



## Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

### Expand Safety Culture

Expand the Safety Culture Campaign across FAA and industry that integrates all aspects of Safety Culture (i.e., Just Culture, Reporting Culture, Learning Culture, Flexible Culture, and Informed Culture) to improve safety performance throughout the NAS.

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#### **Initiative: Safety Culture Campaign across the FAA and Industry**

A Safety Culture Campaign builds an environment where safety information is shared to ensure the organization as a whole understands its strengths and challenges, and empowers its members to proactively address emerging risks.

#### **Activity: Establish a cross-agency team to transform and support an Enterprise Safety Culture program.**

Establish the organizational infrastructure across the agency to support an Enterprise Safety Culture program. Provide a forum to connect, coordinate, and collaborate on Safety Culture activities currently happening in isolation across the agency, and integrate best practices from other agencies, international organizations, industry, and academia. Establish user-centric tools and practices to identify and access the information, services, and resources needed to accomplish the mission.

#### **Target: Establish a cross-LOB/SO team to support collaboration.**

Establish a cross-LOB/SO team to support collaboration; oversee the capture and sharing of information; and the management, evaluation, and gap analysis of Safety Culture activities across the agency.

#### **Target: Establish a governance structure.**

Establish a governance structure, roles and responsibilities, and future activities for the Enterprise Safety Culture Team.

#### **Target: Safety Culture Behaviors**

Recommend set of desired Safety Culture Behaviors to Safety Culture Steering Committee.

#### **Activity: Safety Culture - Assessments**

Conduct baseline assessments of the Safety Culture across the FAA and identify success measurement mechanism.

**Target: Safety Culture Baseline Assessment.**

AVS and ATO OPR collaborate to establish the FedView Survey questions to use as indicators for Safety Culture.

**Target: Pilot Assessment**

Conduct pilot assessment within AVS.

**Target: Select Metrics**

Establish success measures for the ideal safety culture.

**Activity: Safety Culture - Promotion**

Lead and coordinate activities to raise awareness of Safety Culture as it relates to safety as a core value at all levels of the enterprise and beyond. Make the Safety Culture concept tangible and accessible to the entire workforce.

**Target: Write a Communications Plan**

Write a communications plan to include social media posts, podcasts, blogs, videos and other relevant materials to raise awareness and promote participation in Safety Culture.

**Target: Create Internal and External Content**

Create internal and external content on FAA websites and social media platforms on Safety Culture.

**Target: Provide Safety Culture Content**

Provide Safety Culture content in support of planned conferences and events.

**Activity: Safety Culture - Workforce**

Fostering an effective Safety Culture is rooted in employee understanding, expertise, and commitment.

**Target: Conduct Events with Executives**

Conduct events with executives on the desired Safety Culture behaviors and safety roles and responsibilities.

**Target: Conduct Events with Employees**

Conduct events with employees on the desired Safety Culture behaviors and safety roles and responsibilities.

### **Initiative: Final Safety Management System (SMS) Rule at Part 139 Airports**

Increase safety by finalizing a communication and training plan by the publication date of the Final Airports SMS Rule, provided that COVID does not impact this activity.

#### **Activity: Develop Implementation Plan for External SMS**

Finalize communication and training plan for Airports External Part 139 SMS rule prior to publication, provided that COVID does not impact this activity.

#### **Target: Finalize communication Plan External SMS**

Internal and External communications plan on external Part 139 SMS will be finalized in advance of Federal Register publishing a Final Rule, provided that COVID does not impact this activity.

#### **Target: Finalize training template for External SMS**

Training plan for ARP employees on external Part 139 SMS will be finalized in advance of Federal Register publishing a Final Rule, provided that COVID does not impact this activity.

#### **Target: Tracking of External SMS Implementation**

Upon the publication of the Final External Part 139 SMS Rule, a national tracking module will be established in CCMIS to track required airports implementation and SMS plans, provided that COVID does not impact this activity.

### **Initiative: Surface Safety Risk Reduction and Runway Incursion Mitigation (RIM)**

Increase surface safety by implementing solutions through the Runway Incursion Mitigation program, provided that COVID does not impact this activity.

#### **Activity: Implement RIM Program**

Identify, prioritize and mitigate airport locations with a history of runway incursions and report on the effectiveness of the Runway Incursion Mitigation (RIM) program, provided that COVID does not impact this activity.

#### **Target: FY23-27 RIM mitigation projects schedule**

ADOs and Regions provide Regional Director with an interim progress report on planned mitigation projects at RIM locations, with a copy to the national RIM program manager.

#### **Target: FY23-27 RIM Mitigation Projects Schedule**

ADOs and Regions work with Airport Sponsors to incorporate the planned mitigation projects, as practicable, at RIM locations into the FY23-27 Airport Capital Improvement Plans (ACIPs).

#### **Target: Draft RIM summary report**

Provide draft annual mitigation report to Airport Safety and Standards management, summarizing mitigation efforts in FY22.

**Target: Draft RIM Summary Report**

Provide updated draft RIM program summary report including mitigation history and effectiveness metrics. When complete, send the report to all ARP employees and communicate the highlights of the program.

**Target: RIM Projects**

Regions collectively complete 13 mitigation projects at RIM locations.

**Activity: Implement "Hot-Spot Improvement Program" (HIP)**

Approach to enhancing identification, prioritization, mitigation, and prevention of Hot Spots nationally, provided that COVID does not impact this activity.

**Target: Non-RIM Hot-Spot Interim Progress Report**

ADOs and Regions provide Regional Director with an interim progress report for 22Sp.2B2.

**Target: Non-RIM Hot-Spot Inventory**

ARP Region/ADO staff to work with airport sponsors to initiate a mitigation plan for the remaining half of the priority non-RIM hot-spot locations collected for the FY20 "pre-RIM" inventory. Where mitigations include capital projects on eligible infrastructure, the Sponsor and the Region/ADO commit to add the projects into the Airport Capital Improvement Plans (ACIPs) when practical. For those locations whose mitigations do not include capital projects and/or involve ineligible infrastructure, the Region/ADO will collaborate with the sponsor to identify appropriate sponsor-led mitigation actions. If a mitigation is not feasible or practical, Region/ADO will describe past efforts and the issues limiting mitigation implementation.

**Initiative: Part 139 Program Oversight**

Increase safety at the Certificated Airports by providing national guidance and enhancing oversight over the Part 139 program, provided that COVID does not impact this activity.

**Activity: Provide national guidance and oversight enhancement of Part 139 inspection program**

Improve standardization and consistency of 14 CFR Part 139 compliance methodologies across regions, provided that COVID does not impact this activity.

**Target: Assess Airport Certification Safety Inspector inspection data**

Assess CCMIS inspection data from FY21 to identify the top area of regulatory application/compliance for emphasis during follow-on inspections.

**Activity: Conduct regional audits of the Part 139 inspection program**

Conduct two individual audits of selected regional Part 139 inspection programs, provided that COVID does not impact this activity.

**Target: Regional slot audit of Part 139 inspection program**

Airport Safety & Operations, AAS-300, identifies regions slotted for audits.

**Target: Initial individual regional audit exercise over the Part 139 inspection program**

Conduct two in-person regional full-scale evaluations of the Airport Certification Program, (if feasible, given COVID-19 restrictions). If unable to go in-person, conduct a virtual audit without the "over-the-shoulder" inspection and produce a report documenting discoveries found during the audit.

**Activity: Develop a list of Airport Certification Safety Inspector (ACSI), approved by regional management, desiring to participate in cross regional inspections**

Promote Part 139 inspection standardization by cross-training ACSI cadre, provided that COVID does not impact this activity.

**Target: Funding and resource identification**

AAS-300 coordinate with ACO on availability of funding for cross regional inspections.

**Target: Cross training opportunities**

AAS-300 notifies each region of cross training opportunities and to solicit volunteers, with regional management approval, to participate in the program.

**Target: Compilation of cross regional inspection participants**

Compile/complete list of cross regional inspection participants (if program is authorized given COVID-19 restrictions) within the funding constraints.

**Initiative: Certification Reform**

Improve the certification process by enhancing current and future safety, accountability, and identification of best practices during the manufacturing of passenger and transport aircraft.

**Activity: Certification Reform**

Improve the certification process by enhancing current and future safety, accountability, and identification of best practices during the manufacturing of passenger and transport aircraft.

**Target: Establish Expert Panel**

Establish an expert panel for review of organization designation authorizations for transport airplanes.

**Target: Publish Memoranda**

Publish memoranda on Organization Delegation Authority unit member appointment and unit member advisors.

**Target: Provide Three Quarterly Briefings**

Provide three quarterly briefings to Congressional Committees of Record on Certification & Oversight Reform.

## **Initiative: Commercial Space Transportation Systemic Safety Approach**

Ensure that safety oversight keeps pace with changes in the commercial space transportation environment.

### **Activity: Launch and Reentry Safety**

AST will verify that the risks to public safety and the safety of property comply with FAA regulations during AST authorized activities

#### **Target: Licensed and Permitted Launch and Reentry Safety**

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

## **Initiative: Promote Positive Safety Culture**

Promote a positive safety culture that involves proactively addressing safety issues early in the development phase to alleviate the advent of critical safety hazards during National Airspace System (NAS) implementation.

### **Activity: Establish Voluntary Safety Reporting Program**

Ensure a positive safety culture that encourages employees to provide essential safety-related information in a non-punitive environment.

#### **Target: Develop a Draft ANG Safety Guidance for Establishing Voluntary Safety Reporting Program**

Develop a draft safety guidance for establishing Voluntary Safety Reporting Program for NextGen.

#### **Target: Publish Final ANG Safety Guidance for Establishing Voluntary Safety Reporting Program**

Finalize and publish the safety guidance for establishing Voluntary Safety Reporting Program for NextGen.

### **Activity: New Entrant Focused Research and Development**

Conduct ongoing research and development efforts to support the safe and efficient integration of Unmanned Aircraft System (UAS) into the National Airspace System (NAS).

#### **Target: Final Report for Operations Over People Means of Compliance Research Task**

Final Report for Operations Over People Means of Compliance Research Task

#### **Target: Viability of an omni antenna to validate ADS-B**

Viability of an omni antenna to validate ADS-B and conduct DAA for smaller UAS unable to carry large antenna payload.

#### **Target: Day/Night, Light Intensity, Light Flash Rate.**

This research will determine if its possible to increase the visual conspicuity of Small Unmanned Aircraft System (sUAS) to both a manned pilot and a visual observer on the ground. A Computer based study will investigate the following variables of interest

**Target: Draft report of the diverse types of UAS data collected**

Draft report of the diverse types of UAS data collected (from both live flight testing and simulation), attached to a spreadsheet output of 1000 or more instances of flight data.

**Target: Report on the coordination level needed amongst Federal Agencies**

Report on the coordination level needed amongst Federal Agencies to conduct disaster response missions with UAS instead of manned aircraft.

**Target: Interim Performance**

Based specifications for detection and mitigation systems on and around airports.

**Target: Validate and approve the Navy/Naval Air Warfare Center (NAWC)**

Validate and approve the Navy/Naval Air Warfare Center (NAWC) Test Plan for the FAA's UAS Engine Ingestion Test with FAA/Aircraft Certification (AIR) and FAA/NextGen (ANG)

**Target: Support stakeholder interests where Unmanned Aircraft System Traffic Management (UTM) operations are conducted**

This analysis details the updated concept related to airspace constraints to support stakeholder interests where Unmanned Aircraft System Traffic Management (UTM) operations are conducted. Use case/scenarios depict envisioned services, capabilities, and data exchanges for low altitude restrictions and advisories that support the UTM implementation activities. Results from this analysis will be used to elicit agency position for the management of restrictions & advisories applicable to UTM.

**Initiative: Risk-Based Management**

Perform activities to evolve the ATO's risk based safety management system.

**Activity: Expand knowledge of Voluntary Safety Reporting Programs (VSRP)**

Increase safety reporting in VSRP by 5% by expanding safety knowledge of the TSAP and ATSAP programs. This will include safety promotions, participation at the FAA Academy, Tech Ops new hire training, thereby improving the understanding of the programs purpose and use.

**Target: Preparation for Deployment of Revised T-SAP Automation**

Once the upgrade is completed, focus on increase of TSAP safety reporting and field personnel program knowledge, benefits and rights to ensure more active participation.

**Target: Preparation for Deployment of T-SAP Executive Support Promotional Material**

Prepare for the creation and deployment of TSAP promotional video(s) and materials for NAS Tech Ops eligible personnel, to increase field awareness and show VSRP program support.

**Activity: Transform Quality Assurance Analysis**

Transform Quality Assurance analysis of airborne automated safety reports from a compliance-based approach to a risk based approach.



**Target: Expand QA Data Collection**

Incorporate taxonomy and trend data collection in the validation process.

**Target: Fully Implement BAR and CSBR**

Fully implement the BAR CSBR processes to include identification of data sources and reporting products.

**Activity: Evolve Quality Assurance Analysis**

Evolve Quality Assurance analysis through development of automated safety reports for surface and terrain/obstruction risks to facilitate a risk-based approach.

**Target: Fully Implement BAR and CSBR**

Fully implement the BAR CSBR processes to include identification of data sources and reporting products.

**Target: Terrain/Obstruction Risk Detection**

Complete development of terrain/obstruction validation process

**Initiative: Wind Shear Detection Services (WSDS)**

Rapidly updating terminal weather observations leading to Wind Shear / Microburst detections and alerts are provided to NAS controllers by terminal weather radars and automated wind shear detection systems. Over one hundred legacy, automated wind shear detection providers at heavy air traffic volume air terminals continuously stream rapid observations, machine-to-machine, into NAS and NextGen Weather Processing Systems, Displays and NextGen User Decision Support Tools. NextGen may plan alternatives to eventually replace wind shear / microburst alert providers, yet budget and program changes to the replacements often leave indefinite, the remaining service life of legacy wind shear systems, subject to significant extensions. This initiative ensures no gaps in legacy wind shear services throughout the NextGen transition, no matter whether replacement plans and deployment schedules may change or cease altogether. Relationship to Measure: TDWR, and the WSDS portfolio (ASR-WSP, LLWAS-NE, LLWAS-RS) in total provide four wind shear detection programs that contribute to the 2015 Strategic measure by ensuring sustained service of automated wind shear / microburst detection by over one hundred automated terminal wind shear detection systems in service to nearly 90% of all commercial Part 121 flights on approach and during landing in the United States each day.

**Activity: Wind Shear Detection Service (WSDS) - Sustainment 2**

Wind Shear Detection Service (WSDS) Work Package (WP) 1 addresses obsolescence and supportability issues plaguing Low Level Wind Shear Alerting System (LLWAS), Wind Measuring Equipment (WME), and Weather Systems Processor (WSP). The LLWAS/WME SLEP will replace several WME remote and master stations containing obsolete and unsupported components, replace several damaged and sheltered wind sensor poles, replenish LLWAS ribbon displays, replace older broadband radios, and replenish stock levels of the ultrasonic wind sensors. The WSP Tech Refresh portion of the program will replace a critical component vital to maintaining wind shear detection service at 34 operational WSP locations and 4 support locations. The Radar Video Processor (RVP) 700 currently installed in the WSP will be upgraded to the newer RVP 900 series since the current version is no longer supported by the vendor, and failing at an alarming rate.



### **Target: Wind Shear Detection Service (WSDS) - Work Package 1**

Wind Shear Detection Service (WSDS) S2 Implementation Strategy and Planning Document (ISPD) submitted for signature process.

### **Initiative: Juneau Airport Wind System (JAWS) Sustainment**

JAWS measures and transmits wind information to the Juneau Automated Flight Service Station (AFSS), Alaska Airlines, and the National Weather Service for weather forecasting.

#### **Activity: Juneau Airport Wind System (JAWS) Sustainment**

JAWS provides terrain induced wind and turbulence data that addresses safety of flight and decreases the probability of experiencing unnecessary weather related delays in and out of the Juneau International Airport, Alaska.

### **Target: Juneau Airport Wind System (JAWS) Sustainment - CAM Goal**

Complete installation of a Wind Profiler at 2nd Level Engineering at Mike Monroney Aeronautical Center (MMAC).

### **Initiative: System Service Reviews (SSR) in support of Hazard Risk Mitigation**

Conduct System Service Reviews (SSR) in support of Hazard Risk Mitigation.

#### **Activity: AJT-W support of Hazard Risk Mitigation with the completion of System Service Reviews (SSR)**

AJT-W will partner with AJW-W in support of Hazard Risk Mitigation with the completion of System Service Reviews.

### **Target: System Service Reviews (SSR)**

Conduct joint System Service Reviews (SSR) with Technical Operations for air traffic events causing system outages that impact NAS operations.

### **Initiative: Support NOTAM Modernization Program**

Revise the NOTAM Policy Order through the publication of Change 2 and future publication of Change 3, which will help provide updated ICAO formatting for certain domestic NOTAMs (ICAO Phase 1). ICAO-formatted NOTAMs will be provided as an additional set of information for only those NOTAMs created in the digital AIXM format. This will help familiarize NOTAM consumers with the ICAO format in advance of the agency's planned implementation of the full ICAO format for all NOTAMs in 2024.

#### **Activity: Publish Change 2 of the 7930.2S NOTAM Policy Order**

Provide a fully coordinated report with necessary signatures and all comments adjudicated, in order to publish Change 2 of the current 7930.2S NOTAM Policy Order.

### **Target: Provide Change 2 Report of the 7930.2S NOTAM Policy Order**

Aeronautical Information Services (AJV-A) will provide a fully coordinated report with necessary signatures and all comments adjudicated. This report will also be cleared by FAA legal. This publication lays the foundation for FAA's transition to ICAO in 2024. Planned publication date of December 31, 2021.

### **Target: Publish Change 2 of the 7930.2S NOTAM Policy Order**

Policy (AJV-P) will publish Change 2 of the current 7930.2S NOTAM Policy Order. “Notices to Airmen” will change to “Notices to Air Missions”, updates to the PERM NOTAM Process, and FICON Reporting.

### **Activity: Initiation of the Publication Process for Change 3 of the 7930.2S NOTAM Policy Order**

AJV-A to conduct internal, initial review of the DCP for Change 3 with all affected Lines of Businesses (LOBs) in preparation of submission of the final document to AJV-P and the Formal 45-Day Review process. This publication bridges the gap for FAA’s transition to ICAO in 2024. It will focus on items such as further alignment of FICON NOTAMs to the future ICAO shift, and place certain restrictions on Airspace PERM NOTAMs to conform to ICAO Standards, reducing the overall number of PERM NOTAMS.

### **Target: AJV-A to Conduct Initial Review of the Document Control Process (DCP) that outlines all amendments to Change 3 of the 7930.2S NOTAM Policy Order.**

AJV-A to conduct internal, initial review of the DCP for Change 3 with all affected Lines of Businesses (LOBs) in preparation of submission of the final document to AJV-P and the Formal 45-Day Review process. This publication bridges the gap for FAA’s transition to ICAO in 2024. . It will focus on items such as further alignment of FICON NOTAMs to the future ICAO shift, and place certain restrictions on Airspace PERM NOTAMs to conform to ICAO Standards, reducing the overall number of PERM NOTAMS.

### **Initiative: I1 Establish and Expand Voluntary Safety Programs (SP)**

Enhance FAA regulatory oversight with a shared understanding of application of tools, processes, and best practices of SMS-compliant organizations with a culture of trust, self-correction, and information sharing. Continue to increase awareness of the autonomy provided by voluntary adoption of a safety-first mindset and extend safety data reporting and analysis principles to new entrants and expanded communities.

### **Activity: A2 Explore Methods and Areas to Expand VSP**

Expand VSPs into other areas (e.g., other approval and certificated areas; other non-certificated areas; other information types). Multi-year activity.

### **Target: Develop Strategy to Establish a Dedicated Program Office that Supports Voluntary Safety Programs**

Begin development of requirements, strategy, and implementation plan for establishing a dedicated office that supports Voluntary Safety Programs. Identified as the primary recommendation from the FY21 analysis of opportunities and feasibility for expansion. This office will be the foundation for future expansion opportunities.

### **Target: Begin to Implement Strategy for Guidance Development and Revisions**

Begin implementing strategy for guidance development and revisions as needed and dependent upon adopted expansion recommendations.

### **Activity: A3 Safety Culture Supporting VSPs**

Embrace cultural attributes to overcome challenges for AVS and product / service providers to effectively take advantage of expanded set of voluntary information sharing. Multi-year activity.

#### **Target: Begin to Incorporate Positive Safety Culture Attributes**

Begin to incorporate positive safety culture attributes as needed in guidance, training, and safety promotion materials.

### **Activity: A4 Measure Intended Benefits of Voluntary Safety Programs**

Measure the intended benefits of voluntary safety programs to include expansion opportunities developed from FY21 efforts.

#### **Target: Identify key persons/groups responsible for measuring and using VSP metric data**

Identify the responders, collectors, analysts, and consumers of the metric data.

#### **Target: Develop metric collection tools and strategy**

Develop the tools and implementation strategy for collecting metric data.

#### **Target: Collect data and establish baseline data**

Collect metric data and establish baseline data.

### **Initiative: I11 Create a Strategy for Reinforcing Expected Behaviors (SP)**

AVS develops a strategy that aligns organizational needs with expected behaviors to achieve operational success. To help shift the organization towards the desired behaviors, collaborate with leadership, conduct effective performance management, and promote the behaviors across AVS at all levels.

#### **Activity: A1 Develop an AVS-wide Holistic Awards and Recognition Program Concept Proposal**

Develop proposal for a program concept that includes the mission, vision, high level objectives, transfer of ownership, and roles and responsibilities of impacted groups.

#### **Target: Initial Program Design**

Leverage FY21 gap analysis and coordinate with developers of AQS tool/dashboard to construct initial design of program architecture.

#### **Target: Obtain Approval for Program Proposal at Appropriate Executive Sponsorship Level**

Submit proposal to appropriate level of sponsorship.

#### **Activity: A2 Measuring Effectiveness of Using Mechanisms to Implement the AVS Enterprise Concept and Associated Positive Expected Behaviors (Establish Baseline)**

Establish method(s) for how AVS measures the awareness and utilization of reinforcement and encouragement mechanism.

**Target: Present Data Collection Concept**

Coordinate data collection with dashboard developers to present the concept for data collection and input.

**Target: Develop Data Collection Concept**

Develop and test the dashboard tool and submit to stakeholders for review and comments.

**Target: Implement Data Collection Concept**

Implement the dashboard tool and communicate with impacted groups.

**Initiative: Alaska Safety Initiative**

Reduce the fatal and serious accident rate in the State of Alaska with emphasis on Part 135 air carrier accidents.

**Activity: Develop a Roadmap to Enhance Aviation Safety in Alaska**

Develop a roadmap to enhance aviation safety in Alaska based on the recommendations in the FAASI report. Establish a communication procedure between external stakeholders and FAA utilizing the Office of the Regional Administrator, Alaskan Region, as the focal and first point of entry.

**Target: Establish a Cross-organization Tiger-team**

Establish a cross-organization tiger-team to develop a roadmap to enhance aviation safety in Alaska based on the recommendations in the FAASI report focusing on and balancing greatest impact to aviation safety and ability to quickly integrate in the national airspace system.

**Target: Roadmap Development**

Tiger team will develop a roadmap to address the recommendations in the FAASI Final Report focusing on balancing greatest impact to aviation safety and ability to quickly integrate in the NAS.

**Target: Present Roadmap to External Stakeholders**

Roadmap will be presented to the external stakeholders and tiger team engages stakeholders to receive feedback on roadmap.

**Target: Incorporate Feedback into FAASI Progress Report**

Tiger team will incorporate stakeholder feedback into a FAASI progress report released to the stakeholders.

**Activity: Facilitate the Development of Weather Sources**

Facilitate the development of weather sources for use in aviation decision making, enhancing VFR operations and improving access to instrument approaches, resulting in improved aviation safety.

### **Target: Increase the Availability of Automated Weather Reporting Systems (AWOS)**

Increase the number of FAA-owned automated weather observing system (AWOS) available to aviators by eight from 107 to 115 as authorized by section 147 of the 2018 reauthorization act.

### **Initiative: Enhance Commercial Space Transportation Safety Culture**

Develop and execute activities to increase the safety culture within the Office of Commercial Space Transportation and the Commercial Space Transportation Industry.

#### **Activity: Commercial Space Transportation Safety Management System (SMS)**

Promote a culture of safety and safety reporting within the Commercial Space Transportation enterprise

#### **Target: Update the SMS for the Office of Commercial Space Transportation**

Publish an updated AST SMS and deliver training for AST personnel in public risk management and safety analyses.

#### **Target: Document Requirements for a Voluntary Reporting Safety System for Commercial Space Transportation Industry.**

Working with COMSTAC and other stakeholders, develop a proposal for a Voluntary Reporting Safety System for industry.

### **Initiative: I10 Create Intentional Strategies to Effect Culture Change (SP)**

AVS becomes intentionally agile, learning organization that expects and embraces change and achieves its mission by responding to change with efficiency, innovation, and accountability. AVS leverages key strategies including: promoting employee engagement, articulating organizational intent, aligning activities with FAA strategies, measuring work effectiveness, collaborating effectively, thinking critically, and managing expectations.

