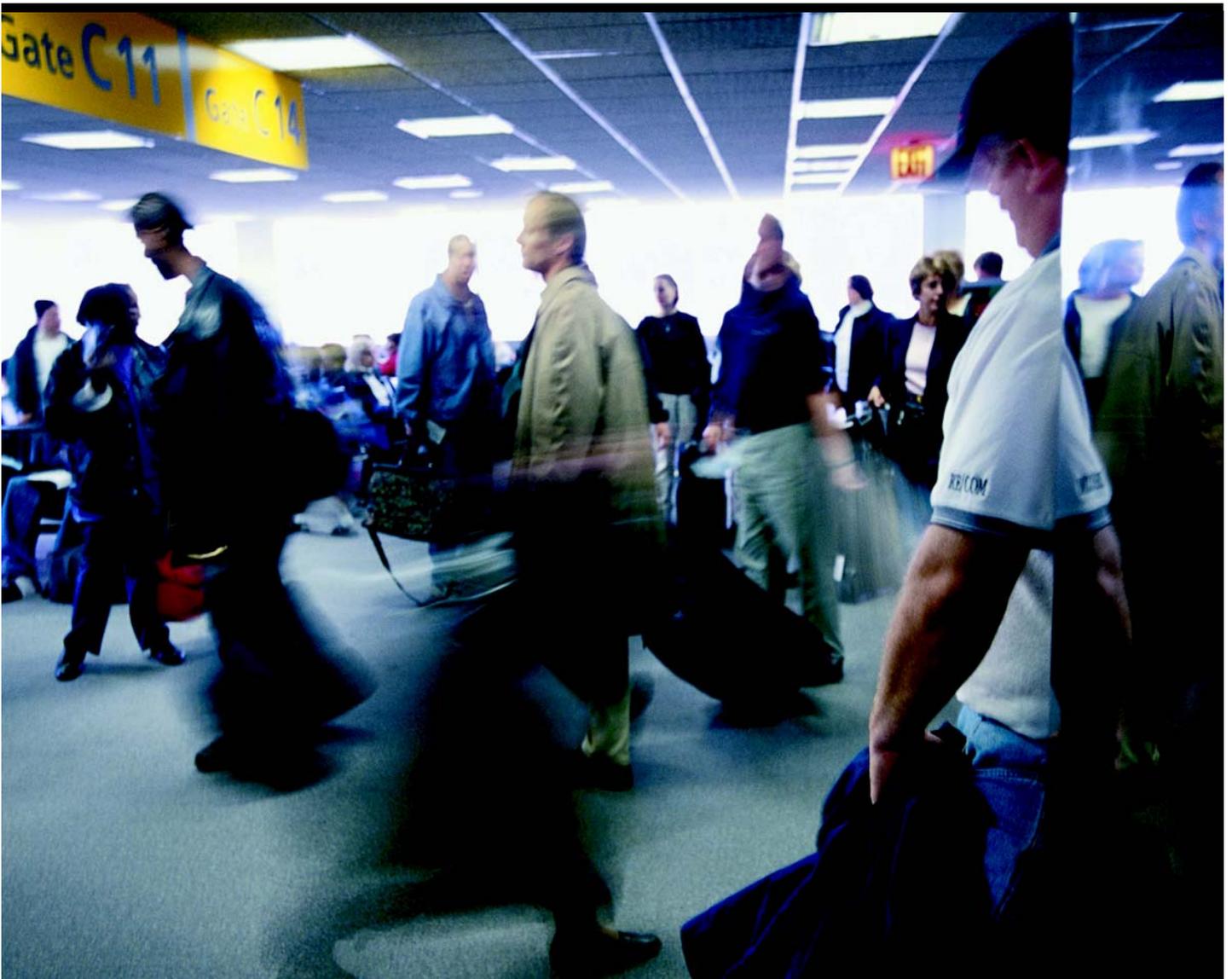
Conduct Airspace Complexity Studies at selected, high-incidence facilities to identify measures of airspace complexity and develop recommendations to reduce errors.

AVR Activity

- A. Conduct human factors research that relates characteristics of en route sectors to the incidence of operational errors at Indianapolis Center. Report results and develop recommendations.