#### **Activity: A1 Establish Methodology for an Annual Culture Assessment**

Evaluate currently available culture assessments for viability and applicability to AVS.

#### **Target: Methodology Evaluation**

Evaluate at least 3 existing organizational assessment tools for feasibility and applicability to AVS culture.

#### **Target: Methodology Selection**

Choose one culture assessment methodology for use on an annual basis.

#### **Activity: A2 Conduct Activities**

Conduct activities across AVS to baseline current culture and the desired ideal culture.

#### **Target: Baseline Assessment**

Conduct activities to baseline current and ideal AVS culture.

### **Target: Analysis of Baseline Assessment**

Conduct analysis of data and develop a report of current state, gaps, strengths, and recommended activities to enhance AVS culture.

### **Initiative: Expand Safety Management in Industry**

Expand Safety Management in Industry

#### **Activity: Expand industry participation in voluntary SMS program by accomplishing target of industry outreach**

Expand industry participation in voluntary SMS program by accomplishing target of industry outreach

#### **Target: Conduct outreach to 18 companies**

Conduct outreach to 18 companies encouraging participation in the voluntary SMS program.

## **Enable Emerging Entrants**

Develop a comprehensive strategy to enable the safe, timely integration of emerging entrants into the NAS to keep pace with advancing technologies and developments, while maintaining a safe and secure aerospace system that serves as a world model.

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### **Initiative: Develop a Comprehensive Strategy to Safely Enable Emerging Entrants**

Develop a Comprehensive Strategy to Safely Enable Emerging Entrants.

#### **Activity: (Enterprise): Establish a repeatable enterprise-level process to integrate emerging entrants into the NAS**

Establish a repeatable enterprise-level process to integrate emerging entrants into the NAS.

#### **Target: Emerging Entrants Team**

Establish a cross LOB/SO team that will be the entry point for entrants/applicants, determining structure, organizational placement and initial staffing. Obtain leadership endorsement.

#### **Target: Emerging Entrants Process**

Create a standardized process for applicants that provides process flow and responsible parties.

#### **Activity: (Enterprise): Establish Emerging Entrant priorities.**

Ensure agency resources are optimized and support prioritization of emerging entrants.

#### **Target: Flexible Agency Prioritization Strategy**

Develop a framework for a flexible agency prioritization strategy for emerging entrants to routinely evaluate the prioritization of new entrants and make adjustments as needed.

**Activity: (Regulatory): Create a centralized data repository to support regulatory decision-making.**

Identify or create a centralized repository or source of information to collect and share information useful for determining, measuring, or meeting emerging entrant regulatory needs.

**Target: Identify Existing Data Sources and Repositories.**

Collaborate with FAA organizations, groups, or Flight Plan 21 Initiatives to identify existing data sources and repositories and produce a list of all such sources and repositories.

**Target: Evaluate Standards and Amend Application Template as Appropriate.**

Determine whether industry standards and international information exist, consider such standards and information when making decisions concerning both the merits of particular rulemaking projects as well as the prioritization of projects; and incorporate consideration of international or industry standards and harmonization in rulemaking project application process by amending application template as appropriate.

**Activity: Enhance communication among decision-makers in FAA with regard to existing or upcoming rulemaking projects concerning emerging entrants.**

Establish processes and communication forums or vehicles that support and inform timely prioritization and proactive decision-making concerning emerging entrant rulemaking.

**Target: Evaluate Current Processes, Forums, and Criteria.**

Evaluate current processes, communication forums, and criteria for the FAA's prioritization of existing or proposed rulemaking efforts and develop a process that allows for annual review of FAA priorities.

**Target: Hold Internal FAA Meetings and Forums.**

Establish (or reestablish) internal FAA meetings and forums such as the Strategic Rulemaking Planning Activity (SRPA) specifically designed to share regulatory information, including the regulatory needs or concerns related to emerging entrants, to inform each relevant office or organization of potential rulemaking projects and discuss new ideas for modernizing existing rules.

**Activity: (Regulatory): Streamline the rulemaking process**

Determine ways to streamline the rulemaking process while ensuring compliance with the Administrative Procedure Act and applicable Department of Transportation orders.



**Target: Conduct a Rulemaking Process Assessment.**

Conduct an analysis or assessment of the efficiency and timeliness of the current FAA rulemaking process, including identifying (a) the availability and appropriateness of alternatives to the components of the existing rulemaking process or (b) improvements that potentially could reduce the amount of time associated with the existing rulemaking process.

**Activity: (Regulatory): Improve decision making processes for waivers, exemptions, and authorizations**

Determine ways to review applications, make determinations, and communicate requirements and decisions to stakeholders in an efficient manner related to waivers, exemptions and authorizations.

**Target: Evaluate Decision-Making Processes for Issuing Relief.**

Evaluate current methods of processing waivers, exemptions, authorizations and propose recommendations for improved timeliness of decision-making.

**Activity: Effectively communicate the environmental review and National Environmental Policy Act (NEPA) compliance process for new entrants to external audiences and across FAA Lines of Business/Staff Offices (LOB/SO).**

Educate both stakeholders and LOB/SOs on the FAA's environmental compliance process and requirements. The goal is to explain NEPA compliance, identify timing of environmental review in overall application process; highlight information gaps and identify information needs.

**Target: Develop NEPA materials.**

Develop a presentation or white paper to explain the NEPA process and familiarize new entrants with the FAA's environmental compliance process and requirements.

**Activity: (UAS): UAS Strategic Implementation Plan**

Develop an Unmanned Aircraft Systems (UAS) Strategic Implementation Plan (SIP).

**Target: Publish the UAS strategic implementation plan.**

Publish the UAS strategic implementation plan.

**Activity: (UAS): Enable Beyond Visual Line of Sight (BVLOS) operations**

Provide useful data analysis that supports UAS integration efforts to FAA stakeholders.

**Target: Conduct Focus Groups.**

Conduct at least one focus group session with each of the following stakeholder groups to obtain feedback on the existing data visualizations: BEYOND/PSP team, AUS-300, AUS-400, FS, AIR, ATO, BEYOND Lead Participants.

**Target: Update or add Data Visualizations.**

Update existing data visualizations and add new data visualizations based on feedback from focus group sessions.

**Target: Provide a Beyond/PSP Report.**

Provide first annual BEYOND/PSP data analysis report that includes safety analysis, performance of detect and avoid (DAA) technologies, and achievements of program participants.

**Activity: (Commercial space/airspace): Identify data needed for launch and reentry operations**

Research proponent data to determine shortfalls or impacts to NAS operations and procedures to acquire data.

**Target: Conduct a Gap Analysis**

Conduct gap analysis on the data provided by the proponents to determine shortfalls impacting Commercial Space operations in the NAS and support efforts to gather launch and reentry data including mission planning.

**Initiative: Safe Integration of Unmanned Aircraft Systems (UAS) Operations**

Continue to lead and/or support the development and deployment of innovative practices and technologies that improve the safety and performance of UAS in and around the nation's airports, provided that COVID does not impact this activity.

**Activity: Test and evaluation efforts of UAS detection and mitigation technologies**

ARP will test and evaluate UAS detection and mitigation technologies required under Section 383 of the 2018 FAA Reauthorization to support the development of a plan for establishing standards, provided that COVID does not impact this activity.

**Target: Test and evaluation efforts of UAS detection and mitigation technologies**

ARP will test and evaluate at least 5 UAS detection and mitigation technologies as required under Section 383 of the 2018 FAA Reauthorization, provided that COVID does not impact this activity.

**Activity: UAS Utilization**

Based on the UAS airport applications research effort, develop draft information for airport sponsors to use when utilizing UAS to conduct applications in and around the airport environment, provided that COVID does not impact this activity.

**Target: Evaluation of small Unmanned Aircraft Systems (sUAS) Sensors for Pavement Inspections**

Prepare a draft final report that summarizes sUAS pavement inspection research.

**Target: Obstruction Analysis Testing and Evaluation**

Prepare a draft final report that summarizes sUAS obstruction analysis research.

**Initiative: Develop a Comprehensive Strategy to Safely Enable Emerging Entrants**

Develop a Comprehensive Strategy to Safely Enable Emerging Entrants

**Activity: Effectively communicate the environmental review and National Environmental Policy Act (NEPA) compliance process for new entrants to external audiences and across FAA Lines of Business.**

Educate both stakeholders and LOBs on the FAA's environmental compliance process and requirements. The goal is to explain NEPA compliance, identify timing of environmental review in overall application process; highlight information gaps and identify information needs.

**Target: Communicate NEPA Process and Requirements**

Use NEPA materials to explain the NEPA process and familiarize new entrants with the FAA's environmental compliance process and requirements.

**Initiative: Space Integration**

Examine characteristics of space vehicle operations and determine whether changes are needed to airspace.

**Activity: Engineering and Concept Analysis for the NAS Space Integration Capability Enhancement**

Identify preliminary shortfall for consideration under the next set of automation enhancements.

**Target: Space L/R ATO Activities Traceability Matrix**

Conduct traceability analysis between current ATO efforts and updated Space L/R gap analysis to identify remaining gap

**Target: Concept and requirements definition readiness for NAS Space Integration Capabilities Enhancement 1(NSIC E1)**

Conduct prioritization (operational and technical) of identified shortfalls to define NSIC-E1 program scope in support of March 2023 IARD

**Activity: ATO NITRO Corporate Plan**

Define space data sharing needs and maintain alignment of ATO plans.

**Target: Requirements for Sharing of Space Data**

Define the Space Data framework and identify chain of decisions and information flow.

**Target: Update the Space Integration Roadmap**

Publish annual update to the NAS Integration of Transiting Operations (NITRO) Roadmap

**Target: Creating a Space Integration Roadmap Dashboard**

Create a dashboard that enables users to tailor the information to their individual needs.

**Activity: Acceptable Level of Risk (ALR) concept in the Oceanic environment**

Provide Acceptable Level of Risk (ALR) standards and procedures support.

**Target: Acceptable Level of Risk (ALR) Oceanic**

Support development of Acceptable Level of Risk (ALR) oceanic procedures where needed as ALR concept matures and evolves.

**Activity: Acceptable Level of Risk (ALR) Contingency Procedures**

Provide Acceptable Level of Risk (ALR) standards and procedures support.

**Target: Acceptable Level of Risk (ALR) Contingency Procedures**

Support development of Acceptable Level of Risk (ALR) contingency procedures where needed as ALR concept matures and evolves.

**Initiative: ATO UAS Services Plan Priority 2 – Enable UAS Operations At or Near Airports**

Commercial UAS applications continue to create new opportunities and add significant value to airport operations. Airports will benefit greatly from current UAS use in perimeter security, facility surveying and inspection, and emergency response support. The FAA work under this priority establishes first the national policy and changes for how ATM will make informed decisions for UAS operations on movement and non-movement areas for both Part 107 and Part 91 operations. Further, under this focus area, ATO will also be determining how to utilize commercial UAS services to perform core missions. The ATO is looking to operationalize the use of commercial UAS services in the airport environment for certain functions like technical operations maintenance and infrastructure inspection. ATO will develop required processes and procedures for agency-wide use of commercial UAS vendors for flight inspections and facility maintenance inspections/surveillance of FAA towers, radars, buildings, and other assets, leveraging the development of the national on-airports policy.

**Activity: Develop concepts and use case scenarios for UAS services support in emergency and security response activities**

Develop concept and conduct use cases for airport inspection-related activities with UAS. Identify required air traffic management systems/services and capabilities, describe system/service functions, define high-level functional requirements, and assess implementation options.

**Target: Develop concepts and use case scenarios for UAS services support in emergency and security response activities**

Define AJW draft requirements and procedures for use of contracted UAS services to support a) infrastructure inspection functions; and b) BVLOS emergency response activities

### **Activity: Operationalize UAS Services to Support ILS, VOR, & VGSI Calibration & Troubleshooting**

Conduct research, development, testing and evaluation (RDT&E) to determine the feasibility and suitability of using commercial UAS to evaluate airport lights and VGSI.

#### **Target: Airport Lights and VGSI Evaluation**

Deliver a status report and recommendations on the feasibility and suitability of using commercial UAS to evaluate airport lights and VGSI to the Vice President of Flight Program Operations.

### **Activity: Operationalize UAS Services to Support Limited Flight Inspection Functions**

Conduct research activities to support the use of UAS for evaluations of signals in space.

#### **Target: Limited Flight Inspection Functions**

Present interim research findings to the Vice President of Flight Program Operations on the feasibility of using UAS to achieve limited flight inspection functions for miniaturization and accuracy of navigation receivers.

#### **Target: Airborne Measurements**

Present a written interim progress report on the achievement of receiver accuracy levels required for airborne measurement to the Vice President of Flight Program Operations.

#### **Target: Market Analysis**

Deliver a draft market analysis to the Vice President of Flight Program Operations detailing the availability and maturity of commercially available UAS to measure signals in space.

### **Initiative: Identify New Opportunities to Address Emerging Threats**

Identify new opportunities and activities to address emerging threats to aviation security.

### **Activity: Promote UAS compliance through enforcement**

Develop new strategies, processes, and resources to address the rapidly growing UAS enforcement investigation and law enforcement assistance workloads.

#### **Target: Expand UAS Reporting**

Continue development of reporting tools, in coordination with security partners and other LOB and SOs, utilizing available UAS detection or identification technologies to support regulatory compliance, identification of violations, and to enable educational outreach and/or investigations associated with potential enforcement cases. Continue development of a refined functional mechanism for the public and Federal, State, Local, Territory and Tribal (F/S/L/T/T) elements to report UAS operations suspected of violating applicable Federal laws and regulations.

#### **Target: Enhance UAS Enforcement Data**

Develop a UAS enforcement reporting dashboard tool utilizing available FSDO referral decisions. Information provided through database used to inform/address Congressional and Federal security

### **Activity: Strengthen the Safe Integration of Dangerous Goods into UAS Operations.**

Advance the integration for the safe carriage of dangerous goods in UAS operations and aircraft design through research and certification.

#### **Target: Evaluate the safety performance of existing dangerous goods packaging in a UAS environment.**

Identify the research necessary to evaluate the safety performance of existing dangerous goods packaging in a UAS environment. Develop a research plan that covers UAS operational conditions specific to the carriage of dangerous goods and the corresponding hazards, safety performance of existing packaging, and appropriate risk mitigations.

#### **Target: Certification basis for the integration of dangerous goods in unmanned aircraft.**

Develop recommendations for a certification basis that provides criteria for the integration of dangerous goods into the design of unmanned aircraft.

### **Activity: UAS Digital Investigations**

The ability to provide the preservation, collection, processing, review, and report of digital information acquired from UASs. To become the primary option for customers seeking reliable, timely, and thorough service in-pursuit of maintaining a safe National Airspace System (NAS). Provide comprehensive UAS digital investigation data supporting FAA regulatory investigations by enhancing regulatory investigations with detail not readily available during the course of traditional investigatory methods. By providing UAS digital investigative support, in the form of technical assistance, to criminal justice agencies pursuing criminal action, to strengthen the fabric protecting the NAS and reinforcing the FAA commitment to support those who prioritize the safety of the flying public. AXI will develop a UAS Digital Investigations program that services regulatory (primary customer) and criminal investigations (secondary customer).

#### **Target: UAS Digital Investigations**

Develop and implement a plan for a sustainable UAS digital investigations program, becoming the primary option for customers seeking reliable, timely, and thorough UAS digital investigation services.

### **Initiative: Integrate New Entrants**

Safely and efficiently, integrate new types of operations, such as UAS and Commercial space operations, into the NAS and enable the benefits these operations will provide.

### **Activity: Lead Safety Assessment of Non-Legacy Captive Carry Launch/Reentry Operations**

Use Safety Management System (SMS) processes to review and provide assessments of launch/reentry operations, standards, and procedures. Non-Legacy captive carry operations include captive carry operations that may operate outside Special Use Airspace (SUA) (i.e. through Class A) during the mission.

#### **Target: SRMP for MVP Build 2**

Conduct SRM activities as needed for MVP Build 2



## **Initiative: Design an Approach for Identifying Emerging Threats**

Design a specific approach for identifying emerging threats to the NAS in advance of their widespread prevalence, assessing their potential impact, and coordinating responses as they arise.

### **Activity: Advance National UAS security and support optimization of the agency's regulatory framework to preserve the safety, efficiency, and public access to the NAS.**

Provide leadership on UAS security issues and support optimization of the Agency's regulatory framework to further safety and security while enabling efficiency and effectiveness and supporting new capabilities in the NAS and for operations overseas.

#### **Target: Support the safe and secure integration of Unmanned Aircraft Systems (UAS) into the National Airspace System**

Establish the Agency's vision and provide guidance on UAS security matters to promote the safe and secure integration of UAS into the aviation ecosystem. Function as the primary internal and external UAS security interface with stakeholders.

#### **Target: Create Internal UAS Security Guidance**

Draft UAS security internal FAA Order or other documentation to identify and clarify Agency UAS security roles and responsibilities associated with UAS integration into the NAS.

### **Activity: UAS Security Research**

Create UAS security research agenda through the identification of existing and potential security gaps, technology innovations, as well as operational and system needs to support the safe and secure advancement of UAS, AAM and UAM integration into the US Transportation System network. Support testing and evaluation of UAS detection and mitigation technologies through a robust and forward-looking UAS security research plan to make data based decisions for UAS Security.

#### **Target: Establish UAS Security Research Program**

Develop initial, internal UAS gap analysis document to identify security concerns, potential impacts of technical innovations, and operational/mission needs to assist in development of a robust research program to advance UAS, AAM and UAM security needs.

#### **Target: Testing and Evaluation**

Assess existing Counter-UAS (C-UAS) detection and mitigation technologies, analyze mission performance, and coordinate with and through other LOBs/SOs, airport sponsors, federal security partners, and industry to mitigate potential threats to and from UAS utilizing various testing and research activities. Begin testing of at least three (3) C-UAS detection or mitigation modalities at Atlantic City International (ACY) and at one other 383 program airport.

#### **Target: Collaborative Research Effort**

Develop collaborative research and policy initiatives with national and international security organizations and UAS stakeholders to address global UAS, AAM and UAM UTM security concerns and procedures – Phase 1.



**Activity: Promote unmanned aircraft systems (UAS) compliance through safety oversight and enforcement.**

Establish a pilot program utilizing available UAS detection or identification technologies for safety oversight to support regulatory compliance through identification of violations to enable educational outreach and/or investigations for potential enforcement cases. This will develop a refined functional mechanism for the public as well as Federal, State, Local, Territory and Tribal (F/S/L/T/T) elements to report suspected operations of UAS violating applicable Federal laws and regulations.

**Target: Advance national UAS security by anticipating and addressing stakeholder concerns and requirements.**

Work with stakeholders to identify UAS security concerns and requirements. Provide input and guidance on proposed UAS and AAM rulemaking, guidance, policies, and plans to support the safe and secure integration of UAS into the NAS and the security of people and property on the ground.

**Target: Support rulemaking and FSLTT coordination.**

Coordinate with federal security partners, SLTT law enforcement, and other LOB and SOs on airspace and surface-related UAS security efforts and requests, and continue to support Section 2209 and Remote Identification rulemaking and implementation efforts.

**Target: Support UAS public safety operations**

Identify, promote, and propose regulatory and policy initiatives across the USG to mitigate and prevent UAS-related hazards during public safety operations. Advocate for changes to regulatory restrictions and provide operating guidance to public safety entities to allow the safe and secure use of UAS, and conduct regular outreach and education in coordination with LEAP and AUS.

**Target: Support the development of UAS security-related outreach efforts including responses to Congress.**

Support the development of UAS security-related responses to address various Congressional requests, including Reports to Congress, legislative Technical Assists (TAs), and Congressional Hearings. As requested, provide outreach and education to executive and legislative government personnel as well as other federal and state governmental stakeholders.

**Activity: Evaluate and evolve existing regulations related to dangerous goods in a UAS environment.**

Continue to build the infrastructure to ensure that safety systems are in place for the carriage of dangerous goods by UAS. Expand FAA's capacity to conduct safety oversight, analyze data, identify emerging risks, and refine safety systems and automation to better identify dangerous goods hazards for mitigation.

**Target: Advance the Safe Integration of UAS through Regulatory Reform.**

Recommend regulatory changes to support the safe integration and oversight of UAS package delivery operations, including the air transport of dangerous goods cargo by UAS. Recommendations will also address the transportation of unmanned aircraft as cargo onboard manned and unmanned aircraft when dangerous goods are incorporated into the design of the unmanned aircraft (e.g., lithium battery power source, parachute systems).

**Target: Establish a UAS program within AXH to focus program resources on safety promotion, safety design, and safety oversight of UAS operations.**

In anticipation of growing market for UAS cargo operations, and advanced air mobility vehicles, AXH needs to be prepared to seamlessly integrate these new operations where dangerous goods are included. AXH will identify automation needs and a process for conducting surveillance that promotes compliance with regulations governing the safe transportation of dangerous goods and proactive hazard identification.

**Activity: Expand safety data collection to include dangerous goods incident data, such as those related to lithium batteries.**

Lithium battery incident reporting is limited, yet, it is understood among airline and air cargo operators, that these incidents pose an emerging threat to aviation safety. Some part 121 carriers have voluntarily started to report lithium battery incidents in order to conduct trend analysis. This critical data is an essential piece to understanding the overall risks to aviation safety.

**Target: Incorporate lithium battery incident data from part 121 operators into FAA safety collection tools/Enterprise Information Management systems.**

Work with FAA AVS Office of Accident Investigation and Prevention to develop plan for lithium battery incident data inclusion into FAA's safety data analysis for monitoring and identifying safety trends.

**Target: Incorporate lithium battery incident data from part 121 operators into FAA safety collection tools/Enterprise Information Management systems.**

Work with FAA ASH Office of Hazardous Materials Safety to develop plan for lithium battery incident data inclusion into FAA's safety data analysis for monitoring and identifying safety trends.

**Activity: The AXH workforce is establishing greater influence with stakeholders, incorporating system-level thinking, and accounting for new entrants**

Success ensures AXH can maintain working across multiple disciplines to reduce safety risks to aircraft cargo through research, data, communication, and safety promotion.

**Target: Growing the AXH workforce to meet industry technological advancements.**

As resources allow, create additional positions for UAS and safety risk analysts to shift/allocate resources within AXH-100 and -300. Expand PHI oversight into Part 129, 135, and 145 CHs and reduce the CH-to-PHI ratio.

**Target: Work with inspectors to invest in shared knowledge.**

Conduct quarterly PHI Meetings; quarterly Newsletter; SAS resource guide; OJT check-ins; Overhaul/modernize AXH Training Program.

## **Initiative: Advancing Beyond Visual Line of Sight (BVLOS) UAS Operations**

The FAA will enable the safe and secure integration of Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS).

### **Activity: Advancing Beyond Visual Line of Sight (BVLOS) UAS Operations**

Lead efforts towards enabling beyond visual line of sight operations.

#### **Target: Enabling BVLOS Operations**

Develop an Application for Rulemaking for Rulemaking Management Council (RMC) concurrence within four months of receipt of the UAS BEYOND Visual Line of Sight (BVLOS) Aviation Rulemaking Committee report. The Application for Rulemaking will outline the expected schedule for transmittal of the Notice of Proposed Rulemaking to the Department of Transportation in Fiscal Year 2023.

### **Activity: Beyond Visual Line of Sight (BVLOS) UAS Policymaking**

Engage with the public regarding BVLOS UAS policymaking.

#### **Target: Public Meetings on Beyond Visual Line of Sight (BVLOS)**

Host two public meetings to socialize the recommendations from the BVLOS Aviation Rulemaking Committee.

### **Initiative: FAA UAS Engine Ingestion Test Preparation**

Conduct research on UAS engine impact to understand how the inclusion of UAS into the NAS may pose potential damage for mid-air collisions with manned aircraft.

### **Activity: FAA UAS Engine Ingestion Test Preparation**

Lead efforts related to the FAA UAS Engine Ingestion Test.

#### **Target: FAA UAS Engine Ingestion Test**

Validate and approve the Navy/Naval Air Warfare Center (NAWC) Test Plan for the FAA's UAS Engine Ingestion Test with FAA/Aircraft Certification (AIR) and FAA/NextGen (ANG).

### **Initiative: Enhance AVS program management by improving the integration of seamless and safe entry into service globally**

Enhance AVS program management by improving the integration of seamless and safe entry into service globally

### **Activity: Integrate Program Management in AVS**

Initiate prototyping of Integrated Program Management by accomplishing target.

#### **Target: Initiate 3 joint AIR/AFX prototype Integrated Program Management projects**

Initiate 3 joint AIR/AFX prototype Integrated Program Management projects using developed best practices by September 30, 2022.

## **Optimize Information to Reduce Risk**

Transform the agency's approach to assessing and managing system safety performance through enhanced access to data and analytics, inform risk-based decision making, improve existing safety metrics, and increase system safety awareness.

## **Initiative: Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk**

Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk.

### **Activity: Define an enterprise-level process utilizing data for determining and re-evaluating safety measures for a 21st century NAS.**

Define a transparent and repeatable process to determine enterprise-level safety measures using a holistic approach that considers potential risks and hazards not previously prioritized as contributing to safety.

#### **Target: Define Enterprise-Level Safety Measures.**

Define what constitutes an enterprise-level safety measure for a 21st century NAS.

#### **Target: Identify Mechanism for Nominating an Enterprise-Level Safety Measure.**

Identify the mechanism for stakeholders to nominate an enterprise-level safety measure.

#### **Target: Document Acceptance Criteria**

Document the acceptance criteria for an enterprise-level safety measure.

#### **Target: Determine Governance Framework for Approvals.**

Determine the governance framework to approve an enterprise-level safety measure.

### **Activity: Identify use cases for predictive analytics and supporting technologies to implement enterprise-level solutions with demonstrable value.**

Identify scalable use cases across the agency to implement higher quality solutions that deliver greater value to the FAA and interested parties. Additionally, coordinate the evaluation and acquisition of new technologies across multiple use cases to reduce the potential for disparate, high-cost solutions with limited shared-value for the FAA.

#### **Target: Compile a Catalog of Use Cases for Predictive Analytics**

Conduct outreach to FAA internal and external stakeholders to compile a catalog of high-value, cross-organizational use cases for predictive analytics.

#### **Target: Predictive Analytics Technological Capabilities**

Evaluate the capabilities and limitations of current and new predictive analytics technologies that will enable the development and implementation of predictive analytics solutions.

### **Target: Predictive Analytics Strategy**

Develop a strategy to prioritize and socialize predictive analytics solutions development and implementation with stakeholder input that embraces an innovative approach.

### **Activity: Enhance the knowledge, skills and abilities of the workforce to enable greater utilization of data and analytics.**

Establish a foundational basis of critical data and analytics concepts and diversify knowledge and skills to accommodate specialists and subject matter experts that can leverage data and predictive analytics to support business outcomes.

### **Target: Expand Data Dexterity (Literacy) Program**

Expand Data Dexterity (Literacy) program to further define data and analytics personas (roles and responsibilities) for employees to support future training and development.

### **Target: Enhance Data and Analytic Skills**

Identify skill requirements for various data and analytics personas, catalog existing training and create training roadmaps to fill the gaps.

### **Target: Enable Skills Utilization**

Streamline the process to provide technology resources to employees to enable utilization of skills learned post-training.

## **Initiative: Security Governance**

Ensure that security strategies align with business objectives, adhere to policies and internal controls, and are consistent with applicable laws and regulations.

### **Activity: Policy, Training & Customer Liaison**

Develop and update FAA IT Security policies and interpret policy and other regulatory requirements related to cybersecurity. Assist with developing standard operating procedures and policy, oversee annual Security and Privacy Awareness Training, Information Security System (ISS) key personnel role-based training, and other information security and privacy training as needed.

### **Target: FAA Order 1370.121B Tier 1**

Obtain the Administrator's signature on the Tier 1 FAA Cybersecurity and Privacy Policy Order 1370.121B.

### **Target: FAA Order 1370.121B Tiers 2 and 3**

Obtain signature from the FAA Chief Information Officer (CIO), FAA Chief Information Security Officer (CISO), and concurrence from Cybersecurity Steering Committee (CSC) members on the subordinate Tier 2 and Tier 3 FAA Cybersecurity and Privacy Policy Documents.

### **Initiative: Security Compliance**

Monitor and track vulnerabilities within the FAA's Federal Information Security Management Act (FISMA) reportable systems, monitor and track Plan of Action & Milestones (POA&Ms), manage vulnerability mitigation and remediation, and coordinate the scheduling and remediation of vulnerabilities for all FISMA reportable systems.

#### **Activity: Vulnerability Management Processes**

Manage vulnerability mitigation and remediation as identified by the FAA's Data Loss Prevention (DLP) service security assessments, vulnerability scans and incident events, and all Department of Homeland Security (DHS) Cyber Hygiene scanning vulnerabilities.

#### **Target: Remediate 90% of Critical and High Vulnerabilities**

To comply with Department of Homeland Security (DHS) Binding Operational Directive (BOD) 19-02, remediate 90% of critical and high vulnerabilities detected on internet accessible systems or complete the required remediation plan with the concurrence of the Cybersecurity Steering Committee (CSC).

### **Initiative: Surface Safety Risk Reduction**

AJI will utilize the surface safety metric to: Establish consensus among Runway Safety stakeholders on a policy to assess and quantify the risk in runway safety events. Address precursors, as well as latent risks by proactively providing event trend summaries and best practices to the field.

#### **Activity: Runway Safety Action Teams (RSAT)**

Enhance NAS Safety by expanding RSAT participation, and conducting special focus RSATs

#### **Target: Expand RSAT Participation by using FFAST Teams to reduce surface events**

Conduct RSAT meetings by expanding the presence of FFAST Team participation to improve pilot participation during RSATs and reduce runway incursions at those airports

#### **Target: Reduce the Risk of Surface Events by Implementing Improvements and Mitigations**

Conduct 9 Special Focus RSAT meetings at airports with elevated rates of wrong surface and runway incursions, monitor the effectiveness of the RSAT by tracking Runway Incursion rates and wrong surface operations, and develop best practices and propose mitigations to help reduce the rate at specified airports, and conduct 3 regional RSATs, one per Service Area.

#### **Activity: Runway Safety DOT Enterprise Risk Management (ERM)**

The FAA runway safety strategy includes training, education, and awareness initiatives via structured programs, refresher courses, printed materials, electronic materials, trade and industry journal articles to maintain runway safety as a top-of-mind priority for pilots, air traffic controllers, and airport personnel. Proper airport geometry design and technological initiatives also offer tremendous promise for the improvement of runway safety and include such devices as runway status lights and cockpit moving map displays. Finally, enhancements to air traffic procedures, phraseology and systems provide controllers with better tools to keep aircraft safely separated on runways and taxiways.



**Target: "Planned" Risk Response for Runway Safety DOT/ERM**

The Runway Safety Group will continue enhancement of the FAA's strategic activities, programs, and objectives associated with achieving the agency's runway safety goals through the ongoing development and implementation of the National Runway Safety Plan.

**Target: Reduce the Risk of Surface Events by Increasing Situational Awareness through Outreach and Education**

The Runway Safety Group, in collaboration with the Office of Communications will develop, distribute and promote through social media 30 "From the Flight Deck" series videos (combination of airport specific and single subject videos).

**Activity: AFS Support of Surface Safety Risk Reduction**

In collaboration with ATO, ARP, and labor partners work to minimize identified systemic runway safety issues and provide recommendations to the Runway Safety Council.

**Target: FAA Outreach and Communication**

Provide briefing materials to FAA outreach and communication offices for education to the aviation community on a minimum of four (4) potential focus topics gained from surface event data analysis.

**Target: Collaborate with Industry to Develop Strategies to Address Wrong Surface Event**

Support Collaboration with FAA Lines of Business (ATO, AVS, ARP) to develop strategies that will ensure information and data currently collected by FAA Airports and the Flight Standards Service is transmitted to the Runway Safety Group for surface event assessment of contributing factors and barrier performance.

**Activity: AJT-2 Support of Runway Safety Technology Program Management Integration.**

In FY22, AJT-2 will support AJI in integrating Program Management of Runway Safety technologies, to include: Speech Recognition and Memory Aid Research, and, activities associated with the prevention of runway incursions utilizing Runway Incursion Prevention Situational Awareness (RIPSA) activities.

**Target: AJT-2 Support of Runway Safety Technology Program Management Integration**

AJT SMEs will support NextGen's final technical requirements for solicitation and acquisition of "right-site-right-size" technologies, by providing input on the best system to deploy for Runway Incursion Prevention through Situational Awareness (RIPSA).

**Target: AJT-2 Support of Runway Safety Technology Program Management Integration**

AJT SME will support NextGen's Final Program Plan for "right-site-right-size" by assisting in the development of the Runway Incursion Prevention through Situational Awareness (RIPSA) implementation Plan.



### **Activity: ANG Support of Runway Safety Office (AJI) Initiative of Surface Safety Risk Reduction**

The Runway Incursion Reduction Program's (RIRP) objective is to continually discover, research, implement, maintain and innovate technologies that will detect the incorrect presence of an object in the Runway Safety Area and deliver a directive cue to the individual who can take corrective action.

#### **Target: Initiate Installation of a Runway Incursion Prevention through Situational Awareness (RIPSA) Technology**

Runway Incursion Reduction Program (RIRP) will initiate installation of a Runway Incursion Prevention through Situational Awareness (RIPSA) technology at one identified candidate test site.

#### **Target: Lab Demonstration and Testing of Simultaneous use of Surface Taxi Conformance Monitoring (STCM)**

Runway Incursion Reduction Program (RIRP) will conduct lab demonstration and testing of simultaneous use of Surface Taxi Conformance Monitoring (STCM) tower and flight deck prototypes.

#### **Target: Runway Incursion Reduction Program (RIRP) Programmatic Support**

Runway Incursion Reduction Program (RIRP) will deliver programmatic support to AJI as required for the Surface Safety Group (SSG), Data Analysis Team (DAT), and Surface Safety Initiatives Team (SSIT).

### **Activity: ARP Support of the Runway Safety Technology Program**

Assist AJI in integrating Program Management of Runway Safety technologies that are in various Lines of Business from concept development, research and acquisition, to in-service certification, through participation in the SSG, provided that COVID does not impact this activity.

#### **Target: ARP Support of Runway Safety Technology Program**

Assist AJI in integrating Program Management of Runway Safety technologies that are in various Lines of Business from concept development, research and acquisition, to in-service certification, through participation in the SSG.

### **Initiative: Establish Requirements and Governance for Data Sharing Across the Enterprise**

Safety data sharing across the FAA enterprise is expanded through effective governance, including increased awareness of available safety data sources. Knowledge management principles of transparency, trust, and stewardship are foundational to success.

#### **Activity: Identify and Document Current Safety Databases and Systems, Along With Corresponding Governance**

In collaboration with EIM, Flight Plan 21, and AVS Strategic Initiatives, engage the workforce to assist with identification of current safety databases and systems, and improve data viability, access, and the integration of safety data at the agency level. Analysis of safety data governance shall be ongoing as requirements for existing data sources are documented and as new data sources emerge.

### **Target: Data Governance ConOps Validation**

Validate the effectiveness of current Data Governance requirements and the Safety Data Concept of Operations (ConOps) through at least one Use Case that provides a proof of concept for standardizing data asset management in a common enterprise level repository. The documented Use Case will be captured as an artifact by June 30, 2022 and available as a reference to the Safety Community of Interest.

### **Target: Safety Data Governance and Standardization Playbooks**

Complete at least one standardization playbook by September 30, 2022 that expands data governance requirements and operationalizes areas of metadata, taxonomy, and ontology standards, as well as safety data cataloging.

### **Initiative: Cross LOB Safety Issues for SMS**

Submit as required, safety issues involving AST and additional lines of Business for consideration in the FAA Safety Issue Identification and Management Process

#### **Activity: Potential/Emerging safety Issues**

Submit potential/emerging safety issues involving both AST and one or more additional FAA Lines of Business (if any) to the SMS Committee for consideration in the FAA Safety Issue Identification and Management Process.

#### **Target: Submit potential/emerging safety issues**

Submit potential/emerging safety issues involving both AST and one or more additional FAA Lines of Business (if any) to the SMS Committee for consideration in the FAA Safety Issue Identification and Management Process.

### **Initiative: General Aviation Safety**

Evaluate General Aviation (GA) safety at airports within the United States, and its territories. Use this information to develop a risk-based approach for prioritizing recommendations, and/or providing additional safety oversight measures, provided that COVID does not impact this activity.

#### **Activity: Improve Runway Safety Areas at General Aviation Airports**

Based on the GA Runway Safety Areas (RSA) desktop analysis, include RSA Improvement projects for AIP eligible runways (priority is the primary runway, then other eligible secondary or crosswind runways) in the ACIP with planned runway projects, provided that COVID does not impact this activity.

#### **Target: GA Safety Reports**

Using the Draft ARP GA Airport Safety Strategic Plan, dated July 31, 2021, develop a draft "Implementation Addendum" format, with input from ARP HQs and field input.

### **Target: General Aviation Runway Safety Area (RSA) Improvement Program**

Regions and ADOs will add RSA data into the Runway Safety Area Inventory (RSAI) within the Airport Data and Information Portal (ADIP), evaluate alternatives (if any), and complete an RSA Determination either (1) before a construction project is planned to be federally funded (ACIP) for an eligible General Aviation (at a federally obligated NPIAS airport) runway or (2) before an Airport Layout Plan (ALP) is updated and approved at the ADO. Based on regional priorities, proposed RSA improvement projects as supported by the RSAD will be programmed into the Regional ACIP. Regions will provide the 3 year (FY22-24) ACIP plan to address proposed RSA improvements from the 10 percent reported and identified in FY21 BP or a plan to address the RSA improvements within 5 years.

### **Activity: Support ARP's General Aviation safety initiative**

Develop programs to improve the Quality of Inspections of General Aviation Airports by FAA Personnel and Airport Sponsors, provided that COVID does not impact this activity.

### **Target: General Aviation Airport Inspection Program**

ACO will work with AAS to develop policy guidance and recommendations for the compliance and safety inspection of General Aviation Airports.

### **Target: Airport Sponsor Guidance**

Develop Airport Inspection Program guidance and checklist template for General Aviation Airports for Airport Sponsors inclusion in FAA Order 5190.6.

## **Initiative: Data Visualization Analysis and Report System (DVARs)**

Data Visualization Analysis and Report System (DVARs)

### **Activity: Data Visualization Analysis and Report System (DVARs) Phase 2, M08.28-06**

Data Visualization Analysis and Report System (DVARs) Phase 2, M08.28-06

### **Target: Deliver final stakeholder demonstration of the Visualization, Analytics, and Dashboards for Efficiency Reporting (VADER) System Minimal Viable Product 1 (MVP1) product.**

Deliver final stakeholder demonstration of the Visualization, Analytics, and Dashboards for Efficiency Reporting (VADER) System Minimal Viable Product 1 (MVP1) product.

### **Target: Complete Visualization, Analytics, and Dashboards for Efficiency Reporting (VADER) Implementation Strategy & Planning Document (ISPD).**

Complete Visualization, Analytics, and Dashboards for Efficiency Reporting (VADER) Implementation Strategy & Planning Document (ISPD).

## **Initiative: Potential/Emerging Safety Concerns**

Improve the ability to identify and assess safety risks through advanced analytics.

### **Activity: LOx/Methane Studies**

Provide industry with resources necessary to conduct the research to determine the effects of LOx/Methane gas on the environment.

#### **Target: LOx/Methane Studies Contract**

Advance LOx/Methane Studies toward contract award

#### **Target: LOx/Methane results**

Execute and provide preliminary results from LOx/Methane Study

### **Initiative: Educate and Inform the Public**

Plan and execute proactive communications activities to provide agency stakeholder and the traveling public with accurate and timely information needed to operate in the NAS safely and to obtain aviation safety related information.

### **Activity: Earned Media Coverage**

Generate earned media through strategic media relations activities in support of FAA programs and initiatives.

#### **Target: Activity Target 1**

Execute a quarterly and monthly strategic planning process, to include a defined approach to developing and coordinating products associated with monthly activities, events and themes.

#### **Target: Activity Target 2**

Identify and execute monthly initiatives and opportunities for earned media coverage to highlight agency safety initiatives.

### **Initiative: Aircraft Safety Assurance**

Research and Development that assesses and improves aircraft safety systems and the safe introduction of new aircraft technologies. Aircraft centric research areas include composites/materials, propulsion and fuel systems, and fire protection and detection.

### **Activity: Conduct Aircraft Safety Research**

Conduct advanced materials, continued airworthiness, propulsion/fuel systems and fire safety research to ensure continued safety in the design and operation of aircraft systems.

#### **Target: Update metal and composite material models for engine fragment impact**

Conduct LS-DYNA Aerospace Working Group meeting with updates to industry on new impact and failure models available in LS-DYNA for metal and composite materials. Revise and update modeling guidelines and Quality Assurance test cases.

**Target: Conduct and document testing to support new and improved flammability test methods for aircraft materials in support of Notice of Proposed Rulemaking Interior Parts and Components Fire Protection for Transport Category Airplanes**

Conduct testing, in collaboration with industry partners, to refine flammability test method standards, identify and control critical test parameters, and verify global reproducibility of test methods. Document test method specifications for inclusion in the Aircraft Materials Fire Test Handbook, Revision 3.

**Target: Conduct Initial Phase of Test and Analysis of Third Fuselage Panel to Assess Emerging Metallic Structures Technology (EMST)**

Collect and present test data to demonstrate whether and how fuselage concepts utilizing Emerging Metallic Structure Technology improve damage tolerance compared to baseline fuselage structures constructed using conventional materials and processes. Collaborate with Arconic and Embraer to assess EMST using the Full-Scale Aircraft Structural Test Evaluation and Research and Structures and Materials Labs.

**Target: Demonstrate Electric Propulsion Systems Test & Evaluation**

Utilizing the newly installed battery emulators, demonstrate the ability to test and evaluate electric propulsion systems within the POWER laboratory.

**Target: Conduct flight tests with Ground Collision Avoidance Systems**

Conduct flight test to advance the maturity of NASA's Expandable Variable-Autonomy Architecture (EVAA) with imbedded Ground Collision Avoidance Systems (GCAS) to enable the FAA to develop certification paths for GCAS for general aviation aircraft.

**Target: Conduct and document testing of halon-alternative agents for fire suppression in an engine nacelle**

Conduct and document testing of halon replacement agents being evaluated by airframe manufacturers for fire suppression within the engine nacelle. These tests will be in two collections, in collaboration with Boeing and Meggitt then with Airbus and Collins Aerospace, and will provide insight as to the feasibility of their adoption in this environment.

**Target: Conduct Pre-Screening Tests of Unleaded Aviation Gasoline for Entry into the Piston Aviation Fuels Initiative (PAFI)**

Conduct pre-screening performance testing to evaluate unleaded fuel anti-detonation characteristics, operability, and effects on durability of limiting case aviation piston engines. Collaborate with AIR-670 in identifying acceptable unleaded aviation gasoline for entrance into the Piston Aviation Fuels program.

**Target: Update Metallic Materials Properties Development and Standardization (MMPDS-17) Handbook.**

Working with industry - government consortium, update the Metallic Materials Properties Development and Standardization (MMPDS-17) handbook and database providing statistically based material allowables that comply with material strength requirements in §2X.613 for aircraft certification and continued airworthiness.

**Target: Conduct and document initial phase of evaluation of aged structural bonds on helicopter blades**

Conduct initial testing in collaboration with industry partners and using the FAA Tech Center Structures and Materials Lab to investigate long-term behavior of adhesively bonded joints in rotorcraft applications, including aging effects, fatigue and damage tolerance.

**Target: Reduce the Risk of Rotorcraft Loss of Control Accidents/Incidents**

Utilize helicopter simulator devices at the FAA Technical Center and industry partner flight test platforms to collect helicopter flight data and use to develop and document new safety analysis tools and metrics that address the root causes of loss of control for rotorcraft.

**Target: Conduct Fire Extinguisher Evaluation against Lithium Battery Hazards**

Publish a report detailing results that quantify the effectiveness of various alternative fire extinguishing agents against lithium battery fires. The knowledge gained from the results of this testing will aid in the development of appropriate guidelines for these halon replacement agents for use in cargo compartments containing lithium batteries.

**Target: Enhance DARWIN Engine Design Code to Integrate Bi-Variant Crack Growth Solutions with its Auto-modeling Capability**

Two significant advances in fracture mechanics analysis capabilities in DARWIN are the use of (1) bi-variant crack growth solutions and (2) auto-modeling. Bi-variant crack growth solutions provide improved accuracy and auto-modeling enables rapid generation of fracture models to support life and risk calculations more robustly than those inputted manually. Currently, only one or the other capability can be used but not both simultaneously. This effort will enhance DARWIN by enabling bi-variant solutions to be integrated with auto-modeling to provide users full advantage of both.

**Initiative: Enterprise and ANG Safety Management Systems**

Conduct integrated safety assessment to determine National Airspace System (NAS) enterprise safety risk, and develop safety requirements for mitigating potential hazards and improving safety benefit of the NAS modernization.

**Activity: Conduct Safety Risk Management**

Conduct Safety Risk Management for National Airspace System (NAS) Enterprise to support risk-based decision making.



**Target: Launch the Hazard Enterprise Assessment Traceability Tool, Version 2.0**

Deploy fully functional Hazard Enterprise Assessment Traceability (HEAT) tool version 2.0 to support Safety Risk Management panels.

**Target: Develop a Concept of Use for Hazard Enterprise Assessment Traceability Dashboard**

Refine the operational use cases for the executive Hazard Enterprise Assessment Traceability (HEAT) dashboard which provides backend management and governance for the Hazard Enterprise Assessment Traceability (HEAT) tool.

**Activity: Maintain National Airspace System Enterprise Safety Handbook**

Update National Airspace System Enterprise Safety Handbook (NESH) based on lessons learned and feedback from stakeholders.

**Target: Develop a Draft for National Airspace System Enterprise Safety Handbook v3.0**

Develop a draft National Airspace System Enterprise Safety Handbook (NESH) v3.0 for stakeholder reviews and feedback.

**Target: Publish National Airspace System Enterprise Safety Handbook v3.0**

Develop and publish the National Airspace System Enterprise Safety Handbook (NESH) v3.0.

**Initiative: Enterprise Cyber Support for National Airspace System**

Provide cyber testing capability to improve the cybersecurity posture of the FAA systems integrity, confidentiality, and availability.

**Activity: Test and Evaluate FAA Critical Systems**

Conduct penetration test on FAA High Value Assets test using standard operating procedures.

**Target: Enhance Penetration Test Standard Operating Procedures to Support FAA High Value Assets Test**

Integrate lessons-learned, programmatic requirements, and tools into the Penetration Test Standard Operating Procedures (SOP).

**Target: Conduct Pen-Test on FAA High Value Assets Systems**

Conduct penetration test on at least 10 FAA High Value Assets (HVA) systems to support FAA mission critical operation.

**Activity: Reduce Research and Development Domain Cyber Risks**

Collaborate with system owners of the research and development (R&D) domain to reduce information technology assets cyber risks.



**Target: Plan for Enhancing the Information Security Monitoring and Detection Capabilities in the Research and Development Domain**

Develop a plan for implementing and integrating a Security Information and Event Management (SIEM) capability in the research and development (R&D) domain.

**Target: Enhance Information Security Monitoring and Detection Capabilities in the Research and Development Domain**

Implement a Security Information and Event Management (SIEM) capability to monitor cyber events in the research and development (R&D) domain.

**Activity: Develop Enterprise Zero Trust Architecture**

Develop Zero Trust Architecture (ZTA) for agency wide implementation.

**Target: Draft Market Study Report with Recommendation for Zero Trust Pilot Testing**

Conduct a Zero Trust Industry Market study. Develop a draft market study report with recommendation for zero trust.

**Target: Publish Market Study Report with Recommendation for Zero Trust Pilot Testing**

Publish and finalize market study report with recommendation for zero trust.

**Initiative: Adopt Leading Practices in Risk Management**

Adopt leading practices in risk management from FAA, government, and industry to improve risk identification, assessment, and mitigation practices across ASH Program Offices.

**Activity: FAA Operations Center**

Serve as the hub of the FAA's national network of operations centers to monitor, provide notification, coordinate on, and support timely decision-making for operational requirements and incident response. This consists of orchestrating Agency systems and processes for synchronization and consistency in distributing information and facilitating command and control internal and external decision-making. Intra-agency: Collaboration performed through regular liaison with LOBs, SOs, and ROCs, and ensuring integration with formal communication and notification networks. Inter-agency: Collaboration with federal, state and local agency partners ensuring integration with formal and informal networks and associations.

**Target: WOC reporting and quality control.**

Deliver relevant aviation safety and security information on a timely basis to inform executive-level and LOB/SO decision-making to support NAS operational requirements and incident response. Implement iterative quality control process to ensure WOC products satisfy Agency information and incident response needs. Monitor, measure, and eliminate product defects to ensure that products and services adhere to a defined set of quality standards. Conduct biweekly reviews of the notifications for the Emergency Notification System (ENS) and the Administrator's Daily Alert Bulletin (ADAB), reviewing for 95% accuracy and error-free messaging, and published in accordance with the AXE-100 Quality Control Program (QCP).

### **Target: Continuity of Operations preparedness**

Maintain and exercise Continuity of Operations (COOP) capabilities and processes to ensure readiness in responding to emergency situations for Agency resilience. Ensure WOC personnel are trained on COOP capabilities and processes and conduct periodic tests, drills, tabletops, limited or full-scale field exercises (24 annually) in accordance with the Homeland Security Exercise & Evaluation Program and the National Incident Management System.

### **Target: Washington Operation Center (WOC)**

Maintain policies, processes, and protocols to ensure efficient and effective delivery of mission critical functions to satisfy Agency safety and security requirements. Conduct periodic review and update of WOC internal controls, requirements, and standard operating procedures for mission critical functions, in accordance with AXE-100 Internal Process Improvements, Requirements & Standards (IPIRS) Program Performance Plan.

### **Activity: Incident preparedness**

Manage the FAA's preparedness program through coordinated training and exercises to ensure the Agency's readiness to respond to any incident. Synchronize Headquarters and Region training and exercise plans and develop and execute training to prepare Emergency Planners (EPs), DOT Transportation Operations Center (TOC) Cadre, and other designated incident response personnel to support the FAA's role in the National Response Framework (NRF).