Performance Target: Analyze operational error and preliminary sector characteristics data for Indianapolis Center and provide a report describing the results to AAT-200 and ZID by September 2004

GREATER CAPACITY



OVERVIEW

AVR plays a supporting role in this area. During FY 2004, we have specific initiatives in three of the objectives.

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

GREATER CAPACITY OBJECTIVES

1. Increase airport capacity to meet projected demand.
2. Make air traffic flow over land and sea more efficient.
3. Increase or improve airspace capacity in the eight major metropolitan areas and corridors that most affect total system delay: New York, Philadelphia, Boston, Chicago, Washington/Baltimore, Atlanta, Los Angeles Basin, and San Francisco.

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

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

FY04 PERFORMANCE TARGETS

- Achieve an Airport Efficiency Rate of 99.67% at the 35 OEP airports
- Achieve an Airport Arrival Capacity at the 35 OEP airports in excess of 51,332 per day.
- Open two new runways, while increasing the annual service volume (ASV) of the 35 OEP airports by at least 1%.
- Sustain Operational Availability at 99% for the reportable facilities that support the 35 OEP airports

Flight Plan Initiative 1. (AVR Supports)

Support new runway construction and airfield improvements to permit increased use of airports in IFR conditions.

AVR Activity

- A. AVR will provide a technical risk/safety analysis for the development of separation standards between RNP/RNAV aircraft and obstacles/terrain and adjacent air routes.

Performance Target: Complete 100% of accepted simulator tests and computer simulations by September 2004.

Flight Plan Initiative 2. (AVR Supports)

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

AVR Activity

- A. Awaiting additional guidance from ATS. Based on that guidance, AVR will provide whatever support for this initiative that is required.

Performance Target: TBD by ATS.

Flight Plan Initiative 3. (AVR Supports)

Increase access to high-demand metropolitan areas for non-scheduled operations by adding new routes.

AVR Activity

- A. AVR will provide helicopter instrument approach guidance, incorporating the WAAS signal, and update existing helicopter approach applications to improve instrument approaches into obstacle-rich environments.

Performance Target: Develop FAA Order 8260.HELOWAAS, Helicopter Area Navigation (RNAV) instrument procedure construction by September 2004.

Flight Plan Initiative 4. (AVR Supports)

Develop and implement RNP/WAAS approach procedures to increase airport and runway use when visibility is restricted.

AVR Activity

- A. AVR will provide a technical risk/safety analysis for the development of separation standards between RNP/RNAV aircraft and obstacles/terrain and adjacent air routes.

Performance Target: AVR will complete RNP/RNAV criteria for all phases of flight, based on the results of the above analysis by September 2004.

Flight Plan Initiative 5. (AVR Supports)

Develop technology and procedures to increase the use of parallel runways in adverse weather conditions (for example, RNP, PRM, ADS-B/CDM, and FMA).

AVR Activity

- A. AVR will determine if a combination of RNP avionics, aircraft, or operational mitigations meet the necessary level of safety to fly RNP terminal and instrument approach procedures.

Performance Target: Develop risk analysis software by September 2004.

FLIGHT PLAN OBJECTIVE 2: MAKE AIR TRAFFIC FLOW OVER LAND AND SEA MORE EFFICIENT

FY04 PERFORMANCE TARGETS

Maintain average en route travel time

Flight Plan Initiative 1. (AVR Supports)

Implement Reduced Vertical Separation Minimum (RVSM).

AVR Activity

A. AVR will develop and submit pertinent guidance to reflect operational procedures and protocols for the safe and efficient use of RVSM in the NAS.

Performance Target:

- *Publish final rule on domestic RVSM by November 2003.*
- *Publish Notice 8700.RVSM by September 2004*
- *Publish Flight Standards Handbook for Air Transport by September 2004.*
- *Publish Advisory Circular (AC) for RVSM by September 2004.*

FLIGHT PLAN OBJECTIVE 3: INCREASE OR IMPROVE AIRSPACE CAPACITY IN THE EIGHT MAJOR METROPOLITAN AREAS AND CORRIDORS THAT MOST AFFECT TOTAL SYSTEM DELAY: NEW YORK, PHILADELPHIA, BOSTON, CHICAGO, WASHINGTON/BALTIMORE, ATLANTA, LOS ANGELES BASIN, AND SAN FRANCISCO

FY04 PERFORMANCE TARGETS

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

Flight Plan Initiative 1. (AVR Supports)

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

AVR Activity

- A. Flight Standards Weather Operations inspectors in the respective, identified areas will complete Flight Standards implementation and approval requirements.

Performance Target: Flight Standards will complete requirements at two metropolitan areas by September 2004.

INTERNATIONAL LEADERSHIP



OVERVIEW

AVR works closely with the Office of International Aviation to foster international cooperation and harmonization of aviation safety regulations.

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 multilateral aviation partners.

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

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

FY04 PERFORMANCE TARGETS

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

Flight Plan Initiative 1. (AVR Supports)

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

AVR Activity

- A. AVR will provide technical assistance and training to key foreign aviation authorities to facilitate their meeting ICAO and FAA safety oversight audit requirements.

Performance Target: By September 2004:

- *Develop and conduct one or more government safety-inspector training courses for other civil aviation authorities.*
- *Conduct at least five technical assistance visits to selected countries.*
- *Conduct at least two ICAO TRAINAIR Inspector Courses in support of Safe Skies for Africa.*
- *Conduct eight International Aviation Summits for foreign government executives.*

Flight Plan Initiative 2. (AVR Supports)

Work with the European Community, primarily through EASA, to ensure the highest level of safety and a more efficient exchange of products between the United States and Europe

AVR Activity

- A. Continue to work closely with the European Commission towards a new bilateral agreement with the European Union (E.U.). Prior to concluding an agreement a technical assessment of the E.U. regulatory system must be concluded.

Performance Target: Complete Stage 1 assessment of E.U. regulatory system by September 2004.

Flight Plan Initiative 3. (AVR Supports)

Set priorities and focus FAA and U.S. resources on finalizing bilateral agreements that recognize safety certification and approval systems.

AVR Activity

- A. AVR implements Bilateral Aviation Safety Agreements (BASA) related to aircraft, repair station, and simulator certifications. In FY 2004, three agreements related to aircraft certification are projected. (Finalization of the BASA Executive Agreements is the responsibility of the API organization.)

- Conclude three BASA Implementation Procedures for Airworthiness (IPA) agreements with Singapore, Brazil, and Australia;
- Begin work on a US-China BASA.

Performance Target: By September 2004:

- *Conclude the three BASA IPA agreements.*
- *Initiate a request for a US-China BASA.*

Flight Plan Initiative 4. (AVR Supports)

Focus resources to promote global compliance with safety oversight standards by supporting new and existing regional aviation authorities and organizations.

AVR Activity

- A. AVR will focus financial and intellectual resources on the development of regional aviation authorities to promote safety and provide support as requested to API (AIA) to establish a plan for assisting regional organizations in meeting ICAO standards.

Performance Target: Ensure AVR staff participation in at least one ICAO or other regional safety initiative (COSCAP, AST, PASO.)

Flight Plan Initiative 5. (AVR Supports)

Strengthen bilateral relations with Western Hemisphere partners to increase regional safety, while sharing proven safety techniques with the rest of the world.

AVR Activity

A. Work with Western Hemisphere partners to increase regional safety.

Performance Target: By September 2004:

- *Conduct at least one Flight Standards Seminar for CAA per year in at least one foreign region.*
- *Conduct at least one Industry/Part 129 Operator Symposium per year in at least one foreign region.*
- *Conduct at least one TRAINAIR Operations Inspector course and one TRAINAIR Airworthiness Inspector course per year in at least one foreign region.*

Flight Plan Initiative 6. (AVR Leads)

Encourage adoption of aviation safety and aircraft security initiatives and interventions, such as Safer Skies, to reduce the dangers of Controlled Flight Into Terrain (CFIT) and weather related events.

AVR Activity

A. The Commercial Aviation Safety Team (CAST) initiative has a goal of reducing the international commercial accident rate. AVR representatives support CAST meetings throughout the world and hold seminars/training sessions to assist operations to implement interventions.

Performance Target: Present three Flight Safety Foundation CFIT Approach and Landing Action Group workshops by September 2004

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

FY04 PERFORMANCE TARGETS

Achieve all milestones in FY2004 on time.

Flight Plan Initiative 1. (AVR Support)

Implement reduced separation standards

AVR Activity

- A. Work with international partners and industry to ensure the global implementation of a shared concept of operations, technologies, and processes that enhance capacity and interoperability.

Performance Target: By September 2004: Include RVSM regulatory requirements in at least one Flight Standards Seminar and Industry/Part 129 Operator Symposium.