### **Target: Emergency Incident Coordinator (EIC).**

Serve as Emergency Incident Coordinator (EIC) for the FAA to coordinate cross-Agency incident response activities. This includes producing Spot and Situation Reporting as needed, in accordance with FAA Order 1900.1, as amended. The EIC monitors significant events such as the Super Bowl, State of the Union Addresses, and Presidential Inaugurations. In addition, the EIC responds to incidents such as Hurricanes, Public Health Emergencies (PHE) and accidents that impact the NAS by providing support to FAA leadership, Lines of Business (LOBs), Staff Offices (SOs), intra-agency partners, and industry stakeholders. The EIC conducts Crisis Response Working Groups (CRWGs), Operations Coordination Calls, and prepares products in support of Crisis Response Steering Groups (CRSGs). AXE-500 also provides an Emergency Coordinator to liaise with Department of Transportation (DOT) Transportation Operations Center (TOC) and FEMA Emergency Support Function for Transportation (ESF-1) representative.

### **Target: Emergency Operations Plan**

Update FAA incident management, , to include the Crisis Management Handbook, to reflect current structures, processes, and federal policy guidance to better position the Agency for emergency response and eventual application for Emergency Management Accreditation Program review. Ensure all updated documents, to potentially include FAA Orders, policies, and plans, are developed in coordination with FAA LOB/SOs.

### **Target: Headquarters/Regional incident response exercises**

Plan and conduct Headquarters/Regional incident response exercises on periodic basis to ensure staff familiarization, readiness, and competence in responding to emergency scenarios. Plan the FAA's participation in exercises under the National Exercise Program, such as the National Level Exercise, Ardent Sentry, and/or the Eagle Horizon Federal Executive Branch Continuity Series, and produce after-action reports as needed. Conduct an annual COOP crisis communications exercise to ensure cadre familiarity and accessibility with critical communications and data systems to include GETS/WPS, ENS, and EON.

### **Activity: Continuity of Operations**

Lead Agency planning and preparedness efforts to ensure the FAA continues operation of essential functions under all-hazard emergencies. Ensure viable continuity of operations facilities and procedures, to include communications and logistics, are continually operational and available through readiness exercises and continuity cadre management.

### **Target: Business Process Analysis and Business Impact Analysis Update**

Lead a whole-of-agency planning effort to implement the newly established Federal Mission Resilience Strategy and incorporate into the agency's regularly scheduled Business Process Analysis and Business Impact Analysis process to validate the agency's mission essential functions.

### **Target: RCOM Testing**

Conduct periodic secure continuity communications tests to ensure system readiness and functionality.

### **Activity: Regulatory Investigations**

Conduct regulatory investigations on airmen with alcohol or drug related motor vehicle actions and provide outreach to the aviation community to promote compliance with regulations and to enhance safety.

### **Target: Regulatory Investigations Compliance - DUI/DWI**

Promote compliance with applicable policies identifying delays or quality control issues with DUI/DWI investigation work products to increase consistency of deliverables for internal stakeholders to make sound decisions.

### **Target: Regulatory Investigations Compliance**

Promote compliance with applicable policies identifying delays or quality control issues with regulatory investigation work products to increase consistency of deliverables for internal stakeholders to make sound decisions.

### **Target: Ramp inspections and tail number checks.**

Safeguard the integrity of the FAA Registry through aircraft inspections and document checks.

### **Target: Stakeholder Engagement**

Enhance safety of the NAS through internal and external stakeholder engagement to promote compliance and provide pertinent resources to the aviation community

### **Activity: Facility and Information Security**

The ASH Office of Infrastructure Protection supervises nation-wide security program areas and provides program policy guidance, oversight and evaluations, and establishes activity targets. The Office conducts assessments at FAA facilities to determine status of the Facility Security Management Program and compliance with FAA Order 1600.69 and Interagency Security Committee (ISC) standards. Additionally, the Office conducts sensitive information reviews and classified information inspections at FAA facilities to determine their compliance with FAA Orders 1600.2, 1600.75 and other NARA directives. AXF will conduct facility security assessments, classified information safeguarding inspections. COMSEC inspections, incident review, and formal outreach at FAA staffed facilities and conduct controlled unclassified information and contract sensitivity reviews.

#### **Target: Facility Security Assessments**

Conduct facility security assessments at FAA facilities as required by the AXF work plan. Conduct assessments at facilities as required by FAA Order 1600.69 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity will be measured against the completion of all assessments by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

#### **Target: Classified Information Inspections**

Conduct classified information inspections at FAA facilities/elements as required by the AXF work plan. Conduct inspections at facilities as required by FAA Order 1600.2 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity target will be measured against the completion of all classified information inspections by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

#### **Target: Communication Security (COMSEC) Program Inspections**

Conduct Communication Security (COMSEC) program inspections at FAA facilities/elements as required by the AXF work plan. Conduct inspections at facilities as required by FAA Order 1600.8 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity target will be measured against the completion of all COMSEC inspections by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

#### **Target: Security Incidents**

Review submitted security incidents and take appropriate follow-on action within five (5) calendar days of incident notification to ASH, 90% of the time.

#### **Target: Outreach Activities**

Conduct formal outreach activities at 95% of staffed FAA facilities not scheduled for a facility assessment or remote security evaluation in the current fiscal year unless otherwise deferred or waived due to factors outside of AXF control and approved by the responsible AXF Branch or Division Manager. Document issues and recommendations discussed during the formal outreach activity in the Facility Security Reporting System.

**Target: Requests for Controlled Unclassified Information Sensitivity and/or Contract Review**

Respond to requests for controlled unclassified information sensitivity and/or contract review including those associated with FOIA requests within 14 calendar days of the request unless otherwise deferred or waived due to factors outside of AXF control and approved by the responsible AXF Division Manager.

**Target: Active Shooter Preparedness**

Complete development of an information video that improves the agency's preparedness in reacting to an Active Shooter event.

**Target: Security Systems Deployment**

Develop methods and collaborate with stakeholders to improve identification and installation of technical solutions to facility security needs.

**Activity: Advance the AXH Safety Management System (SMS)**

SMS is the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of safety risk controls. It includes systematic procedures, practices, and policies for the management of safety risk. The SMS consists of four main components: Safety Policy, Safety Risk Management (SRM), Safety Assurance, and Safety Promotion. The components work together to enable AXH to manage the safety risk in the transport of hazardous materials by air.

**Target: Strengthen the safety culture of the aviation cargo supply chain by broadening understanding of SMS.**

Finalize the voluntary SMS (vSMS) Advisory Circular (AC) for publication.

**Target: Expand SMS Partnerships**

Contingent on OMB approval and following publication of the vSMS AC, engage with large e-commerce shippers and non-certificated other regulated entities (OREs) to lay the foundation for expanding vSMS partnerships during FYs 22-23.

**Target: Assess AXH SMS Implementation**

Lead the AXH SMS Advisory Board (AB) and AXH SMS Collaboration Group (CG) through an audit to assess the maturity level of SMS implementation throughout AXH, per the requirements outlined in FAA Order 8000.98, Security and Hazardous Materials Safety (ASH) Safety Management System. Deliver audit report to the SMS Accountable Executive, AXH-1.

**Activity: Strengthen AXH Safety Policy**

Safety Policy is the organization's documented commitment to safety, which defines its safety objectives and the accountabilities and responsibilities of its employees with regard to safety. Specifically, Safety Policy includes the requirements, standards, guidance, methods, and processes used to establish, execute, and improve the SMS and promote a positive safety culture.

**Target: Ensure AXH Safety Policy Advancement**

Develop and/or update AXH safety policies implementing AXH SMS based on the ASH Order 8000.9.

### **Activity: Adherence to Safety Policy**

Safety Policy is the organization's documented commitment to safety, which defines its safety objectives and the accountabilities and responsibilities of its employees with regard to safety. Specifically, Safety Policy includes the requirements, standards, guidance, methods, and processes used to establish, execute, and improve the SMS and promote a positive safety culture.

#### **Target: Dangerous Goods Safety Regulations**

Support rulemaking and other initiatives related to transport of dangerous goods by air, in partnership with PHMSA, other FAA lines of business, and other government agencies as required and within established timelines.

#### **Target: Guide Workforce on Special Permits and Competent Authority Approval Process**

Adhere to established DOT, FAA and AXH regulations, processes, procedures, timelines and policies for Special Permit (SP) and Competent Authority Approval (CAA) reviews and fitness determinations.

### **Activity: Safety Assurance**

Safety Assurance includes processes within the SMS that function systematically to ensure the acceptable safety performance and the effectiveness of safety risk controls. Safety performance is monitored and measured through the collection, analysis, and assessment of data and information identification of adverse safety trends using operational data collection and analysis and through the auditing of SMS performance, compliance, and processes.

#### **Target: Use SAS to Measure the Accumulation of Hazardous Materials Risk**

Rely on the AXH Certificate Holder Assessment Tool (CHAT) and Risk Profile Assessment Tool (AXH RPAT) in SAS to provide visibility into safety risks. Leverage outputs from the CHAT and AXH RPAT to identify the accumulation of safety risk and priority resourcing.

### **Activity: Safety Risk Management (SRM)**

SRM is a process within the SMS used to identify hazards, analyze and assess the associated risks, implement safety risk mitigations, and control risk.

#### **Target: Document AXH Approach to SRM**

Establish controls that govern how AXH will identify hazards and manage safety risks, which include the requirements, specific operating procedures and alignment with SRM and Safety Assurance functions. AXH Divisions Managers must provide a report to AXH-1 documenting the application of SRM and process for tracking hazards, their associated risk, and related safety risk mitigations within their divisions. The report must account for the SRM requirements in the current version of FAA Order 8040.4.

### **Activity: Safety Promotion for Airline Passenger and Cargo Safety.**

Continue providing information that educates stakeholders on the risks of dangerous goods in aircraft baggage and cargo through development of multimedia materials, such as social media content web content, videos, electronic messaging, apps, interactive media, and presentations for outreach events. Include seasonal safety messaging and risk-based messaging when hazards are identified.



**Target: Develop annual stakeholder engagement plan for multi-media and increased coverage of dangerous goods topics with FAA Office of Communications (AOC).**

Publish draft FY22 stakeholder engagement plan outlining goals for multi-media materials and events. Increase by at least 5-percent over FY21 the number of stories on dangerous goods safety in FAA Broadcasts, Medium, podcasts, or other AOC sponsored outlets.

**Activity: Advance Aviation Safety by Connecting Air Cargo Risks to Aircraft Operations**

Cargo safety is a multi-disciplinary approach to safety that harnesses the knowledge of the FAA, airframe manufacturers, and aircraft operators to identify air cargo hazards and implement comprehensive strategies to mitigate risks. Cargo safety recognizes that air cargo risks are a result of many factors, to include a lack of shared knowledge on aircraft capabilities and the safety culture of the air cargo supply chain. The FAA is advancing cargo safety by bridging the knowledge and culture gaps through safety management partnerships, data sharing, research and global leadership to proactively identify and mitigate hazards.

**Target: Establish multi-disciplinary collaborative research to connect global air cargo safety initiatives through risk-hazard data collection, identification, and safety enhancements.**

Develop a comprehensive list of projects in an FAA Fire Safety Research Plan that enables the FAA to provide useful data and information to aircraft operators and airframe manufacturers on cargo fire risks that can compromise the effectiveness of aircraft systems.

Explore dedicated R&D funding for the Fire Safety Branch to strengthen FAA fire research planning and execution and provide engineering and logistical support that will influence and enhance cargo safety globally; provide a recommendations briefing to the FAA Cargo Safety Executive Oversight Committee.

**Target: Establish multi-disciplinary collaborative research to connect global air cargo safety initiatives through risk-hazard data collection, identification, and safety enhancements.**

Develop a comprehensive list of projects in an FAA Fire Safety Research Plan that enables the FAA to provide useful data and information to aircraft operators and airframe manufacturers on cargo fire risks that can compromise the effectiveness of aircraft systems. Explore dedicated R&D funding for the Fire Safety Branch to strengthen FAA fire research planning and execution and provide engineering and logistical support that will influence and enhance cargo safety globally; provide a recommendations briefing to the FAA Cargo Safety Executive Oversight Committee.

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### **Activity: Investigations**

The Office of Investigations (AXI) receives, evaluates allegations, plans, conducts, documents, and distributes investigations of FAA employees and contractors, suspected of violating various FAA orders, policies, and procedures. ASH will investigate all allegations of misconduct by FAA employees, contractors, and non-employees suspected of violating various FAA orders, regulations and policy.

#### **Target: Conduct Investigations**

Evaluate and respond to investigation requests from all sources based upon established guidelines, ensuring the safety of the National Air Space and flying public is not effected by employee misconduct, or other matters that distract lines of Business from accomplishing their safety missions. Distribute completed investigations to supported lines of business and staff offices on an average of 45 working days, enhancing stakeholder effectiveness in mitigating risks to aviation and workplace safety. Complete quarterly reports containing case data to expand data quality.

### **Activity: Office of Professional Responsibility**

The Office of Investigations (AXI) is transitioning to an Office of Investigations and Professional Responsibility. This re-designation of AXI will enhance the agency's accountability through a multi-disciplinary approach of strategic partnerships, case reviews and investigations. AXI will begin a restructure to clearly define and align roles and responsibilities to more efficiently manage FAA's case intake process, conduct independent reviews of agency programs and operations, and impartially investigate allegations of serious employee and contractor misconduct, as well as internal and external threats against FAA personnel and facilities.

#### **Target: Reorganization Package**

Create a reorganization package.

#### **Target: Complete and Communicate Organizational Structure**

Complete design of, and communicate a new organizational structure to stakeholders.

### **Activity: Insider Threat Detection and Mitigation**

The Office of Investigations (AXI) Insider Threat Detection and Mitigation Branch detects and mitigates actions by employees and contractors who may, wittingly or unwittingly represent an insider threat to FAA information, resources, and/or national security. Executive Order 13587 directed all federal departments and agencies that operate or access classified computer networks, to implement an insider threat detection and prevention program consistent with the guidance and standards developed by the National Insider Threat Task Force (NITTF). DOT Order 1642.1 directed the FAA to develop, implement, manage, and operate an FAA Insider Threat Program. AXI will provide Insider Threat Detection and Mitigation support to FAA within the guidelines and standards set by NITTF and DOT and ensure that the safety of the National Air Space is not affected by matters that distract Lines of Business from accomplishing their missions. Identify and collaborate with stakeholders to enhance program development and maturity to assess insider risks and threats.

### **Target: Insider Threat Detection and Mitigation**

Provide Insider Threat Detection and Mitigation support to FAA through the conduct of assessments, inquiries, analysis, and monitoring. Respond to referrals, requests for information, conduct reviews, engage in liaison, partnerships, and outreach with internal and external stakeholders

### **Activity: Personnel Security Background Investigations**

Personnel Security is responsible for initiating and adjudicating all employee and contractor background investigations. Personnel security specialists are responsible for processing all required initial and re-investigations for persons occupying national security and public trust positions, adjudicating the results of those investigations and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information. The office develops policy, procedures, and guidance used within the FAA's Personnel Security Program. The Office of Personnel Security (AXP) will initiate and adjudicate initial and recurring background investigations on FAA employees and contractors in accordance with Office of Personnel Management (OPM) and Office of Director National Intelligence (ODNI) published policy and guidelines.

### **Target: All Background Investigations - Initiation**

Initiate the fastest 90% of all background investigations and reinvestigations within 14 calendar days, on average, of e-QIP certification date.

### **Target: Initiate National Security Background Investigations - Adjudication**

Adjudicate, or refer, the fastest 90% of initial national security investigations within 20 calendar days, on average, of receipt date of final report of investigation inclusive of fingerprint results.

### **Target: Periodic National Security Background Investigations - Adjudication**

Adjudicate, or refer, the fastest 90% of periodic national security investigations within 30 calendar days, on average, of receipt date of the Defense Counterintelligence and Security Agency (DCSA) final report of investigation inclusive of fingerprint results.

### **Target: Public Trust Background Investigations**

Adjudicate, or refer for suitability review, the fastest 90% of all public trust investigations and reinvestigations within 60 calendar days, on average, of receipt date of DCSA's final report of investigation inclusive of fingerprint results.

### **Target: Moderate Risk Investigations Fingerprinting**

Dependent on agency travel and facility access policies, pilot the fingerprinting for the Moderate Risk Investigations outside of a regional office or HQ.

- Update and maintain a listing of all non-union Mod-Risk employees. The listing will include if the employee has fingerprints on-file.
- Coordinate with a pilot site to perform the fingerprinting for needed employees at the specific site. The site chosen will be a TRACON, ARTCC or FSDO.
- Schedule with site to provide on-site the necessary fingerprinting.
- Provide on-site training to Trusted Agents on capturing wet fingerprints to allow the site to capture fingerprints.
- Provide comprehensive email to affected employees (and their management if employees don't use FAA e-mail).
- Update all Procedures/Guidance covering the above.

### **Target: Moderate Risk Re-Investigations**

Working within budget and COVID logistics constraints, move toward compliance with the 2012 Federal Investigative Standards by initiating between 2500 and 3600 moderate risk reinvestigations for FAA employees past due for a background investigation.

### **Target: Moderate Risk Re-investigations Referrals to AHL**

Establish policy with the Office of Human Resources, Office of Labor Relations (AHR/AHL) for when/what action to take when derogatory information is received for onboard public trust/non-sensitive—including how to report back to AXP the disposition or acknowledgment of the referral. Meet with AHL POCs to discuss expectations by Dec 31, 2021. Coordinate draft policy with AHL.

### **Initiative: Develop new or enhance existing requirements-driven products for stakeholders**

Resource, develop or enhance requirements-driven products that are useful to critical security and safety stakeholders, promote leading practices, and build resiliency.

### **Activity: Communications Capabilities**

Ensure FAA communications and information sharing capabilities are able to support and respond to natural disasters, other incidents, Continuity of Operations requirements.

### **Target: Emergency Operations Network (EON) Customer Response**

Deliver customer-requested (i.e. from the WOC, Administrator, etc.) collaborative initiatives and innovations by agreed to delivery dates 90% of the time.

### **Target: Emergency Operations Network (EON) Information System Contingency Plan (ISCP) Testing**

Conduct an annual exercise drill of the Information System Contingency Plan (ISCP), dated May 2021, which establishes comprehensive procedures to recover the Emergency Operations Network (EON), quickly and effectively following a service disruption. The drill will simulate an actual fail over from the Emergency Operations Center (EOC) to the Primary Alternate Facility (PAF), and upon completion, restore control back to the EOC.

### **Target: P1**

Complete the site prep and equipment installation to establish the technical refresh microwave links from Site 7 and Site 1, Site 7 and Site 4, and improve overall network resiliency.

### **Target: SATCOM**

Improve FAA's emergency voice communications reliability by completing the procurement, installation, and testing of 10 fixed-base satellites.

### **Target: VHF/FM**

Replace VHF/FM systems that are End of Life (EOL) by completing a VHF/FM Tech Refresh and new installations in the Houston TechOps District. Conduct site surveys for a Tech Refresh or new installation in the New York (or alternate) TechOps District for installation in the following FY.

**Target: Implement new or improve the existing CST satellite dish capability**

Develop contract and/or agreement for satellite provider based upon recommended solutions that improve resiliency, reliability and mitigates operational risks.

**Activity: Provide data visualization on dangerous goods safety oversight and engage across the FAA and aviation industry to increase understanding and mitigation of risks.**

AXH data collection tools help to identify top safety risks and help to inform safety decisions. It is important for AXH to advance story telling of the safety issues being prioritized for action and for further stakeholder engagement. Data visualization can help support both presentation and understanding by curating data and information.

**Target: AXH matures data visualization capabilities.**

Develop and deliver at least one presentation visualizing SAS-collected data for stakeholder engagement prioritization and SRM.

**Activity: Accountability**

Build transparency, trust, and stewardship through consistency and effectiveness of decisions. Share information and data with stakeholders to continuously improve the processes for decision-making.

**Target: Workplace Communication**

AXH will continue to generate regularly scheduled newsletters, with input from the program offices, and SharePoint updates to serve as a medium to disseminate information, announce upcoming events and organizational updates, motivate performance, promote unity, and supplement other industry information related to aviation safety. Adhere to AXH processes to ensure content is accurate, up-to-date, and coordinated appropriately.

**Activity: Reduce Impacts to Aviation Safety**

Conduct risk management briefings to external stakeholders using data to reduce trends that impact aviation safety.

**Target: Trend Analysis**

Expand case management data in existing systems and conduct risk management briefings to external stakeholders using the new data to reduce trends that impact aviation safety, through the use of a pilot analysis program. Strengthen and enhance stakeholder partnerships by delivering quarterly reports to Supported Lines of Business, to showing data and trends that impact aviation safety. Expand data collection points to strengthen the depth of analysis on investigations, by improving the functionality and data collection of BIMS.

**Target: Data Processing**

Work with key internal and external stakeholders to identify, assess, and report on identified issues, trends, and threats to the safety of FAA personnel, facilities, equipment, systems, networks, operations and information. Collaborate with the AXI Defensive Counterintelligence and Mitigation and International Travel Security as appropriate.



### **Activity: Cyber Investigations Support**

The Office of Investigations (AXI) conducts cyber investigations in support of investigations, insider threat, and defensive counterintelligence by performing cyber analysis of FAA systems through the use of digital forensics tools, techniques, and procedures. Evaluate, conduct, complete, and distribute cyber investigations requests from all sources based upon established guidelines.

#### **Target: Cyber Investigation Requests**

Provide cyber investigations support to mitigate FAA risks through the use of digital forensics tools, techniques, and procedures. Identify, collect, preserve, analyze, and report digital evidence in response to cyber investigations requests from all sources based upon established guidelines in support of investigative matters that could affect the safety of the National Air Space by employee misconduct or other matters that distract Lines of Business from accomplishing their missions.

### **Activity: Defensive Counterintelligence**

The Office of Investigations (AXI) Defensive Counterintelligence Branch protects the FAA against malicious acts conducted by foreign intelligence entities that could damage U.S. national security or economic competitiveness as they relate to the FAA employees, systems and operations. The DCIB is designed following the principles outlined by the Director of National Intelligence and the National Counterintelligence and Security Center for non-Intelligence Community (NT-50) defensive counterintelligence programs, and FAA Order 1600.84. AXI will provide Defensive Counterintelligence support to FAA through detection, deterrence, and denial of illicit human and technical intelligence collection activities against the FAA, its personnel, facilities, equipment, systems, networks, operations and information. Engage with FAA's federal partners on relevant national security concerns.

#### **Target: Defensive Counterintelligence Support to FAA**

Provide Defensive Counterintelligence support to FAA through conducting investigations, assessments, and inquiries. Respond to requests, conduct briefings, and engage in outreach and partnership with internal and external stakeholders. Collaborate with the AXI Insider Threat Detection and Mitigation and International Travel Security Branches as appropriate.

#### **Target: Defensive Counterintelligence Support to Intelligence Community**

Provide FAA Defensive Counterintelligence support to NT-50, Intelligence Community and law enforcement partners through active participation in appropriate Task Forces, established MOU's and other agreements.

### **Activity: Threat Assessment**

AXI will engage in activities, briefings, and assessments of potential threats involving FAA employees, contractors, and non-employees.

#### **Target: Threat Assessment Panels**

Participate in requested Threat Assessment Panels based upon established guidelines. Increase the AXI depth of service by collecting data to identify ways AXI can assist the agency to address emerging issues and threats to the safety of FAA facilities and employees. Document panel results in BIMS and conduct trend analysis to identify threats to facilities and the workforce.



## **Initiative: Continually Evaluate and Prioritize Stakeholder Requirements, Expectations, and Service Needs**

Continually evaluate and prioritize requirements, expectations, and service needs to improve satisfaction of internal and external stakeholders.

### **Activity: Active engagement with mission partners.**

Actively engage across the interagency and with international and industry partners to improve information sharing and facilitate risk mitigation planning across the aviation domain to raise the baseline of aviation security.

#### **Target: Collaborate with U.S. interagency partners.**

Continually engage with interagency and intelligence community partners for timely information sharing, collaboration, and reporting on aviation safety/security risk concerns to safeguard the NAS and civil aviation. Serve as Agency lead with the National Security Council coordination as well as the Agency lead for interagency coordination on intelligence matters to establish intelligence requirements, analysis and production on civil aviation risk concerns.

#### **Target: Collaborate with international partners.**

Continually engage with international partners for timely information sharing, collaboration, and reporting on aviation safety/security risk concerns to promote shared awareness and mitigation planning to safeguard civil aviation worldwide. Support international collaborative initiatives for overflight and conflict zone aviation risks. Serve as Agency lead for coordination on intelligence matters.

#### **Target: Collaborate with industry partners.**

Continually engage with aviation industry partners for timely information sharing, collaboration, and reporting on aviation safety/security risk concerns to promote shared awareness and mitigation planning to safeguard civil aviation worldwide. Support industry collaborative initiatives for overflight and conflict zone aviation risks. Serve as Agency lead for coordination on intelligence matters.