Flight Plan Initiative 2. (AVR Supports)

Promote harmonizing and implementing RNP globally and developing international air traffic routes to take advantage of enhanced aircraft equipment.

AVR Activity

- A. Promote the global implementation of RNP and the development of international air traffic routes to take advantage of enhanced aircraft equipment.

Performance Target: By September 2004:

- *AVR will co-sponsor at least one seminar focusing on new aviation technology, including RNP, with one or more international civil aviation authorities by September 2004.*

Flight Plan Initiative 3. (AVR Support)

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

AVR Activity

- A. Promote U.S. interests in ICAO and other international groups responsible for developing global aerospace technical standards by advocating NAS technologies and developing and validating Standards and Recommended Practices (SARPS) and all related guidance material. Participate on the Airworthiness Panel to review SARPS and assist in the reorganization of the ICAO Airworthiness Manual.

Performance Target: By September 2004: Complete structural reorganization of the ICAO Airworthiness Manual and develop a plan for future revision by April 2004.

ORGANIZATIONAL EXCELLENCE



OVERVIEW

While most of the objectives and initiatives in this section belong to other organizations, AVR does have some activities in FY 2004, which fall into this area.

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. Make decisions based on reliable data to improve our overall performance and customer satisfaction.

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

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

FY04 PERFORMANCE TARGETS

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

Flight Plan Initiative 1. (AVR Supports)

Put in place a management workforce planning and development program.

AVR Activity

- A. Implement an AVR Human Capital Plan that aligns with the agency's Human Capital Plan in response to the President's Management Agenda.

Performance Target:

- Implement the Leadership Enhancement and Development (LEAD) program by September 2004.
- *Develop and implement at least two other Human Capital Plan initiatives by September 2004.*

Flight Plan Initiative 2.

Implement the new Performance Management System for all employees.

AVR Activity

- A. Expand the PMS to all remaining bargaining units.

Performance Target:

- *Accomplish expansion by September 2004.*

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% (FY02001 baseline) of cost reimbursable contracts by end of FY2004 and maintain timely closure of future contracts.

Flight Plan Initiative 1.

Annually review our customers' requirements to better align products and services.

AVR Activity

- A. In a continuing effort to improve the way in which it does business and meets the needs of the aviation industry we regulate and other civil aviation authorities worldwide, AVR has instituted the AVR Integration Initiative. This initiative will include a phased approach, which looks at tools like ISO 9000 as a means of consistently providing products that satisfy customer and regulatory requirements as well as the best way to implement recommendations from the FAA/Industry assessment found in the 2002 Certification Process Study (CPS).

Performance Target:

- Establish AVR Integration Office to oversee LOB integration efforts by January 2004.
- Issue and implement AVR Integrated Planning Order by September 2004.
- Complete ISO 9001:2000 registration for Flight Standards Headquarters organizations by September 2004.
- Complete ISO 9001:2000 registration for the Aircraft Certification Service's Rotorcraft Directorate Safety Management Group (AWS-112) by May 2004.

- Complete the self-certification of ISO 9001:2000 in the Aircraft Certification Service's Transport Airplane Directorate Standard Staff (ANM-110) by September 2004

Flight Plan Initiative 2.

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

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

AVR Activity

- A. AVR will expand the use of alternative training approaches, such as FAA-established Centers of Excellence (COE) using colleges and universities to affect eventual cost savings.

Performance Target:

- Provide "General Aviation Operations Indoctrination" flight training to 48 aviation safety inspector students and provide "Instrument and Performance Refresher (Light Twin)" flight training to 12 aviation safety inspector students through the FAA's General Aviation COE using colleges and universities by September 2004.
- Increase Distance Learning courses by at least one over the FY 2003 baseline of 25 by September 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 FY2004.
- 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.

Develop a process for measuring customer satisfaction for a wider range of customer segments.

AVR Activity

- A. AVR already participates in the American Customer Satisfaction Index annual survey of commercial pilots. We will continue to explore other sources of systematic customer feedback.

Performance Target: Review existing internal customer survey tools used by AVR organizations to assess their usefulness in expanding AVR customer feedback by September 2004.

AVR may have additional support activities for other initiatives within Organizational Excellence once the initiative leaders (e.g., AHR and ABA) and the Management Board have provided agency guidance.