#### **Target: Innovative information sharing**

Collaborate with internal and external stakeholders to leverage the value of having exchanged best practices and lessons learned, to develop innovative solutions for sharing information for improved situational awareness. Establish and maintain intra- and inter-agency networks and outreach with constructive engagements conducted and documented monthly.

### **Activity: FAA/LEAP Operational Support (including Intl), Special Events**

Increase external stakeholder engagement to advance collaboration and aviation safety through training, outreach and investigative support.

#### **Target: LEAP Support - Internal Stakeholders**

Increase internal stakeholder engagement through investigative support to FAA Lines of Business to advance collaboration and aviation safety.

### **Target: LEAP Training, Outreach and Support – External Stakeholders**

Increase external stakeholder engagement to advance collaboration and aviation safety through training, outreach and investigative support.

### **Target: LEAU/Investigative Support**

Provide internal and external stakeholder support to local, state, and federal law enforcement by providing support within 24 hours 95% of the time.

### **Activity: Enforcement Standards and Policy**

Promote enhanced safety of the NAS through programs that ensure compliance and consistency with FAA Orders, Policy, and internal guidance in support of FAA regulatory programs.

### **Target: FAA regulatory orders and policy review.**

Collaborate with internal stakeholders to ensure regulatory elements within AXE have relevant policy, guidance, and training curricula to enhance sound decision-making and consistency in the performance of their duties.

### **Target: Quality Control**

Promote compliance with applicable policies through ongoing quality control to identify anomalies within regulatory work products and increase consistency of deliverables to internal stakeholders.

### **Activity: Investigative Support Laser and UAS**

Increase internal stakeholder engagement through investigative support to AVS by obtaining incident reports from law enforcement on UAS and Laser events

### **Target: National Capitol Region UAS and Laser Incidents**

Ensure UAS and Laser incidents and/or activities within the DC Flight Restricted Zone are appropriately addressed and coordinated with internal and/or external stakeholders to mitigate risks to the National Capital Region (NCR).

### **Target: UAS and Laser Incidents**

Ensure UAS and Laser incidents and/or activities are appropriately addressed and coordinated with internal and/or external stakeholders to mitigate risks to the NAS.

### **Activity: Facility Security Stakeholder Management**

AXF will continuously evaluate and implement engagement tools to identify the needs of key stakeholders and ensure requirements, expectations and services needs are met.

### **Target: Stakeholder Satisfaction**

Evaluate facility manager feedback regarding Remote Security Evaluations (RSEs) and other assessment products and develop and implement strategies for addressing trepidation.

### **Target: Facility Manager Resources**

Establish and advertise a Facility Manager's resource page on the FAA intranet to provide current security guidance and notices, exercise and planning templates, and other job aids on demand to improve information sharing with customers.

### **Activity: Promote Dangerous Goods Cargo Safety**

Promote a positive aviation safety culture by educating travelers and air shippers on their responsibilities for proper identification and preparation of dangerous goods cargo. Proper identification and preparation of dangerous goods protects transportation workers across the supply chain by mitigating the severity of cargo incidents, and communicating necessary information to first responders during incidents.

### **Target: PackSafe and SafeCargo Safety Messaging**

Identify and carry out cross-platform PackSafe and SafeCargo safety messaging campaigns with messaging delivered throughout the year utilizing social media, website, and/or events engaging directly with relevant audiences.

### **Initiative: Developing effective Interagency/Interorganizational collaborations**

Develop inter-agency and organization collaborative efforts to advance commercial Space Transportation safety and effectiveness.

### **Activity: Developing effective Interagency/Interorganizational collaborations**

Develop inter-agency and organization collaborative efforts to advance commercial Space Transportation safety and effectiveness.

### **Target: FOSTERING USG CONSENSUS STANDARDS FOR PUBLIC SAFETY**

Direct the coordination between the FAA, NASA, and USAF to establish and maintain common public safety requirements and compliance evaluation standards for space transportation at Federal and non-Federal launch sites in a timely and efficient manner without altering or otherwise modifying the roles and responsibilities delineated by statute or national policy. Coordinate an annual review of waivers to common safety standards issued by any of the three agencies. Identify specific reoccurring waivers which could indicate inadequate or improperly defined public safety requirements.

### **Initiative: Enhance Space Transportation Mission Efficiency and Support**

Develop and execute activities to increase the efficiency and effectiveness of Office of Commercial Space Transportation and support to the safety mission.

### **Activity: Commercial Space Transportation Learning and Development Program**

Enable the AST Learning Culture by providing the framework, tools, and support required for AST personnel to excel in safety performance and support.

### **Target: Fully Documented Job Training Requirements**

Support AST Divisions in documenting technical job skills and competencies with learning objectives and materials organized on the LMS and external courses programmed or projected for development.

**Target: Build Alliances with Shared Content Developers**

Develop a MOA with NASA and the U.S. Space Force to collaborate on development and attendance of courses where content is shared.

**Target: Coordinate Developmental Assignments**

Coordinate with related government agencies and industry for short-term developmental assignments.

**Target: Re-energize the AST Cognitive Engineer Program**

Maintain a directory of AST subject matter experts where individuals are identified as having specialized expertise, supported in further development in those areas, and to identify areas where there are gaps in redundancy of expertise.

**Target: Conduct Evaluation of AST Learning and Development Program**

Conduct a results-based follow-up evaluation of the L&D Program for continuous improvement.

**Activity: NARA compliant records management program**

Create a NARA compliant records management program (to include new file structure.) Begin to implement the plan (Q1 2022). Complete Plan (Q4 2022).

**Target: NARA compliant records management program**

Create a NARA compliant records management program (to include new file structure). Begin to implement the plan (Q1 2022). Complete Plan (Q4 2022).

**Activity: Engage industry and assess safety culture**

Engage with industry to ensure that safety remains top priority

**Target: Safety culture assessment**

Develop a safety culture assessment and conduct an industry safety culture engagement event.

**Initiative: I8 Data-Informed Decision Making (SP)**

Data management and analysis are critical to the mission of AVS and to consistently inform decision making across AVS to advance global aviation safety. Our ability to effectively identify, access, and share available data and information outside of our immediate view can be improved. To continue to increase aviation safety, it is imperative that a cross-AVS and cross-FAA enterprise view of data remain a primary focus.

**Activity: Assess the current state of safety data and tools**

Identify and document current safety databases, systems, tools, and analytic capabilities used within AVS

**Target: Assess existing safety analytic tools**

Provide support to the effort to implement Palantir by providing lessons learned from our use cases and identifying possible challenges and potential solutions.

**Activity: Perform use cases**

Define and execute use cases to develop requirements and processes for data-informed decision making

**Target: Develop and execute use cases**

Build at least one additional use case to enable discovery, capture, integration, and analysis of data from different data sources.

**Target: Refine additional use cases through ongoing workforce engagement**

Conduct workforce engagement and present observations, recommendations, and next steps from use case execution.

**Activity: Implement requirements and processes to apply data-informed decision making**

Implement requirements, processes, and recommendations developed during the use cases that can lead to short-term wins

**Target: Stand up an Aircraft Stewardship Community of Practice (SCoP)**

Establish the Aircraft SCoP as the body responsible for creating and administering the processes needed to promote and sustain successful management practices for aircraft lifecycle data and information. The Aircraft SCoP will provide a framework to oversee and resolve data and information issues relating to all points in the lifecycle of an aircraft.

**Target: Operationalize Analysis of Maintenance and Operations Data (AMOD) – Mechanical Interruption Summary Reports (MISR) proof-of-concept**

Develop and implement AMOD MISR operational prototype involving automated MISR submission from one Part 121 operator directly to a centralized MISR data store.

**Target: Apply the Data Catalog Playbook to the AVS domain**

Work with the SDAT and the Chief Data Office to apply the Data Catalog Playbook to an AVS business process in order to develop familiarity and refine the Playbook, and document data assets into the Data Governance Center (DGC).

**Activity: Build an organizational infrastructure to sustain data-informed decision making**

Build an organizational infrastructure and skilled employee base within AVS to apply data governance, advanced analytics, and data-informed decision making

**Target: Define the skills needed to manage and use data**

Define the skills AVS will need to manage data, steward data, perform advanced analytics, and apply critical thinking to solve problems.

**Target: Recommend how AVS will organize to support data-informed decision making**

Provide recommendations for how AVS should organize to best develop, resource, and apply our data-informed decision making capabilities.

**Initiative: Separation Standards and Analysis**

Provide separation standards and analysis for U.S sovereign airspace and international airspace where FAA has delegated authority to provide air traffic services.

**Activity: Provide Analytical Studies and Safety Related Monitoring Services in Support of Separation Reductions**

Conduct and participate in separation standards and transportation system analytical studies, reviews, and meetings to provide recommendations and solutions to continually improve safety in the National Airspace System (NAS).

**Target: Attend and report at the International Civil Aviation Organization (ICAO) Separation and Airspace Safety Panel (SASP)**

Report on key Separation and Airspace Safety Panel initiatives significant to the FAA, to include implementation activities on the new longitudinal separation standard as well as concept of operations details for the Target-to-Target radial separation standard.

**Target: Attend and report at the International Civil Aviation Organization (ICAO) Regional Airspace Safety Monitoring Advisory Group (RASMAG)**

Provide yearly calculated risk data for the vertical and horizontal standards for Oakland and Anchorage oceanic airspace, identifying any significant trends.

**Activity: Provide Reduced Vertical Separation Minimum Regional Monitoring Agency Functions**

Provide the Reduced Vertical Separation Minimum (RVSM) Regional Monitoring Agency (RMA) functions for 2 RMAs. Conduct and participate in separation standards and transportation system analytical studies, reviews, and meetings to provide recommendations and solutions to continually improve safety in the National Airspace System (NAS).

**Target: Attend and report at the International Civil Aviation Organization (ICAO) Regional Monitoring Agency Coordination Group (RMACG)**

As the RMACG Chair, provide technical leadership on monitoring requirements and capability, and details of the US monitoring programs, safety reports, and yearly audit results.



**Target: Monitor and share Reduced Vertical Separation Minimum (RVSM) performance within US delegated airspace**

Calculate Altimetry System Error (ASE) and Assigned Altitude Deviation (ADD) data from domestic and international traffic within US airspace. Respond to flight plan audits from other Regional Monitoring Agencies regarding approved Reduced Vertical Separation Minimum capability.

**Initiative: Digital Systems and Technologies**

Conduct Digital Systems and Technologies research to ensure the continued safety and security of enabling systems and technologies.

**Activity: Conduct Digital Systems and Technologies Research**

Conduct research to ensure the safety and security of digital systems and technologies that enable the aviation industry.

**Target: Intitate with aviation industry the development of the Cyber Security Data Science (CSDS) Aviation Architectural Framework (AAF)**

Develop and formalize the Cyber Security Data Science Aviation Architectural Framework with a specific initial draft aviation ecosystem use case, to engage with industry for further analysis and development.

**Target: Conduct Digital Systems and Technologies research on the Assurance of Airborne Safety-Critical Systems**

Assess and document the use of machine learning technology to determine the worst-case execution time of avionics software to mitigate safety risk on airborne safety-critical systems.

**Target: Conduct Big Data Analytics Working Group Workforce Activities**

Complete the first introductory phase (essential level) of the micro-credential training for data analytics and artificial intelligence/machine learning topic areas, then help launch the intermediate phase (exploration level) of the program, including implementation of a curated FAA data set applying machine learning on the FAA's cloud platform.

**Initiative: Metrics & Measurements**

Lead the ATO by producing actionable safety metrics that drive sustainable improvement in mitigations, and measuring the effect of those mitigations as they impact the NAS.

**Activity: Metrics and Measurement Development**

Develop User-Centered Metrics for Safety Data Stakeholders

**Target: Develop User Profiles**

Develop and document user profiles for Safety Data Stakeholders

**Target: Develop Metrics Use Cases**

Develop and document metrics use cases based on user profiles.

**Target: Develop Safety Metrics**

Identify, develop, and document metrics based on use cases

**Activity: Update Current Safety Metrics**

Incorporate new and evolving data sources into Safety Metrics

**Target: ARIA Airborne and Surface Pulse Metrics**

Finalize ARIA Airborne and Surface Pulse Metrics displaying out of the total risk, how often the NAS system works as designed (safety barriers such as direct human intervention, airspace and procedural design, or premeditated mitigations successfully prevent projected risk events from occurring).

**Target: Incorporate ARIA data into the Surface Safety Metric**

Update the SSM to include ARIA detected surface incidents (similar to ARIA airborne incidents included in the ASM).

**Activity: Surface Safety Metric (SSM)**

"The Surface Safety Metric represents potential for fatal accidents on the runway or taxiway surface. A reduction in the Surface Safety Metric score is an indication of overall safety performance improvements for the flying public in the surface environment."

**Target: Manage Commercial Surface Safety Risk Index**

Maintain the weighted surface safety risk index at or below 0.35 per million operations for Commercial Aviation.

**Target: Manage Non-Commercial Surface Safety Risk Index**

Maintain the weighted surface safety risk index at or below 0.60 per million operations for Non-Commercial Aviation.

**Initiative: Advanced Data Systems and Analytics**

Identification of hidden aviation risk by creating a better understanding and application of available aviation data. Laying the foundation for machine learning and artificial intelligence to become a smarter organization.

**Activity: Advanced Analytics**

Develop advanced analytics to support effective risk management.

### **Target: Safety Metrics Deployment Readiness**

Through collaboration with stakeholders, establish Airborne Safety Metric (ASM) Target, deploy ASM in Enterprise Information Management (EIM) production environment, including ARIA data incorporation

### **Target: Evaluate and Refine Safety Metrics**

Apply the refined SSM weights and change existing yearly target as required in order to assign consistent severity index across airborne and surface environments.

### **Target: NAS Safety Performance**

Document the existing safety performance of the NAS to inform future adjustments/refinements of the ATO and other Lines of Business Target Level of Safety (TLS), and collaborate with AJI-311 to implement the research result.

### **Target: Analyze and Quantify New Procedures**

Collaborate and document findings with other ATO service units on ALR deployments and refinements in radar and non-radar environments.

### **Target: Conduct Machine Learning**

Investigate and implement machine-learning models to detect various types of events by leveraging MITRE voice data.

### **Activity: Refine and Implement Analytics Tools**

Refine and implement data and analytics tools to support new entrants effective risk management.

### **Target: Provide Accessible Metrics Through Intelligence Displays**

Expand the deployment of Business Objects report sharing capabilities to production environment and establish governance.

### **Target: Document, Develop, and Implement Modernized Safety Data Collection Tools**

Establish sustainment plan for existing legacy data collection tools and implement the next generation accident package generator (APG) web based data collection capability.

### **Target: CEDAR Sustainment**

Document CEDAR sustainment plan and FALCON SBA integration. These activities will include planned system changes to QA tracker / SIRG capabilities, contingency plan enhancement, and Safety Tool Personnel addition/backfill, and training.

### **Activity: Safety Tools Functionality Enhancements**

Enhance safety tools platforms to incorporate innovative and modern data sources

### **Target: Safety Tools Functionality Enhancement for ARIA**

Implement new Safety Tools functionality of Surface ARIA and associated dashboards to both the live CEDAR Production environment and OARS

## **Initiative: Top 5**

A quantifiable list of hazards that contribute to the highest risk in the national airspace system. It is the culmination of the ATOs proactive safety management activities valuing input from the frontline employees, deploying technology to gather data, improving analysis to identify risk and embracing correction to implement risk mitigations.

### **Activity: Top 5 CAP Implementation Through Collaboration Across the ATO**

Implement approved mitigation activities in association with ATO's Top Five (5) identified trending safety issues in the National Airspace System (NAS).

#### **Target: Influence and Prepare Stakeholders while Defining CAP Activities for Inclusion in the CAP Document**

Develop a draft CAP document and initiate approval of the updated plans, which define activities for mitigating the Top 5 upcoming fiscal year.

#### **Target: Top 5 CAP Implementation Through Collaboration Across the ATO**

Implement 85% of approved mitigation activities in association with ATO's Top Five (5) identified trending safety issues in the National Airspace System (NAS).

### **Activity: Support for ATO Top 5**

Support the completion of approved activities to address the top five (5) identified trending safety issues in the NAS and the development/approval of activities to be completed in future fiscal years.

#### **Target: AJM-2 Support for Top 5**

Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

#### **Target: AJM-3 Support for the ATO Top 5**

Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

#### **Target: AJM-4 Support for the ATO Top 5**

Achieve Final Investment Decision (FID) for ADS-B Enhancements Program.

#### **Target: AJR-B Support for Top 5**

Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

#### **Target: AJT-W Support for the ATO Top 5**

Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

**Target: AJT-E Support for the ATO Top 5**

Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

**Target: AJT-C Support for ATO Top 5**

Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

**Target: AJT-2 Support for the ATO Top 5**

Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

**Target: AJW-1 Support for the ATO Top 5**

Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

**Target: AJV-A Support for ATO Top 5**

Implement/complete as needed, approved corrective action and monitoring plan activities to address the top five (5) identified trending safety issues in the NAS.

**Target: AJV-P Support for ATO Top 5**

Develop and submit for coordination and publication Air Traffic Procedures Bulletins (ATPB) in support of communication and safety campaigns implemented for those ATO Top 5 Corrective Action Plans that identify air traffic controller improvement.

**Initiative: Aerospace Medicine Safety Information System (AMSIS)**

The Office of Aerospace Medicine (AAM) is responsible for: the medical certification of airmen; the medical clearance of air traffic control specialists; oversight of aviation industry drug and alcohol testing programs; designation, training and oversight of aviation medical examiners; FAA employee substance abuse testing; airmen aviation physiology and survival training and education; the FAA Employee Health Awareness Program; and aerospace medicine and human factors research. These programs are carried out by AAM at FAA Headquarters, the Civil Aerospace Medical Institute, in the regional Aerospace Medicine divisions and at the three Industry Drug Abatement Compliance and Enforcement Centers. AAM has designed, developed and implemented information systems to efficiently process and manage safety, health and research information collected by FAA's regulatory programs. However, to ensure that these systems are maintained and kept up-to-date and/or replaced as necessary, lifecycle funding is needed. AAM requires future systems funding to re-engineer AAM safety program business processes; design and develop new information systems architecture; and to design, procure and deploy next generation information systems. The Aerospace Medicine Safety Information System (AMSIS) Program is designed to support existing systems, technology, and develop replacement systems in the future.

**Activity: Investment Analysis for Aerospace Medicine Safety Information System, A35.01-01**

Aerospace Medicine Safety Information System (AMSIS) system development activities to support progress toward implementation milestones.

**Target: Finalize the Aerospace Medicine Safety Information System (AMSIS) Phase 1 Bridge Funding Request JRC briefing.**

Finalize the Aerospace Medicine Safety Information System (AMSIS) Phase 1 Bridge Funding Request JRC briefing.

**Target: Submit Final Risk Adjusted Lifecycle Cost Point Estimate to IP&A in support of the Aerospace Medicine Safety Information System (AMSIS) Phase 1 Baseline Change Decision (BCD).**

Submit Final Risk Adjusted Lifecycle Cost Point Estimate to IP&A in support of the Aerospace Medicine Safety Information System (AMSIS) Phase 1 Baseline Change Decision (BCD).

**Target: Aerospace Medicine Safety Information System (AMSIS) Phase 1 - Complete primary software development of Medical Certification and Clearance baseline functionality.**

Aerospace Medicine Safety Information System (AMSIS) Phase 1 - Complete primary software development of Medical Certification and Clearance baseline functionality.

**Initiative: System Approach for Safety Oversight (SASO)**

The SASO Program is a multi-phase effort that transforms FAA Flight Standards Service (FS) and aviation industry business processes to a national standard of system safety based upon International Civil Aviation Organization (ICAO) Safety Management System (SMS) principles. Phase 1, a planning and engineering phase, tested system safety concepts, specifically with respect to the air carrier industry. Phase 2 implemented the Safety Assurance System (SAS), a risk-based decision making tool incorporating system safety principles to assist in regulatory oversight responsibilities of the aviation industry. Phase 3 expands the SAS functional capabilities by adding Activity Recording (replacing PTRS for all 14 CFR parts) and Office Workload List (OWL), a workload management tool; develops the Risk Assessment Profile Tool used to quantify safety risk and assist in prioritizing oversight; automates the application process; implements coordination in oversight of repair stations; extends safety oversight of 14 CFR parts 141, 142, and 147 schools; and includes industry outreach and familiarization efforts to more fully synchronize FS and industry in understanding system safety.

**Activity: Deploy System Approach for Safety Oversight (SASO), A25.02-02**

System Approach for Safety Oversight (SASO) deployment to last production site and prepare for Functional Release 1.

**Target: System Approach for Safety Oversight (SASO) Phase 3 - Last Production Site Initial Operational Capability (IOC).**

System Approach for Safety Oversight (SASO) Phase 3 - Last Production Site Initial Operational Capability (IOC).



**Target: System Approach for Safety Oversight (SASO) Phase 3 - Complete Doctorate Risk Profile Assessment Tool (RPAT) Course □ All Sites.**

System Approach for Safety Oversight (SASO) Phase 3 - Complete Doctorate Risk Profile Assessment Tool (RPAT) Course □ All Sites.

**Activity: System Approach for Safety Oversight (SASO) Phase 4, A25.02-03**

System Approach for Safety Oversight (SASO) Phase 4, A25.02-03

**Target: System Approach for Safety Oversight (SASO) Phase 4 - Complete the Enhanced Flight Standards Automation System (eFSAS) IT Joint Application Development (JAD).**

System Approach for Safety Oversight (SASO) Phase 4 - Complete the Enhanced Flight Standards Automation System (eFSAS) IT Joint Application Development (JAD).

**Target: System Approach for Safety Oversight (SASO) Phase 4 - Complete the Mobile Devices/IT Enhancements (Mobile/IT) IT Joint Application Development (JAD).**

System Approach for Safety Oversight (SASO) Phase 4 - Complete the Mobile Devices/IT Enhancements (Mobile/IT) IT Joint Application Development (JAD).

**Initiative: Configuration, Logistics, and Maintenance Resource Solutions (CLMRS)**

Configuration, Logistics, and Maintenance Resource Solutions (CLMRS)

**Activity: Configuration Management Automation (CMA) Phase 1**

Configuration Management Automation (CMA) Phase 1

**Target: Configuration Management Automation (CMA) Phase 1 - Complete IFSv10 Upgrade.**

Configuration Management Automation (CMA) Phase 1 - Complete IFSv10 Upgrade.

**Target: Configuration Management Automation (CMA) Phase 1 - Complete Build 1 Operational Testing (OT).**

Configuration Management Automation (CMA) Phase 1 - Complete Build 1 Operational Testing (OT).

**Target: Configuration Management Automation (CMA) Phase 1 - Complete Build 1 Development Testing (DT).**

Configuration Management Automation (CMA) Phase 1 - Complete Build 1 Development Testing (DT).

**Activity: Automated Maintenance Management System (AMMS), M07.05-01**

Automated Maintenance Management System (AMMS), M07.05-01

**Target: Automated Maintenance Management System (AMMS) - Complete Business Case Document (BCD).**

Automated Maintenance Management System (AMMS) - Complete Business Case Document (BCD).

**Target: Automated Maintenance Management System (AMMS) - Complete development efforts in TechOps Activities Portal (TAP) Connected for Alert Functionality so that ANG can begin the Developmental Test & Evaluation (DT&E).**

Automated Maintenance Management System (AMMS) - Complete development efforts in TechOps Activities Portal (TAP) Connected for Alert Functionality so that ANG can begin the Developmental Test & Evaluation (DT&E).

**Target: Automated Maintenance Management System (AMMS) - Complete Final Execution Plan.**

Automated Maintenance Management System (AMMS) - Complete Final Execution Plan.

### **Initiative: Analytical Tool Development**

Facilitate the development, design, integration, and implementation of tools to improve analytical capabilities by supporting risk-analysis, assessment, tracking, and monitoring processes.

#### **Activity: Operational Analysis And Reporting System (OARS) Phase 1, M08.32-04**

Operational Analysis And Reporting System (OARS) Phase 1, M08.32-04

**Target: Operational Analysis And Reporting System (OARS) Phase 1 - Component Development Testing (DT) completed.**

Operational Analysis And Reporting System (OARS) Phase 1 - Component Development Testing (DT) completed.

#### **Activity: Operational Analysis and Reporting System (OARS) Phase 2 Planning, M08.32-06**

Provide program management support for the OARS program.

**Target: Complete Operational Analysis And Reporting System (OARS) Phase 2 Implementation Strategy & Planning Document (ISPD).**

Complete Operational Analysis And Reporting System (OARS) Phase 2 Implementation Strategy & Planning Document (ISPD).

### **Initiative: Logistics Center Support System (LCSS)**

The Logistics Center Support System (LCSS) is a mission support IT procurement that re-engineers and automates the FAA's logistics management processes. The program modernizes the FAA's supply chain management by replacing the 20-year old Logistics and Inventory System (LIS).

#### **Activity: Logistics Center Support System (LCSS), M21.04-01**

Logistics Center Support System (LCSS)

**Target: Logistics Center Support System (LCSS) Full Operational Capability (FOC).**

Logistics Center Support System (LCSS) Full Operational Capability (FOC).

**Target: Logistics Center Support System (LCSS) - Conduct a successful ANG validation for F&E Project Material Management (PMM).**

Logistics Center Support System (LCSS) - Conduct a successful ANG validation for F&E Project Material Management (PMM).

**Target: Logistics Center Support System (LCSS) Enhancements - Reduce Department of Defense (DoD) customer part re-orders to less than 5% (technical).**

Logistics Center Support System (LCSS) Enhancements - Reduce Department of Defense (DoD) customer part re-orders to less than 5% (technical).

**Target: Logistics Center Support System (LCSS) Enhancements - Reduce Department of Defense (DoD) customer part re-orders to less than 5% (non-technical).**

Logistics Center Support System (LCSS) Enhancements - Non-technical errors will not exceed 5% of the total order count over a thirty day period.

**Initiative: Aeronautical Information Management (AIM)**

The AIM Modernization program will provide aviation users with digital aeronautical information that conforms to international standards and supports Next Generation Air Transportation System (NextGen) objectives.

**Activity: Federal Notices to Airmen (NOTAM) System (FNS) Sustainment**

Federal Notices to Airmen (NOTAM) System (FNS) Sustainment

**Target: Federal Notices to Airmen (NOTAM) System (FNS) Sustainment - CAM Goal**

Complete Development Testing (DT) for Federal Notices to Airmen (NOTAM) System (FNS) Sustainment Release 1.

**Target: Federal Notices to Airmen (NOTAM) System (FNS) Sustainment**

Achieve Final Investment Decision (FID) for Federal Notices to Airmen (NOTAM) System (FNS) Sustainment.

**Activity: Federal NOTAM System (FNS) publishes Notices to Airmen (NOTAMs)**

The Federal NOTAM System (FNS) publishes Notices to Airmen (NOTAMs), which provide pilots, operators and aircrews with essential information involving the abnormal status of a component of the National Airspace System (NAS). Many components within the FNS/USNS system are running on old hardware and improvements in the system architecture are needed.

**Target: Federal NOTAM System (FNS) publishes Notices to Airmen (NOTAMs)**

Award a new Federal Notices to Airmen (NOTAM) System (FNS) Contract.

**Activity: Federal Notices to Airmen (NOTAM) System (FNS) Operations**

Federal Notices to Airmen (NOTAM) System (FNS) Operations

**Target: Federal Notices to Airmen (NOTAM) System (FNS) Operations**

Activate Closure/Restriction Notices Diagram Automation (CNDA) at 100 airports.

**Target: Federal Notices to Airmen (NOTAM) System (FNS) Operations**

Deploy Federal Notices to Airmen (NOTAM) System (FNS) OPS Release 2.19 to include International Civil Aviation Organization (ICAO) Phase 1.

**Target: Federal Notices to Airmen (NOTAM) System (FNS) Operations**

Complete Aeronautical Information System Replacement (AISR) Terminal Installations (9 sites remain).

**Activity: Aeronautical Information Management Modernization (AIMM) Phase 2**

Aeronautical Information Management Modernization (AIMM) Phase 2

**Target: Aeronautical Information Management Modernization (AIMM) Phase 2**

Deliver first Aeronautical Common Services (ACS) Operations & Maintenance (O&M) Software (SW) release to address critical issues as well as address user reported issues.

**Activity: Aeronautical Services/ Operations & Maintenance (O&M)**

Aeronautical Services/ Operations & Maintenance (O&M)

**Target: Aeronautical Services/ Operations & Maintenance (O&M)**

Award new Operations & Maintenance (O&M) Contract for Aeronautical Services.

**Activity: Obstruction Evaluation/Airport Airspace Analysis (OE/AAA)**

The Obstruction Evaluation/Airport Airspace Analysis evaluates all structures that may affect the national airspace system for the safety and efficient use of the navigable airspace.

**Target: Obstruction Evaluation/Airport Airspace Analysis (OE/AAA)**

Implement interactive customized data dashboards for Obstruction Evaluation/Airport Airspace Analysis (OE/AAA) system users that visually track, analyze and display metrics and key data points relevant to processing/handling aeronautical studies.

**Activity: Military Airspace Data Entry (MADE)/Special Use Airspace Management System (SAMS)**

Military Airspace Data Entry (MADE)/Special Use Airspace Management System (SAMS)

**Target: Military Airspace Data Entry (MADE)/Special Use Airspace Management System (SAMS)**

Complete upgrades of the FAA Oracle Java 1.8 and Fuse Enterprise Service Bus (ESB) software for the SWIM Operational Repository (OR) Services, SWIM Static Repository (SR) Client, and DoD Web Service software packages.

**Activity: National Airspace System Resource (NASR)**

NASR is FAA's repository for NAS aeronautical data, including Airspace resources and FAA facilities. It provides access to AIXM and text versions of aeronautical data subscriptions along with daily reports on updates to users.

**Target: National Airspace System Resource (NASR)**

National Airspace System Resource (NASR)/Electronic National Airspace System Resource (eNASR) is to baseline a Concept of Operations (CONOPS).

**Activity: Central Airspace Reservation Function (CARF)**

Central Airspace Reservation Function (CARF)

**Target: Central Airspace Reservation Function (CARF)**

Install Central Airspace Reservation Function (CARF) hardware in the lab at the Tech Center.

**Activity: Sector Design and Analysis Tool (SDAT)**

Sector Design and Analysis Tool (SDAT)

**Target: Sector Design and Analysis Tool (SDAT)**

Deploy Release 9.3 that adds the ability to add new facilities to Sector Design and Analysis Tool (SDAT).

**Activity: Temporary Flight Restriction (TFR)**

Temporary Flight Restriction (TFR)

**Target: Temporary Flight Restriction (TFR)**

Install Temporary Flight Restriction (TFR) hardware in the lab at the Tech Center.

**Initiative: Common Support Services Weather (CSS-Wx)**

Common Support Services - Weather (CSS-Wx) will be the single source of FAA weather information and establishes enterprise level common support services within the National Airspace System (NAS). CSS-Wx Improves weather information management and user access; provide new interface standards and formats.

**Activity: Common Support Services Weather (CSS-Wx)**

Common Support Services - Weather (CSS-Wx) will be the single source of FAA weather information and establishes enterprise level common support services within the National Airspace System (NAS). CSS-Wx Improves weather information management and user access; provide new interface standards and formats.

**Target: Common Support Services - Weather (CSS-Wx) - CAM Goal**

Release 1 Integration Testing completed.

**Initiative: Next Generation Weather Processor (NWP)**

NextGen Weather Processor (NWP) Work Package 1 Increases NAS efficiency and safety by improving weather product generation, translation, and display for aviation weather users

**Activity: NextGen Weather Processor (NWP) Work Package 1**

NextGen Weather Processor (NWP) Work Package 1 Increases NAS efficiency and safety by improving weather product generation, translation, and display for aviation weather users

## **Target: NextGen Weather Processor (NWP) Work Package 1 - CAM Goal**

NextGen Weather Processor (NWP)-Aviation Weather Display (AWD) Software completed.

## **Initiative: I6 Develop a Uniform Continuum for Performance-based Responses for all Oversight and Regulation Functions (SP)**

AVS has a single safety continuum framework that is commonly understood and embraced by employees and the public. This standardized approach to managing the level safety risk exposure will provide clarity for more efficient regulation and oversight.

### **Activity: A2 Develop and implement guidance on how AVS services and offices should apply the Safety Continuum framework**

Socialize the safety continuum framework to obtain feedback. Develop safety continuum guidance for specific S/O functions. Apply the safety continuum to make risk mitigation decisions at the executive and working levels.

### **Target: Conduct Workshops to Refine and Validate the Safety Continuum**

Refine and validate the Safety Continuum framework and draft tools through workshops with specific AVS service offices or FAA lines of business, and document feedback.

### **Target: Formulate an Outline for a formal Safety Continuum Guidance Document**

Based on results from the AVS service office workshops develop a formal guidance document (FAA Order) outline. Complete an outline that documents a roadmap for a FAA Safety Continuum Order or other type of guidance document.

### **Target: Develop a Draft Safety Continuum Guidance Document (FAA Order)**

Based on the safety continuum process outline, develop a draft guidance document (FAA Order). Complete a draft Safety Continuum guidance document that is ready for clearance record review. This document will include safety continuum data requirements to facilitate risk mitigation decisions at the executive and working levels.

## **Initiative: Potential/Emerging Safety Issues**

Improve the ability to identify and assess safety risks through advanced analytics.

### **Activity: Potential/Emerging Safety Issues**

Improve the ability to identify and assess safety risks through advanced analytics.

### **Target: Potential/Emerging Safety Issues (AVP)**

Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process and submit an annual FAA safety issue screening report to the FAA SMS Executive Council by September 30, 2022.

### **Target: Potential/Emerging Safety Issues (AST)**

Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process and submit an annual FAA safety issue screening report to the FAA SMS Executive Council by September 30, 2022.



**Target: Potential/Emerging Safety Issues (ARP)**

Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process and submit an annual FAA safety issue screening report to the FAA SMS Executive Council by September 30, 2022.

**Target: Potential/Emerging Safety Issues (AXH)**

Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process and submit an annual FAA safety issue screening report to the FAA SMS Executive Council by September 30, 2022.

**Target: Potential/Emerging Safety Issues (AJI-3)**

Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process and submit an annual FAA safety issue screening report to the FAA SMS Executive Council by September 30, 2022.

**Target: Potential/Emerging Safety Issues (ANG)**

Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process and submit an annual FAA safety issue screening report to the FAA SMS Executive Council by September 30, 2022.

**Initiative: Commercial Air Carrier Fatality Rate**

Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period - FY 2008-2025. Target for FY 2022 is 5.2

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Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period - FY 2008-2025. Target for FY 2022 is 5.2.

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Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period - FY 2008-2025. Target for FY 2022 is 5.2.

**Initiative: General Aviation Fatal Accident Rate**

Reduce the general aviation fatal accident rate to no more than 0.89 fatal accidents per 100,000 flight hours by 2028. FY 2022 Target: 0.95

**Activity: General Aviation Fatal Accident Rate**

Reduce the general aviation fatal accident rate to no more than 0.89 fatal accidents per 100,000 flight hours by 2028. FY 2022 Target: 0.95

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### **Initiative: Develop a strategy to engage the workforce with rulemaking activities**

The Strategic Rulemaking Planning Activity is a pre-rulemaking mechanism used by ARM to evaluate aviation industry trends, anticipate future rulemaking demand, recommend changes to the rulemaking program, and mobilize pre-rulemaking activities.

#### **Activity: Implement a data call to inform FAA's strategy to enable emerging entrants**

The Strategic Rulemaking Planning Activity will be initiated on an annual basis at the discretion of the Executive Director of Rulemaking (ARM-1). Participants include FAA executives with rulemaking portfolios and their rulemaking representatives, the ARM Management Team (ARM-MT) and support personnel.

#### **Target: Conduct a Strategic Rulemaking Planning Activity**

Engage the workforce by identifying areas that will require rulemaking activity to address emerging technologies and other anticipated needs while also reviewing the FAA's existing rulemaking inventory to confirm priorities and allocate resources.

### **Initiative: Assess and Evaluate ASH's Current Data Assets and Analytics Capabilities**

Assess and evaluate ASH's current data assets and analytics capabilities against government-leading standards, identify gaps, and pursue opportunities to improve data collection practices, data-sharing protocols, and data completeness.

#### **Activity: Promote System Level Analytics**

Improve the ability to identify and assess safety risks through advanced analytics and a systemic safety approach.

#### **Target: Actionable Airline Passenger Dangerous Goods Discrepancy Reports**

Enable functionality in SAS to enable air carriers to upload suspected passenger non-compliance of Dangerous Goods Regulations.

#### **Target: SAS Mobile Device Capability**

In coordination with AVS, develop mobile device capability in SAS to support DCT and Activity Data Collection by HMASIs via mobile devices.

#### **Activity: Continue Analysis and Mitigation of Undeclared Hazmat and High-Risk/Incident Commodities Entering the Air Transport System**

Through data collection and analysis, AXH will continue to identify and address undeclared hazmat and high-risk/incident commodities, such as Class 2 gases, that are entering the air transport system. Using risk-based decision making, AXH will employ a variety of strategies to mitigate risks.

#### **Target: Use SAS to Measure the Accumulation of Dangerous Goods Risk**

Rely on the AXH Certificate Holder Assessment Tool (CHAT) and Risk Profile Assessment Tool (AXH RPAT) in SAS to provide visibility into safety risks. Leverage outputs from the CHAT and AXH RPAT to identify the accumulation of safety risk and priority resourcing.

## **Initiative: Develop and Issue Rules and Supporting Regulatory Documents**

Develop and issue products to assist potential licensees and permittees in meeting regulatory requirements.

### **Activity: Manage the Commercial Space Rulemaking Program, Develop Rules, and Supporting Guidance Documents**

Provide information to industry and publish supporting material as required to support Part 450 Streamlining Commercial Space Launch and Reentry

#### **Target: Develop and issue products intended to assist potential licensees in meeting regulatory requirements pertaining to public safety.**

Develop draft advisory documents on topic required for the final rule to provide guidance and a means of compliance with the current regulations.

#### **Target: Develop and implement pre-rulemaking activities to gather public and industry input**

Prepare and coordinate Aerospace Rulemaking Committee charters for projected rulemaking activities.

#### **Target: Advisory Circulars**

Publish 8 Advisory Circulars

#### **Target: Part 440 Aerospace Rulemaking Committee**

Establish the Part 440 Aerospace Rulemaking Committee and conduct 1st meeting

### **Activity: Perform Process Improvement Activities to Reduce Regulatory Burden While Maintaining Safety**

Evaluate current licensing and evaluation procedures to identify and implement process and efficiency improvements. Maintain public safety through process improvements and the conduct of effective and efficient safety evaluations and inspections. Complete 65% of the initiatives within this target.

#### **Target: Analyze Commercial Space Transportation License Application Processes**

Analyze Commercial Space Transportation license evaluation processes to identify opportunities for efficiency improvement.

#### **Target: Continuously Integrate Lessons Learned**

Coordinate and implement lessons learned with stakeholders following each license or permit determination. Identify lessons learned and other safety issues observed during inspection and mishap response or those which do not support operational environments and indicate potentially inadequate safety and mishap requirements and processes necessitating modification. Develop and provide regulatory recommendations and/or draft language which improve public safety requirements. Document and coordinate results with the AST management team. Incorporate necessary changes into pre-application, evaluation, and inspection procedures, training, and planning.

### **Target: Commercial space transportation waiver analysis and integration**

Develop and implement a waiver tracking system. Ensure the rationale for a waiver accounts for other applicable waivers. Identify specific reoccurring waivers which could indicate inadequate or improperly defined public safety requirements.

### **Initiative: Aviation Safety Information and Sharing (ASIAS)**

Improve agency ability to identify and assess safety risks through advanced analytics.

#### **Activity: Aviation Safety Information and Sharing (ASIAS)**

Support ASIAS expansion for data analysis function.

### **Target: Fuse multiple data sources to develop an aviation safety metric**

Complete the development and integration testing of an aviation safety metric, merging multiple datasets from the Enterprise Information Management (EIM) system or other sources.

### **Initiative: Conduct Safety Inspections**

Verify operator compliance with public safety requirements during the conduct of launch/reentry, launch/reentry site operator, and safety approval operations to the extent necessary using a risk informed monitoring approach. Execute the AST standardization and evaluation and inspection training programs to ensure a logically consistent approach to verification techniques. Execute mishap response coordination and enforcement programs to return operators to safe operation and compliance.

#### **Activity: Inspect Launch and Reentry Operations and Sites**

Conduct launch/reentry, launch/reentry site operator, and safety approval safety inspections using a risk-based methodology.

### **Target: Monitor FAA Authorized Operators/Operations**

Conduct monitoring activity for FAA authorized operators/operations to the extent necessary to ensure public safety and verify operator compliance in accordance with an established concept of operations (CONOPS) which adequately manages inspection resources while focusing on critical safety processes and activities in order to achieve acceptable risks to the public. Record, document, and evaluate compliance monitoring results to effectively monitor future activities.

### **Target: Continue to enhance inspector training and certification process**

Review the current safety inspector qualification matrix (QM) qualification and certification process. Continue to improve the delivery of training for qualification and certification of new safety inspectors based on the basic knowledge, skills, and experience required to independently and adequately monitor and support Commercial Space Transportation safety inspection division activities. Identify and document proficiency training requirements and guidelines for qualified/certified personnel in order to maintain certification. Review and identify improvements to the current qualification and certification record keeping process. Identify information technology requirements and potential applicable tools including building a library of recorded training to minimize the need for inspectors to conduct individual training in-person each time.

### **Activity: Maintain a Mishap Response Program**

Develop, implement, and modify critical mishap response procedures, tools and exercises to familiarize and train division staff response to commercial space transportation mishap events. Share lessons learned with AST and other stakeholders. Support and oversee mishap activities associated with AST regulated operations.

#### **Target: Commercial Space Transportation Mishap Response Exercise**

Conduct a mishap notification and response team mishap exercise and include key stakeholders as required. Exercise AST bridge line activation and response actions which simulate an actual mishap event. Develop and implement a catastrophic mishap scenario for use during the exercise. Share results, lessons learned and other outcomes with the AST management team. Identify areas of weakness and strengths and provide recommended procedural or policy changes to improve AST mishap response.

### **Activity: Maintain a Compliance and Enforcement Program**

Identify operator compliance issues, process noncompliance in accordance with Agency policy and directives, and prepare/train/familiarize personnel to understand the FAA compliance program and process enforcement actions. Develop, implement, and modify compliance and enforcement program procedures, tools, and exercises.

#### **Target: Maintain Compliance and Enforcement Program Policies and Procedures**

Familiarize AST staff with the Compliance & Enforcement program. Provide training Module 1, AST oversight of Compliance and Enforcement Program, for all AST personnel. Provide in depth training Module 2, Inspector training on Compliance and Enforcement, to all safety inspectors using a tabletop exercise (TTE).

### **Initiative: ATO Data Evolution**

Build a federated approach to the provision of data capabilities supported by the necessary cultural transformation, partnerships, and technology

#### **Activity: Data Evolution Leadership Team (DELT)**

The Data Evolution Leadership Team is an executive level team that will provide a collective voice and focused approach to identifying and solving ATO data challenges. The DELT will also work towards building a federated approach to the provision of capabilities supported by the necessary cultural transformation, partnerships, and technology.

#### **Target: Create Data Initiatives Roadmap**

Create an ATO roadmap of data initiatives through the formation of an associated ATO service unit executive team and working groups

#### **Activity: ATO Data and Analytics Modernization (ADAM)**

AJT Business Analytics supports Air Traffic Services and the Air Traffic Organization (ATO) by establishing a working group to network, share information, and define capabilities and requirements to improve collaboration, which will reduce duplication of effort and ensure accurate and consistent results. ATO Data and Analytics Modernization (ADAM) group is fully established as of FY20 and leads several ATO-wide activities. ADAM is now integrated into the ATO's executive level Data Evolution Leadership Team (DELT) as the management level workgroup to support ATO's data transformation on behalf of the COO.

**Target: Manage ATO Critical Data Sources**

Work across ATO service units through the DELT to prioritize ATO Critical Data Sources so that the most important sources are ingested into EIM and made available for ATO use. Coordinate actions to maximize benefits to ATO.

**Target: Coordinate across ATO service units to develop content for Consolidated Agency Resource Library (CARL)**

Complete a review and redesign of ATO's CARL content.

**Initiative: NextGen Portfolio Management**

Collaborate with stakeholders to continually improve NextGen planning and benefits delivery.

**Activity: NextGen Portfolio Management**

Collaborate with stakeholders to continually improve NextGen planning and benefits delivery. Ensure all funds are executed in accordance with Federal guidelines and FAA procedures.

**Target: First quarter report status of Project Level Agreement (PLA)**

Quarterly report status of Project Level Agreement (PLA) deliverable execution for all active PLAs. Ensure 100% tracking of all deliverables.

**Target: Second quarter report status of Project Level Agreement (PLA)**

Quarterly report status of Project Level Agreement (PLA) deliverable execution for all active PLAs. Ensure 100% tracking of all deliverables.

**Target: Third quarter report status of Project Level Agreement (PLA)**

Quarterly report status of Project Level Agreement (PLA) deliverable execution for all active PLAs. Ensure 100% tracking of all deliverables.

**Target: Fourth quarter report status of Project Level Agreement (PLA) deliverable**

Quarterly report status of Project Level Agreement (PLA) deliverable execution for all active PLAs. Ensure 100% tracking of all deliverables.

**Initiative: Human and Aeromedical Factors**

Conduct Human and Aeromedical Factors research to address human-system interactions in an evolving NAS as well as the impact of flight on humans.

**Activity: Flightdeck/Maintenance/System Integration Human Factors (A11.f Requirement)**

The Core Flight Deck research program provide the research foundation to update and maintain human factors related regulations, advisory circulars, procedures, Orders, standards, job aids, and other materials to support aviation safety and productivity. Program outputs also address the human factors impact of rapid changes to current-day technologies, procedures, and emerging issues.



**Target: Reference Document for Flight Standards Human Factors RDFSHP**

Reference Document for Flight Standards Human Factors (RDFSHP), Crew Resource Management (CRM) Section

**Target: Reference Document for Flight Standards Human Factors (RDFSHP) Final Report**

Reference Document for Flight Standards Human Factors (RDFSHP) Final Report

**Target: Pilot Visual Scanning Techniques of Instruments, Systems, and Outside References for Flightpath Management**

Transport Category Aircraft Draft Report (DRAFT)

**Activity: NextGen Tasks, Skills, Procedures, and Training for NextGen Air Carrier Pilots**

This research responds to gaps in FAA regulatory and training guidance to enable the evaluation of new NextGen pilot knowledge, skills, and abilities. This research proactively identifies air-ground user adaptation needs to support the successful implementation and operational use of NextGen capabilities and procedures.

**Target: iOS Application Development for EFVS Visual Advantage Operational Data Collection (Phase 2 of 2):**

Final Technical Report (DRAFT)

**Target: Final Report with HF Recommendations to support FAA guidance**

Final Report with HF Recommendations to support FAA guidance addressing procedural and NextGen air carrier training vulnerabilities

**Target: HF Guidance for the Design & Evaluation of Multi-Modal Aircraft/Flight Deck Controls (Phase 3 of 3):**

Final Report

**Activity: Conduct Human Factors Research**

Conduct human factors research to address human-system interactions in an evolving NAS.

**Target: Develop Human-Machine Teaming Knowledge Base**

Through literature reviews and workshops, develop a knowledge base of critical research issues in the area of human-machine teaming in air traffic control and technical operations. Collaborate with experts from NASA, DoD, DOT to prioritize and document research questions and potential requirements.

**Target: Develop Color Standard for High Ambient Lighting Air Traffic Control Environments**

Develop a standard for the use of color for displays in the bright ambient light conditions in airport traffic control towers and similar environments, including color parameter values, test criteria, and implementation guidance.

### **Initiative: Human Performance**

Work collaboratively across the ATO to enhance the human performance contribution to the safety and efficiency of NAS operations.

#### **Activity: Human Performance Management**

Conduct ATO-wide Human Performance Management activities to identify, understand and mitigate human factors and human performance issues across the ATO to increase the safety and efficiency of the human element within the ATC operation.

#### **Target: Human Performance Operational Portal**

Develop a portal/initiative for the dissemination of Human Performance Information and Best Practices with the Operational workforce and collection of Human Performance Issues.

#### **Target: Development of Tower and En Route Training Standards**

Lead the development, testing and validation of the Tower and En Route Training Standards as part of a national development and roll out plan.

#### **Target: Human Performance Management Roundtable**

Establish an ATO-wide Human Performance Strategic Plan and Human Performance Order through collaboration and coordination with the Human Performance Management Roundtable

# People

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

## Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Develop and implement a comprehensive strategy to ensure a more thoughtful, robust workforce environment that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

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### Initiative: Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

#### Activity: Hiring Persons with Disabilities (PWD)/Persons with Targeted Disabilities (PWTD).

ACR will lead collaboration between all LOB/SOs to increase the representation of PWD/PWTD in the FAA workforce by 1% each year for the next three years.

**Target: Each LOB/SO will increase PWD/PWTD awareness and accountability by issuing a memorandum directing their managers to promote the PWD/PWTD 1% goal.**

Each LOB/SO will increase PWD/PWTD awareness and accountability by issuing a memorandum directing their managers to promote the PWD/PWTD 1% goal.

**Target: In collaboration with all LOB/SOs, ACR will ensure that 75% of FAA managers with hiring authority participate in an information session held by ACR's National People with Disabilities Program Manager to establish hiring initiatives.**

In collaboration with all LOB/SOs, ACR will ensure that 75% of FAA managers with hiring authority participate in an information session held by ACR's National People with Disabilities Program Manager to establish hiring initiatives.

**Target: Each LOB/SO will report their progress towards the 1% PWD/PWTD goal during the bi-monthly EAC meetings.**

Each LOB/SO will report their progress towards the 1% PWD/PWTD goal during the bi-monthly EAC meetings.

#### Activity: FAA will establish a DEIA Score Card relevant to recruiting, retaining, development and promotion of traditionally underrepresented groups.

FAA will establish a DEIA Score Card relevant to recruiting, retaining, development and promotion of traditionally underrepresented groups.

**Target: ACR will develop, distribute and implement score card template and metrics.**

ACR will develop, distribute and implement score card template and metrics.

**Target: LOB/SOs will submit the initial scorecard report covering the first two quarters of FY22 to ACR for review.**

LOB/SOs will submit the initial scorecard report covering the first two quarters of FY22 to ACR for review.

**Target: The heads of each LOB/SO will report and discuss their results at a Management Board meeting, LOB/SO heads will be expected to discuss plans on addressing deficiencies that may exist.**

The heads of each LOB/SO will report and discuss their results at a Management Board meeting, LOB/SO heads will be expected to discuss plans on addressing deficiencies that may exist.

**Target: LOB/SOs will submit their 3rd quarter score card to ACR for review.**

LOB/SOs will submit their 3rd quarter score card to ACR for review.

**Target: The heads of each LOB/SO will report and discuss their results at a Management Board meeting, LOB/SO heads will be expected to discuss plans on addressing deficiencies that may exist.**

The heads of each LOB/SO will report and discuss their results at a Management Board meeting, LOB/SO heads will be expected to discuss plans on addressing deficiencies that may exist.

#### **Activity: DEI&A Culture Campaign**

Working through all LOB/SOs, clearly communicate the principles of DEI&A throughout the agency and ensure all levels of management have the knowledge, training, and tools necessary to increase DEI&A in the workforce.

**Target: Establish a cross-LOB/SO steering committee to develop the DEIA Implementation Plan.**

Establish a cross-LOB/SO steering committee to develop the DEIA Implementation Plan.

**Target: Finalize and publish the DEIA Implementation Plan.**

Finalize and publish the DEIA Implementation Plan.

#### **Activity: DEI&A Gender-Inclusive Policy Development**

To ensure a diverse, equitable, and inclusive environment, adopt a gender-neutral language policy to be implemented across the agency.

**Target: Conduct research to identify gender-specific terminology used in FAA policies and programs. Identify alternate terms to be used that align with diverse, equitable, and inclusive practices.**

Conduct research to identify gender-specific terminology used in FAA policies and programs. Identify alternate terms to be used that align with diverse, equitable, and inclusive practices.

**Target: Host a national symposium with internal and external stakeholders to socialize effort on the use of gender-neutral language at FAA.**

Host a national symposium with internal and external stakeholders to socialize effort on the use of gender-neutral language at FAA.

**Target: Obtain AOA approval of policy statement and begin facilitation and development in support of the draft order**

Obtain AOA approval of policy statement and begin facilitation and development in support of the draft order.

**Target: Working in collaboration with all LOB/SOs, refine draft order to utilize gender-neutral language references as appropriate in agency documents.**

Working in collaboration with all LOB/SOs, refine draft order to utilize gender-neutral language references as appropriate in agency documents.

### **Activity: DEIA Culture**

ACR will lead the corporate effort to increase the agency's Diversity, Equity, Inclusion, and Accessibility (DEIA) culture.

**Target: ACR will work with AOC to develop and communicate a clear and succinct DEIA message for the agency.**

ACR will work with AOC to develop and communicate a clear and succinct DEIA message for the agency.

**Target: ACR will work with AHR to identify and implement three additional training courses, tools, and/or resources that further increase DEIA in the workforce.**

ACR will work with AHR to identify and implement three additional training courses, tools, and/or resources that further increase DEIA in the workforce.

### **Initiative: Equal Employment Opportunity (EEO) Training**

Assist Agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace by providing training on EEO laws, FAA policies, and appropriate workplace behavior.

### **Activity: EEO Training Opportunities for FAA Workforce**

Ensure that FAA management and employees are aware of EEO training course opportunities throughout the fiscal year.

**Target: Market Training Opportunities**

Market and announce EEO training opportunities each quarter, including Harmony and Respect Training (HART) and COVID-19 training. Create and promote training sessions agency-wide. Due Quarterly.

**Activity: Enhance EEO Training Currency and Appeal**

Review, revise, enhance, develop or purchase EEO training courses to meet EEO training needs.

**Target: EEO Training Currency and Accuracy**

Review and revise existing EEO training courses to ensure they are in compliance with current EEO laws and guidance.

**Target: EEO Training Course Appeal**

Enhance training with multi-media and a variety of training delivery methods to include modern technical advances for course delivery to improve student learning and to provide flexibility of training opportunities.

**Target: Develop or Purchase New EEO Training Courses**

Develop or purchase new EEO courses to meet current EEO training needs. Coordinate with other DOT agencies to determine opportunities for sharing training resources.

**Target: EEO Training Course Effectiveness**

Monitor training effectiveness through customer feedback surveys and complaint data.

**Activity: EEO Facilitator/Producer Quality Improvement**

Enhance ACR Facilitator/Producer quality and skill improvement efforts throughout the organization.

**Target: Annual Trainer Improvement Instruction**

Provide ACR EEO Facilitators/Producers with an advanced improvement course, provided through contracted training professional instructors, in order to enhance their skills as professional facilitators/producers.

**Target: Provide Additional Train-the-Trainer Sessions and Course Updates**

Conduct, at minimum, quarterly train-the-trainer sessions for facilitators and producers to ensure they meet quality objectives. These sessions will be to address any feedback from customers and to improve the skill set of facilitators/producers. Additionally, at minimum, within a month of any course update, provide train-the-trainer sessions to producers/facilitators on the updated course material and best practices.

**Initiative: Maximize Diversity and Equity**

Maximize the Benefits of Diversity, Equity, and Inclusion

**Activity: Establish an ARP JEDI (justice, equity, diversity, inclusion)**

Establish an ARP JEDI (justice, equity, diversity, inclusion) semi-annual employee recognition for advancing justice, equity, diversity and inclusion within teams and/or airport projects.



**Target: JEDI Familiarization**

Hold at least one activity to familiarize ARP employees with concepts and examples of justice, equity, diversity and inclusion.

**Target: JEDI Award Committee**

Form an ARP committee that will (1) develop JEDI award criteria, (2) review semi-annual nominations and (3) make selections.

**Target: JEDI Award Criteria**

As a JEDI committee, develop award (non-monetary) criteria. Circulate for Director, ARP-1/-2 comments and approval.

**Target: Semi-Annual Call**

Host the first semi-annual call for JEDI nominations.

**Target: INSPIRE Story**

Publish a Focus FAA Broadcast story around one or more of the selectees.

**Initiative: Drone Advisory Committee (DAC) and Advanced Aviation Advisory Committee (AAAC) Gender Neutral Language Recommendation**

Work towards implementing DAC/AAAC gender neutral language recommendations.

**Activity: DAC/AAAC Gender Neutral Language Recommendation**

Work towards implementing DAC/AAAC gender neutral language recommendation.

**Target: Initial Response**

Present FAA's initial response to the DAC's/AAAC's gender neutral language recommendation at the October DAC meeting.

**Target: Coordination**

Coordinate with designated initiative OPR and other FAA LOBs to draft an initial plan for implementing the gender neutral language recommendations.

**Target: Implementation**

Begin implementing recommendations on gender neutral language as appropriate.

**Initiative: FAA Equal Employment Opportunity (EEO) Diversity and Inclusion Initiative**

Achieve shared ownership by all FAA employees, to champion their roles and responsibilities in creating and maintaining a model EEO workplace.

### **Activity: Diversity and Inclusion Symposium**

The Office of Civil Rights (ACR) will organize the Diversity, Equity, and Inclusion Symposium/Conference to promote initiatives and leadership accountability for senior executives and FAA employees. This symposium will support the marketing and understating of the Diversity, Equity, and Inclusion Strategic Plan and programs associated, in an effort to discover best practices, methods and tools to allow an opportunity to streamline the efficiency of EEOC requirements. ACR will coordinate and host a symposium for executive leadership and employees within the FAA to voice best practices, share methods and tools used to provide an effective work environment with emphasis on diversity and inclusion.

#### **Target: Logistics**

Coordinate logistical information to include date of event, speakers, invitees, with feedback from internal stakeholders. Distribute joint invitations and agenda. Agenda will be comprised of Senior FAA Leadership, subject matter experts in the field of Civil Rights and individuals with Human Resource Capital acknowledge. Invitations will be sent electronically.

#### **Target: Conduct the Diversity and Inclusion Symposium**

The Symposium will be conducted in Washington DC, barring any restrictions on gatherings due to a pandemic. Alternate method will be Zoom. The Symposium will include speakers from FAA Senior Leadership, Civil Rights and Human Management Capital Subject Matter Experts. The symposium will be an agency wide commitment from all Lines of Business/Staff Offices to attend and support the Diversity and Inclusion plan and the Administrators vision for the future of the agency.

#### **Target: Diversity, Equity and Inclusion Symposium Report**

Provide a report highlighting the best practices discussed at the Diversity, Equity, and Inclusion Symposium. This report should include all logistical information about the event, to include the speaker's bios, presentations, and any other ancillary information provided during the event. The report will be provided by the Office of Civil Rights to the Assistant Administrator of ACR to present to the Administrator.

### **Activity: COVID-19 Manager Training**

The Office of Civil Rights will lead the FAA's campaign on offering training to all FAA managers to enhance their interactions and communications during this timeframe and when making decisions related to Reasonable Accommodation and Workplace Modification Accommodation requests.

#### **Target: Provide Additional Train-the-Trainer Sessions and Course Updates**

Conduct, at minimum, quarterly train-the-trainer sessions for facilitators and producers to ensure they meet quality objectives. These sessions will be to address any feedback from customers and to improve the skill set of facilitators/producers. Additionally, at minimum, monthly course material updates will be provided to facilitators/producers to ensure that they are utilizing most up-to-date guidance on the topic.

### **Activity: Harmony and Respect Campaign: Civility Matters at FAA**

The Office of Civil Rights will lead the FAA Administrator's Harmony and Respect Campaign with the goal of providing facilitated civil treatment, behavioral based sessions to FAA management personnel. In addition, under this campaign, the Office of Civil Rights will offer NoFEAR bi-annual required training to all FAA personnel.

#### **Target: Provide Additional Train-the-Trainer Sessions**

Conduct, at minimum, quarterly train-the-trainer sessions for facilitators and producers to ensure they meet quality objectives. These sessions will be to address any feedback from customers and to improve the skill set of facilitators/producers.

#### **Target: NoFEAR Kick-Off Brief to FAA Executives**

As the annual Kick-Off for the NoFEAR bi-annual training arrives, the Office of Civil Rights will be responsible for providing a brief to FAA executives on the topic at initiation.

#### **Target: NoFEAR Requirement for All FAA Employees**

Provide NoFEAR On-Line training course with the goal of having 90% of all FAA employees take the course by the end of calendar year due date of 09/30/2022.

#### **Target: NoFEAR Requirement for All FAA New Hires**

Provide NoFEAR On-Line training course with the goal of having 90% of all FAA New Hires take the course within 90 days of their onboarding to the FAA.

### **Initiative: The FAA Historically Black Colleges and Universities (HBCU) Initiative Program**

In support of Presidential Executive Order #13779 – The White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities, the Office of Civil Rights will collaborate with LOB/SOs to support Corporate HBCU Program. This program will support the workforce development needs of the FAA by attracting and retaining a diverse and skilled workforce to proactively address transformative technological challenges (e.g. UAS, Cyber, Commercial Space, Data) evaluate regulatory and policy issues, and maintain the safety and efficiency of our global aerospace system. The committee will develop an HBCU Directory to include HBCU alumni and stakeholders to support Corporate HBCU program. A partnership with select HBCUs will be developed to solidify the relationship with the HBCU community and facilitate collaboration and partnerships with HBCUs. This will be done through collaboration with the Minority Serving Institute (MSI) Internship program and other outreach events. The HBCU workgroup will increase exposure and collaboration with agency through the Early Innovators Development Program (EAD) and the creation of an HBCU Aerospace Fellowship Program.

### **Activity: The Department of Transportation HBCU Initiative**

The Office of Civil Rights in collaboration with the HBCU White House Initiative Workgroup will continue to support DOT's goal of increasing HBCU engagement in DOT procurement opportunities by providing HBCUs with an instrument to increase the dollar value of Federal research contracts through the Small Business Transportation Research Centers (SBTRC) cooperative agreement program. The HBCU White House Initiative Workgroup will provide technical assistance and will lead outreach activities/events at HBCUs across the country to help HBCUs obtain a better understanding of federal government acquisitions, contracts and grants processes.

### **Target: The FAA HBCU White House Initiative Workgroup**

ACR will continue to utilize the executive led subcommittee workgroup of the EEO Diversity and Inclusion Action Committee (EAC) to lead the HBCU White House Initiative. This team will enhance HBCU participation and foster the growth of HBCUs receiving FAA Research and Development (R&D) Awards.

### **Target: The 2022 Annual HBCU Conference Week**

In FY22, ACR will actively participate in the Annual HBCU Week Conference. The FAA HBCU White House Initiative Workgroup will discuss progress on the Research Excellence for Aviation Competitiveness at HBCUs (REACH) program and the Early Aviation Innovators Development Program (EAID).

### **Target: The FAA Minority Serving Institutions Law Intern Program**

In FY22, the HBCU White House Initiative Workgroup will enhance and support the Law Intern Program in both the Summer and Fall 2022 semesters. ACR will conduct an analysis to determine the impact of the MSI Law Intern Program and opportunities to expand the program.

### **Target: HBCU Partnerships**

In FY22, ACR will lead the HBCU White House Initiative Workgroup in increasing outreach and relationships with the HBCUs through the strengthening of partnerships and working to establish at least four partnership agreements.

### **Activity: The FAA Research Excellence for Aviation Competitiveness at HBCUs (REACH) Program**

Through the development of a cross-organizational HBCU White House Initiative Workgroup, ACR will create the FAA Research Excellence for Aviation Competitiveness at HBCUs (REACH) Program.

### **Target: Early Aviation Innovators Development Program (EAID)**

Analyze existing aviation-related programs at HBCUs, institutional capabilities for program development, and build partnerships with industry stakeholders to identify and select key educational areas for development of EAID activities. These outreach activities will enrich and enhance the aviation workforce pipeline at the earliest academic stages.

### **Target: Aviation Fellowship Program (AFP)**

Identify potential candidates from master's and Ph.D. level scientists, engineers, and policy experts from HBCUs along multiple potential career pathways including: (1) federal technical service, (2) federal policy service, and (3) Chief Research Officer or University Administrator. Individuals completing the program will be able to effectively identify FAA strategic priorities evaluate and develop innovative policy, and engage with relevant federal agency partners.

### **Initiative: Outreach and Special Emphasis Programs**

Assist the Agency in building a Model EEO Workplace through outreach, consultations, collaboration, and educational partnerships.

### **Activity: Applicant Pool**

Increase the outreach to targeted groups in the FAA applicant pool by developing a targeted outreach strategy.

#### **Target: Annual Outreach Plan**

In collaboration with AHR's Corporate Recruitment Council to develop an annual outreach plan, targeting underrepresented groups within the agency. Partner with EAC, NEF, and Aviation Workforce Steering Committee to develop annual outreach plan targeting all special emphasis programs. Collaborate with at least 15 community organizations specializing in PWTB resources to further support ADP recruitment efforts.

### **Initiative: EEO/Diversity and Inclusion Action Committee (EAC)**

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

### **Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations**

ACR will lead collaboration with LOBs/SOs to foster an inclusive work environment throughout FAA that promotes opportunities for all, including traditionally underrepresented groups such as Hispanics, Women, and People with Disabilities (PWD) / People with Targeted Disabilities (PWTB) by improving the Reasonable Accommodation interactive process.

#### **Target: AOC - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

#### **Target: ARP - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

#### **Target: AGC - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

#### **Target: AST - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

#### **Target: AVS - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

#### **Target: ANG - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

**Target: ASH - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

**Target: APL - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

**Target: AHR - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

**Target: ATO - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

**Target: AFN - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

**Target: ACR - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

**Activity: Webinar and Training sessions**

Collaborate with the EAC Workgroups and the NEF to target underrepresented groups within the FAA to provide career development training to enhance the participation rate in leadership positions.

**Target: Webinar and Training sessions**

Collaborate with the EAC Workgroups and the NEF to target underrepresented groups within the FAA to provide career development training to enhance the participation rate in leadership positions by conducting eight webinar or training sessions throughout FY2022.

**Activity: Ensure a Diverse and Inclusive Workforce - Mediation**

Managers engage in the mediation/facilitation process when requested.

**Target: AST - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Target: AOC - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Target: ARP - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.



**Target: AGC - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Target: AVS - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Target: ANG - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Target: ASH - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Target: APL - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Target: AHR - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Target: ATO - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Target: AFN - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Target: ACR - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

**Initiative: Incorporate D&I initiatives into recruiting, people development, and employee engagement activities.**

Incorporate D&I initiatives into recruiting, people development, and employee engagement activities to increase recruitment, development, and retention of diverse staff.

**Activity: Ensure a Diverse and Inclusive Workforce**

Assist in the development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF). Managers engage in the mediation/facilitation process

**Target: Foster a Culture of Engagement within AXH**

Provide transparent and open communication of information and decisions. Foster the use of interdependence to embrace AXH's sense of community and free communication laterally across the organization program offices. Strengthen cohesive teams to drive continual improvement and innovative practices to enable decision-making at appropriate levels of the organization.

**Initiative: Increasing Equity in Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Outreach**

The aviation industry is facing not only a critical workforce shortage, but also an extensive lack of diversity among most aerospace professions. Through the STEM AVSED program, the FAA must place a concerted focus on ensuring equitable outreach to ensure all students have access to learn about pipelines to aerospace and aviation careers. This also supports the Executive Order on Advancing Racial Equity and Supporting Underserved Communities through the Federal Government, as well as the Department of Transportation's Equity Task Force.

**Activity: Develop Methods and Events to Expose College Students and School-Aged Children to STEM/AVSED Activities**

Develop methods to ensure that all students, including those in underrepresented and/or underserved populations, have access to events and learning activities aimed at introducing them to aerospace concepts and career pathways.

**Target: Create Cross-Functional STEM/AVSED Committee T1**

Create a cross-functional committee to collaborate and work on STEM/AVSED activities.

**Target: Report Accomplishments to the Office of Policy, International Affairs, and Environmental (APL) T2**

Document STEM/AVSED accomplishments in the FAA database.

**Target: Provide AFN Senior Leadership Quarterly STEM/AVSED Reports T3**

Provide a quarterly STEM/AVSED activity status report to senior leadership.

**Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)**

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

**Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA**

Ensure at least 75% of managers and 25% of employees from each LOB/SO attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: AST - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: AOC - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: ARP - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: AGC - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: AAE - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: AVS - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: ANG - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: ASH - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: APL - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: AHR - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: ATO - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: AFN - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Target: ACR - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

**Initiative: Increase the Agency's Diversity, Equity, Inclusion, and Accessibility (DEIA) Culture.**

ACR will lead collaboration with LOB/SOs to clearly communicate the principles of DEIA throughout the agency and provide the knowledge, training, and tools necessary to increase DEIA in the workforce to all levels of employees.

**Activity: Develop a Harmony and Respect Training Course for Non-Managerial Employees.**

ACR will develop a Harmony and Respect training course for non-managerial employees.

**Target: Develop a Harmony and Respect Training Course for Non-Managerial Employees.**

ACR will develop a Harmony and Respect training course for non-managerial employees.

**Activity: Identify and Implement Training Courses, Tools, and Resources that Further Increase DEIA in the Workforce**

ACR will identify and implement three additional training courses, tools, and resources that further increase DEIA in the workforce.

**Target: Identify and Implement Training Courses, Tools, and Resources that Further Increase DEIA in the Workforce**

ACR will identify and implement three additional training courses, tools, and resources that further increase DEIA in the workforce. Due: 8/31/2022

**Activity: ACR & AHR - Provide Additional Training Courses, Tools, and/or Resources to Further Increase DEIA in the Workforce**

ACR will work with AHR to identify and implement five additional training courses, tools, and/or resources that further increase DEIA in the workforce.

**Target: AHR: ACR & AHR Will Provide Additional Training Courses, Tools, and/or Resources to Further Increase DEIA in the Workforce**

AHR: ACR will support AHR in identifying and implementing five additional training courses, tools, and/or resources that further increase DEIA in the workforce.

**Activity: ACR & AOC - Develop and Communicate a Clear and Succinct DEIA Message for the Agency**

ACR & AOC - ACR will work with AOC to develop and communicate a clear and succinct DEIA message for the agency.

**Target: ACR: ACR & AOC - Develop and Communicate a Clear and Succinct DEIA Message for the Agency**

ACR: ACR will work with AOC to develop and communicate a clear and succinct DEIA message for the agency.

**Target: AOC: ACR & AOC - Develop and Communicate a Clear and Succinct DEIA Message for the Agency**

ACR will work with AOC to develop and communicate a clear and succinct DEIA message for the agency.

## **Transform Agency to Meet Evolving Workforce**

Transform agency workforce policies to proactively and collectively address/manage the realities and expectations of the future. Create flexible workspace and tools that reflect diverse workstyles/organizational needs to best serve the agency and workforce.

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**Initiative: Transform Agency Policies and Practices to Meet the Evolving Workforce Needs**

Re-examines how the agency views the future of work, leverages existing tools and technology, best uses in-person engagement, and makes thoughtful decisions about physical space needs.

### **Activity: Change Management Plan and Communications Strategy**

Design an iterative Change Management Plan and Communications Strategy based upon the Agency's vision for a more flexible/hybrid work culture.

#### **Target: Enterprise Change Management Strategy**

Engage FAA leadership on developing an enterprise wide strategy for change management.

#### **Target: Empower leadership/management to lead the transition to a hybrid workforce.**

Empower leadership/managers with the tools/resources/training to lead the transition to a hybrid workforce.

#### **Target: Communication Plan**

Communicate agency change management strategy to FAA employees.

### **Activity: Flexible Workplace Policies and Practices**

Identify all existing workplace flexibility policies and review to determine which need updating/creation to support an expanded remote workforce.

#### **Target: Leverage the Future of Work Efforts**

Leverage the future of work effort to finalize and implement relevant policies for flexible work arrangements.

### **Activity: Operationalize Flexible Workplace Arrangements**

Strengthen the implementation of flexible work arrangements.

#### **Target: Workplace/Worksite Guidance**

Develop short-term return to the workplace/worksites guidance.

#### **Target: Validate Eligibility**

Validate eligibility for flexible work arrangement based on nature of work.

#### **Target: Remote/Telework Office Protocol**

Develop remote/telework office protocol guidance.

#### **Target: Operational Documents for Successful Implementation**

Create a matrix of proposed operational documents necessary for the implementation of Flexible Workplace Arrangements.

### **Initiative: Security Governance**

Section 549 of the FAA Reauthorization Act mandates the Federal Aviation Administration (FAA) Administrator enter into an agreement with the National Academy of Sciences (NAS) to conduct a study on the cybersecurity workforce for the FAA.



### **Activity: Policy, Training & Customer Liaison**

Conduct a study on the cybersecurity workforce of the Administration to develop recommendations to increase the size, quality, and diversity of such workforce, including cybersecurity researchers and specialists. Within 180 days of the completion of the study, submit a Report to Congress summarizing the results of the study.

#### **Target: National Academy of Sciences Engagement**

In accordance with Sec 549 of the FAA Reauthorization Act of 2018, a Report to Congress shall be completed and submitted to the Department of Transportation (DOT), Office of the Secretary (OST) for clearance.

### **Initiative: Human Capital**

In support of the AFN organizational excellence commitment to attract and retain the right talent, the AFN Enterprise Operations (AFN-100) will focus on analysis to determine its Human Capital needs.

### **Activity: Executive Recruitment RPA Process**

Design and deploy RPA BOT for the Executive Recruitment personnel process.

#### **Target: Register the Executive Recruitment BOT T1**

Submit and register the RPA process design document (PDD) with the Office of Information and Technology (AIT) for the Executive Recruitment personnel process.

#### **Target: Build the Executive Recruitment BOT T2**

Interview stakeholders, document the feedback, and develop the automated process to build the Executive Recruitment RPA BOT.

#### **Target: Test and Deploy the Executive Recruitment BOT T3**

Conduct user acceptance testing to verify functionality and usability before deploying to stakeholders.

#### **Target: Socialize the Executive Recruitment BOT T4**

Socialize the final product to senior leadership. The RPA Team will explain the impact and the benefits of the Executive Recruitment BOT.

### **Initiative: AFN Enterprise Standardization**

Lead efforts to set up an enterprise standardization program by collaborating with all of the functional areas to review administrative processes for process improvement and to decide standardization feasibility across AFN.

### **Activity: AFN Enterprise Standardization Activity**

The AFN-120 Branch will lead the activities associated with standardizing administrative processes on behalf of the Office of Enterprise Operations.

**Target: Prioritization List of Processes T1**

Lead a workgroup to review and create a list of undocumented administrative processes for standardization and update outdated administrative SOPs. Develop a priority list of undocumented administrative processes and outdated SOPs to provide to AFN-3 for concurrence.

**Target: Submit Three Documents for Approval T2**

Route and submit at least three administrative documents for final approval.

**Initiative: Airport Employee Engagement**

Support employee engagement through FedView results and Action Plans.

**Activity: FEDVIEW action planning**

Utilize the annual FEDVIEW data to continue to boost engagement in ARP.

**Target: Employee Engagement Plan**

Develop and implement an employee engagement plan within 90 days of receiving the FY21 FEDVIEW results.

**Target: Update ARP Workforce**

Update the ARP workforce at least quarterly on employee engagement activities and progress.

**Initiative: Curriculum Transformation**

Continue to enhance Curriculum Transformation by updating and improving training modality and tools. Develop new curriculum as identified.

**Activity: Asynchronous Learning**

Convert Instructor Led Training concepts course to asynchronous web-based training.

**Target: Convert Radar Concepts Course to Asynchronous Web-Based**

Complete the conversion of Radar Concepts to asynchronous web-based training format and schedule a First Course Conduct.

**Activity: Out-Of-Agency Training**

Expand the Out of Agency Training portfolio for Technical Operations.

**Target: Vendor Delivery of Boiler and Chillers Fundamentals**

Conduct formal market research for vendor delivery of Boiler Fundamentals and Chiller Fundamentals.

**Target: Identify DOD Locations and delivery options.**

Identify DOD locations and delivery options that are capable and willing to support equipment training activities.

### **Activity: Proficiency Training**

Develop models, plans and processes to combat skill decay and support career long competency within Technical Operations

#### **Target: Proficiency Training Model and Implementation Plan**

Develop a process to identify critical tasks, and a proficiency training model with a preliminary proficiency training implementation plan.

#### **Target: Course Modularization Training Model**

Develop a training model which incorporates the course modularization concept.

### **Activity: Engineering Curriculum Roadmap**

Develop Curriculum Roadmaps for student enrollment.

#### **Target: Complete Phase 2 Curriculum Roadmap for Electronic Engineers (855)**

Complete Phase 2 (Engineering Concepts and Discipline Specialization) Curriculum Roadmap for 855 (Electronic Engineers).

#### **Target: Complete Phase 1 Curriculum Roadmap for 850 (Electronic Engineers)**

Complete Phase 1 (Core Engineering and NAS Foundations) Curriculum Roadmap for 850 (Electrical Engineers).

### **Activity: Voltron Blended Social Learning (Proof of Concept)**

Convert and Validate a Blended Social Learning Course.

#### **Target: Conversion of Voltron Course**

Convert resident instructor lead course into the Voltron Blended Social Learning modality (Proof of Concept) and schedule a First Course Conduct.

### **Activity: Conversion of Course Material to Virtual Delivery**

Complete conversion of the course material to virtual delivery for RTF (Terminal Basic Radar Training) course.

#### **Target: RTF (Terminal Basic Radar Training) Course Material**

Convert RTF course materials for virtual delivery.

### **Activity: Change 1 of FAA Order 3120.4R Air Traffic Technical Training**

Complete Draft Final Draft of Change 1 of FAA Order 3120.4R Air Traffic Technical Training.

#### **Target: Complete First Draft of Change 1 of FAA Order 3120.4R Air Traffic Technical Training.**

Complete first draft and send out to stakeholders for comment.

#### **Target: Adjudicate Comments of Change 1 of FAA Order 3120.4R Air Traffic Technical Training.**

Adjudicate comments and prepare final draft.

### **Activity: Update Existing UAS Courses/Briefings with Policy Changes as Identified**

Integrate new policy changes in existing UAS courses.

#### **Target: Identify new directives and/or policy changes to be incorporated into identified UAS courses and briefings.**

Identify existing UAS courses and briefings that require updates to conform to current policies and directives.

#### **Target: Incorporate new directives and/or policy changes into identified UAS courses and briefings.**

Prioritize the identified curriculum and incorporate the changes into the top 50% of Curriculum.

### **Activity: Create New UAS Training Materials as Required**

Create new UAS training materials to ensure the safe integration of UAS operations in the NAS.

#### **Target: Develop new UAS training materials required for the field to efficiently and safely integrate UAS operations.**

Develop one UAS course, briefing, or other training material required for field use and conduct appropriate validation event.

### **Initiative: PMO Acquisition Workforce**

Ensure the PMO has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing training, developing and certifying personnel in key acquisition professions. The PMO has an Acquisition Workforce goal tracked at the AJM-0 level to be sure the Program Managers are obtaining and maintaining the necessary certification requirements for their positions. The PMO works with AAP-300, Acquisition Career Management Division, to get monthly status and updates for the overall PMO goal. AJM-1 will continue to track/monitor/status the AJM-0 level PMO Acquisition Workforce goal. For FY22, the PMO Leadership Team has indicated (in coordination with Jan Smith, the AJM-0 Workforce Development Mgr) that each Directorate will track the certifications internally.

### **Activity: PMO Acquisition Workforce**

Attain and maintain certification requirements of program managers (PMs) and contracting officers.

#### **Target: AJM-2 Acquisition Workforce**

Provide monthly status on the Level III certification of Program Managers responsible for managing all Office of Management and Budget (OMB) major programs in the portfolio.

#### **Target: AJM-3 Acquisition Workforce**

Provide monthly status on the Level III certification of Program Managers responsible for managing all Office of Management and Budget (OMB) major programs in the portfolio

**Target: AJM-4 Acquisition Workforce**

Provide monthly status on the Level III certification of Program Managers responsible for managing all Office of Management and Budget (OMB) major programs in the portfolio.

**Initiative: Program Improvement & Workforce Planning**

Provide a high-quality and sustainable AFN New Employee Program that welcomes, engages, inspires, and brings new employees together across the functional areas.

**Activity: AFN Connect Program**

Continue to provide a high-quality and sustainable AFN Connect Program that welcomes, engages, inspires, and brings new employees together across the functional areas.

**Target: AFN Connect Program Sessions T1**

Provide no less than three AFN Connect Program sessions.

**Target: AFN Connect Program Review T2**

Conduct an end-of-the-year review of the FY2021 program content, and make the necessary updates/changes. Brief the updates and changes to senior leadership.

**Target: AFN Connect Program (ACP) Monitoring T3**

Develop and execute a plan to add an AFN Connect Program Facilitator to lead discussions in breakout sessions.

**Initiative: FAA Academy Delivery Effectiveness**

Focus resources to improve delivery through people-centric activities and process improvements.

**Activity: Instructor Credentialing**

Create an Instructor Credentialing Program with progression from a newly hired instructor to a master instructor. This program will support FAA Academy recruitment, development, and retention of the highest quality instructors.

**Target: Credentialing Program T1**

Publish newly defined pathways for 'Apprentice', 'Journeyman', and 'Master Instructor' for instructors in AMA-400 division.

**Initiative: Mission Critical Hiring**

Work with LOBs to obtain hiring goals for the agencies top three mission critical occupations through attracting and hiring entry-level employees who successfully meet the job requirements.

**Activity: Mission Critical Hiring Support**

Meet or exceed hiring goals for the agency top three mission critical occupations.  
(2101,2152,1825)

**Target: ATCS Hiring Plan**

Meet the 2022 Workforce Plan goal for ATCS.

**Target: Aviation Safety Inspector Hiring**

Meet the 2022 Workforce Plan goal for ASI hiring.

**Target: Transportation Safety Hiring**

Meet the 2022 Workforce Plan goal for ATSS hiring.

**Initiative: Executive Performance Management**

Evaluate the Executive Performance Management System and determine what adjustments, if any, should be recommended for adoption in 2022.

**Activity: Performance Review Board (PRB)**

Adjust plans, procedures, and guidance as necessary to support Performance Review Board for the FY 2022 EPM cycle.

**Target: Implement PRB**

Deliver refresher training to PRB members and conduct PRB meetings.

**Target: EPM Workshops**

Conduct at least two and up to four training sessions for executives on writing self-assessments and rating official narratives based on "lessons learned" from the FY21 PRB (in preparation for the FY22 PRB).

**Target: Executive Mobility Program**

Build communication strategy for communicating program elements to stakeholders. Will hold two-to three information sessions with LOBs/SOs.

**Initiative: Strategic Workforce Planning**

Enable the FAA to better anticipate, plan for, and respond to workforce needs, talent supply and critical competencies needed to meet evolving mission requirements.



**Activity: Continue to build FAA's enterprise-wide Strategic Workforce Planning capability**

Support other LOBs/SO with their workforce planning efforts and continue to build FAA's enterprise-wide SWP capability while exploring the Agency's future workforce needs.

**Target: Support LOB Workforce Planning**

Support the LOB/SOs with their workforce planning efforts by providing consultation, tools, and SWP resources, as well as by establishing a community of practice.

**Target: SWP Competency Gap Analysis**

Conduct skill and competency skill gap analyses for selected mission critical occupations (MCO) and provide recommendations for remediation where appropriate.

**Initiative: Student Intern Programs**

Establish an FAA Internship Program plan that serves as an entry-level pipeline of top talent and diverse occupations for the FAA.

**Activity: Implement the 2022 Recruitment and Outreach Strategy**

Evolve the recruitment strategies to unearth top talent in diverse populations.

**Target: Execute Entry-Level Recruitment Strategy**

Strengthen career-entry recruitment practices of diverse talent through university and association partnerships, social media recruitment campaigns, and enhancing the MSI program experience.

**Target: Implement Journey Level Recruitment Strategy**

Maintain a robust and diverse pipeline of top talent to meet FAA's hiring needs by deploying novel digital media and traditional recruitment strategies, bolstering employer branding efforts, and maintaining FAA compliance reporting requirements (e.g. DVAAP, FEORP)

**Target: Resume-Based Recruitment Approach**

Pilot the "resume-based" recruitment approach on ATO Executive recruitment vacancies and maintain metrics on specific data points to determine if approach should be implemented agency-wide.

**Initiative: Workforce Transformation - Drive Performance**

Enhance employee performance culture through development of labor and employee relations (LER) program tools for employees and managers

### **Activity: Labor and Employee Relations Resources and Training**

Update and develop LER tools for managers and employees that support a positive performance culture and accountability.

In FY21 AHL developed two communication tools for employees; the AHL FLRA Case Law Updates (quarterly publication focused on FLRA case law development) and the AHL New Flash (issued when important developments take place concerning labor and employee relations). Additionally, AHL provided nationwide training on Conducting Arbitrations in a Virtual Environment, aside from training provided monthly by AHL to management officials from all LOB/SOs. For FY22, this is an on-going project to update and develop additional internal resources for AHL.

### **Target: Online LER Resources**

Update Online Library of Resources to include Arbitration Awards. Update, as appropriate, bargaining unit descriptions. Compile final report on improvements.

### **Target: LER Customer Service Aids and Tools**

Update, create, and deliver AHL branding tools and services to support management in addressing labor and employee relations issues.

### **Target: AHL Employee LER Training**

Update and deliver internal AHL employee LER training.

### **Target: Customer LER Training**

Update and deliver LER training to FAA management that supports a positive performance culture and accountability.

In FY21 AHL provided multiple training sessions for FAA management throughout all the regions and centers to all LOB/SOs including but not limited to Labor Management Relations Training, Command Influence Training, Basic Watch Schedule Training, Conducting Inquiries Training, etc.

For FY22 AHL will continue to offer training sessions for FAA management throughout all regions and centers to all LOB/SOs that supports management in all aspects of labor and employee relations.

### **Target: DOT LER Training**

Further expand, solicit interest and deliver LER training on case management and other programs to DOT.

In FY21 we fully implemented the case management system (LERIS) to all the DOT modes. We continue to offer training opportunities in LERIS as new employees on-board and provide progressive reports training to individuals as requested. Additionally, we continue our support to the DOT modes on other LR/ER programs (e.g. VOLPE and PHSMA – currently assisting with LER activities and expand where appropriate and expressly requested).

For FY22 we will continue to offer training opportunities for LERIS and other LER programs to DOT.

### **Initiative: Train FAA Hiring Managers**

Train FAA hiring managers in the hiring process. Develop tools and resources for FAA's hiring managers and administrative offices to improve the overall talent acquisition process.

#### **Activity: Provide tools to the FAA hiring managers to assist in talent acquisition**

Continue to develop and communicate tools and resources for FAA's hiring managers to assist with hiring.

### **Target: Structured Interview Program**

Complete structured interview (SI) program pilot and implement SI program agency-wide.

### **Target: Provide Training**

Develop a follow-up course to the initial hiring managers' training course and hold three pilot sessions for hiring managers within the FAA

### **Target: Implement Robotics Process Automation (RPA) to help improve the workforce capacity to include funding and PII project approval**

Continue to implement the three RPA projects that were identified in the feasibility studies completed in FY-21. Secure funding to purchase improved OCR software to improve BOT function.

### **Target: Complete forms analysis BOT Beneficiary Forms**

BOT 2 - Develop and execute a BOT to analyze beneficiary forms submitted for accuracy once authority to operate with PII is approved. Implement new software to shift to AI and expand metrics reporting.

### **Target: Complete forms analysis BOT for transactional personnel actions**

BOT 1 - Develop and execute a BOT to audit certain actions processed via the SSC once authority to operate with PII is approved. Implement new software to shift to AI and expand metrics reporting.

### **Target: Execute BOT to create applicant folders in Aviation Careers**

BOT 3 – Develop and execute a BOT to build applicant folders for improved efficiency and accuracy. Implement new software to shift to AI and expand metrics reporting.

### **Initiative: FAA Learning and Development Council LDC**

Provide targeted learning development strategies focused on enhancing the FAA's diverse and highly capable workforce in collaboration with the Learning and Development Council (LDC).

#### **Activity: Expand the FAA Learning and Development Council (LDC) action group capability**

Expand the Learning and Development Council (LDC) action groups as the LDC source for learning and development strategies.

### **Target: LDC Action Group**

Identify, operational and tactical, initiatives to be presented to the Learning and Development Council furthering the review and update of manager and leader curriculum and learning opportunities.

### **Initiative: Department of Transportation Labor and Employee Relations Support/Shared Services**

In coordination with FAA and DOT leadership support all Departmental LER Modes with LER Support/Shared Services including Employee Relations, Collective Bargaining Services, Labor Litigation Services, and System & Programs.

#### **Activity: Support DOT Modes in Labor and Employee Relations Programs**

Support all Departmental LER Modes with LER Support/Shared Services including Employee Relations, Collective Bargaining Services, Labor Litigation Services, and System & Programs.

### **Target: Establish Pricing Plans with DOT**

Updating pricing plan to support DOT and provide LER support/shared services for various modes.

### **Initiative: FAA Strategic Leadership Development**

Review and continue to design, develop, and deliver leadership development courses, models, processes and programs that will build the leadership competencies of the workforce and the strength and diversity of the agency's leadership pipeline.

**Activity: Develop and implement practical leadership developmental strategies**

Develop and propose the new single leadership competency model construct approved by the LDC for application in workforce planning, selection, development, succession planning, and performance management.

**Target: Leader Development Communication**

Create an FAA-wide communication plan that messages developmental changes focused on Aspiring Managers and Emerging Enterprise Leader programs; implementation by December 2021.

**Target: Curriculum Revision**

Develop a plan to revise all FLLI mandatory instructor-led managerial training courses to ensure current content and delivery methods align with the new leadership competency model complete the revisions by FY22.

**Target: Customer Support**

Initiate the development information to assist the FAA LOBs and SOs in understanding the process and components of the new leadership competency model once the new construct is approved by the Learning and Development Council.

**Initiative: Support the Department of Transportation (DOT) Leadership Training Center**

In coordination with FAA leadership and Department of Transportation (DOT) Shared Services, support the DOT Leadership Training Center for Leadership Development.

**Activity: Establish the business structure and capabilities to support the Department of Transportation Leadership Training Center**

Establish Business capability that could enable increased DOT Shared Service engagements with FAA Leadership and Learning Institute (FLLI)

**Target: Pricing Point Plan**

Review and/or develop a Fee for Service pricing plan, in collaboration with AFN (Franchise Fund Management), supporting FLLI service delivery no later than April 2022

**Initiative: Workforce Transformation-Program Effectiveness**

Enhance HR service delivery and ensure effective execution of human resource functions across the employee lifecycle through more efficient and effective processes, systems, structures, etc.

**Activity: Policy Compliance & Program Review**

Conduct program reviews to evaluate compliance with policy and applicable regulations and to identify opportunities for improvement.

**Target: Review the use of true time and one-half overtime**

Conduct a review on the use of true time and one-half overtime agency wide to assess proper applicability in accordance with Human Resource Policy Manual Reference Material - True Time and One-Half Covered Positions.

**Target: Staffing Compliance Reviews**

Conduct evaluation and assessment of the FY 2022 staffing peer-to-peer compliance reviews and submit a report.

**Target: Review of Disabled Veterans Leave**

Conduct an evaluation of the impact, use of this benefit has had on employees and the agency.

**Target: Program Effectiveness Review - Retention Incentive**

Research and examine the viability of offering Retention Incentives and the impact on attrition within the FAA and benchmark across other Federal agencies.

**Target: Program Effectiveness Review-Management Performance Incentive Payment**

Perform review of Management Performance Incentive Programs (MPIP) to determine the impact linking pay and performance through an innovative incentive program has had on encouraging talented individuals to move into, and remain in, managerial positions and motivating higher levels of sustained performance by current FAA managers.

**Target: Review the use of on-the-spot hiring authority**

On the Spot Hiring (includes EMP-1.26a, EMP-1.26j, EMP-1.26k, and EMP-1.26n). Consider how these hiring authorities impact recruitment and retention, target critical hiring needs, fill voids where there are known skills gaps for mission critical occupations (MCO) and/or non-MCOs.

**Initiative: Shared Services OWCP**

AHR will provide comprehensive corporate-wide workers' compensation case and program management to all DOT modes.

**Activity: Workers' Compensation**

Increase agency productivity and contain agency costs through effective management of the Department of Transportation (DOT) Workers' Compensation Program (OWCP).

**Target: Cost Containment**

Contain DOT's annual workers' compensation chargeback costs at a rate better than the average government-wide change over the prior three years.

**Target: Continuation of Pay Recovery**

Monitor and track payment of continuation of pay (COP). Collaborate with facility management, PLS, DOI, and injured workers to recover unauthorized COP per federal regulations and standard operating procedures. Provide quarterly updates on total unauthorized COP dollars recovered.



**Target: Business Partner Outreach**

Collaborate with external business partners to facilitate workers' compensation process improvements. Conduct on average three outreach efforts per quarter with external business partners including DOL, DOT-modes, FAA facility management, and labor unions.

**Target: Automation**

Research options for design and deployment of a case digitization/case management system. If viable solution in terms of costs and functionality is identified, take necessary actions to secure project approval and funding within 60 days of identification of project solution.

**Initiative: Compensation**

Provide guidance on compensation based on market research.

**Activity: Develop and Refine Compensation Calculation Tools**

Review and update pay bands and programs as requested/needed.

**Target: Review Pay Bands**

Develop an implementation plan for program changes based on the pay-for-performance program review consisting of a comparative evaluation of data from the private and public sectors and as agreed by leadership. This includes analysis of pay bands, VP, MPIP and executive pay for performance programs.

**Target: Internal Target: Enhance Pay-for-Performance Programs**

Develop an implementation plan for program changes based on the pay-for-performance program review consisting of a comparative evaluation of data from the private and public sectors and as agreed by leadership. This includes analysis of VP, MPIP and executive pay for performance programs and may incorporate some Pearl Meyer and LMI initiatives identified by Senior Leadership.

**Initiative: Performance Management (HCOP) Enhance Employee Performance Culture**

Provide tools and training for FAA perf mgmt. programs.

**Activity: Expand New Perf Mgmt. System**

Work cross-organizationally to expand the use of the SAP Successfactors technology (known internally as PMAS) to include the Valuing Performance program.

**Target: Performance Management System Improvement**

Configure PMAS in order to migrate the Valuing Performance program from VPS to PMAS.

**Initiative: Worklife**

Consistently audit WorkLife programs to ensure that they meet the need of retaining and recruiting new talent.

**Activity: Evaluate, design, and deploy programs**

Gather data from internal and external stakeholders to understand best-in-class WorkLife programs and evaluate feasibility for implementation at FAA.

**Target: Support LOB and SO Request for SLRP**

Collaborate with AHD to research and determine if degree completion can be combined with SLRP to be repackaged as a tuition assistance program.

**Target: Implement SLRP**

Communicate SLRP program 30 days following completion of union negotiations  
Support LOB/SOs, as requested, to Implement SLRP program in their respective offices.

**Initiative: BOC - Explore and Implement Additional Retirement Offerings**

Research, plan, and implement program improvements

**Activity: Program Effectiveness**

Review metrics and customer surveys; recommend and implement program offerings / improvements.

**Target: Employee Self Service for Estimates**

Continue to implement phased roll-out plan in accordance with FY22 schedule.

**Target: Evaluate CMS to determine continued viability due to transition to BMC Business Workflows**

BMC is no longer supporting HRCM as a case management solution after December 2024. BMC is no longer a viable case management solution. BOC to begin process of identifying a new system.

**Target: BOC Internal quality review program**

Review results of FY21 newly implemented quality reviews for retirement/estimates and determine action items to address any findings.

**Target: Internal Target: Expand educational offerings including, but not limited to virtual one-on-one counseling, age/stage webinars, on-demand videos, BOC Roadshow, enhance BOC Webpage.**

Develop a plan to implement virtual one-on-one retirement counseling sessions FAA wide, finalize and implement new age/stage retirement webinars, develop and administer a BOC Roadshow (Platform for marketing BOC programs and increased coordination across the enterprise), develop a plan for rebranding the BOC webpage to ensure that new design is shaped around current goals and customer. Determine topics for new 24/7 on-demand webinars.

**Target: Internal Target: Lead a cross-functional workgroup to complete SOP for death actions**

SOPs will assist AHR and LOBs nationwide in developing and understanding their role in these processes.

**Target: FY22 - BOC**

Develop a 3-Year consultative platform to enhance customer value and improve the overall experience. To include surveys, tools and information repository.

### **Initiative: Total Rewards FAA, LOB, and SO Values**

Support the recognition of values across the agency

#### **Activity: INSPIRE Program**

Promote and evaluate INSPIRE program.

#### **Target: Promote INSPIRE Program**

Execute the FY-21 INSPIRE communication plan to inform, promote and demonstrate the ease in recognizing employee contributions through non-monetary and monetary means.

#### **Target: INSPIRE Technology**

Determine and implement next steps in INSPIRE automation considering options from system acquisition to improving reporting and providing additional features.

### **Initiative: AHR Employee Engagement and Action Plan Accountability**

Improve accountability for strengthening employee engagement and workforce communication by expanding the scope of collaboration, strengthening relationships, and creating frequent touch points between FAA LOBs/SOs to identify and implement defined employee engagement strategies.

#### **Activity: Employee Engagement**

Improve accountability for strengthening employee engagement and workforce communication by identifying and implementing defined employee engagement strategies.

**Target: Employee Engagement Target**

Leverage the cross-agency Community of Practice and AHR employee engagement advisors to share best practices, expand collaboration, strengthen relationships, and create frequent touch points between FAA LOBs/SOs, in support of the 2021 refresh of engagement action plans.

**Target: Internal Target: Employee Engagement Target**

Develop AHR Executive Directorate specific action plans to improve Employee Engagement

**Initiative: Achievement of Innovation Goals through Implementation of AHR Process Improvements**

Improve efficiency and streamline AHR and FAA processes and tools through the use of automation.

**Activity: Automation and Process Improvement**

Improve efficiency and streamline the FAA Exit Clearance/Offboarding process through the use of automation.

**Target: Employee Transition System**

Begin development of Employee Transition System and conduct initial Beta Testing on at least one Clearance Official application component.

**Initiative: Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Program**

Enhance and expand STEM/AVSED offerings to engage external stakeholders and support development of the program into the future.

**Activity: STEM AVSED Equity Accountability**

Develop methods to ensure that all students, including those in underrepresented and/or underserved populations, have access to events and learning activities aimed at introducing them to aerospace concepts and career pathways.

**Target: Define and Identify Planned FAA Organizationally-sponsored Outreach**

Define and identify planned FAA organizationally-sponsored outreach that should be targeted for initial STEM AVSED equitable outreach assessment.

**Target: Implement Equity Assessment Criteria**

Create and begin to implement equity assessment criteria to be used when planning STEM AVSED outreach events.

**Target: Equity Assessment Training**

Conduct training with FAA staff on how to use STEM AVSED equity assessment and ensure initial implementation.

**Target: Identify Equity Assessment IT-platform**

Identify appropriate IT-platform to house STEM AVSED equity assessment, allowing for broader implementation in FY23

**Target: Provide Summary of Equity Assessment Results**

Provide summary of STEM AVSED equity assessment results from FY22 activities to STEM AVSED Executive Board and the Administrator/Deputy Administrator.

**Activity: Executing FY22 Adopt-a-School**

FY22 Launch of national program to introduce students to aerospace concepts.

**Target: School Participation**

All regions must have at least one school participate in the program in FY22.

**Target: Equity Assessment**

All schools have high levels of underrepresented or underserved populations as outlined in the Adopt-A-School selection criteria.

**Target: Educator Surveys**

Conduct educator surveys to solicit program feedback and to inform program enhancements.

**Target: Final Report Out to Senior ARA Leadership**

Provide a final report out to Senior ARA Leadership.

**Activity: Integrated Communication Strategy**

Develop an integrated communication strategy and meet target implementation milestones for execution to advance the goals of STEM AVSED.

**Target: Identify Goals, Internal and External Audiences, and Core Messaging**

Identify goals, internal and external audiences, and core messaging to advance the STEM AVSED program.

**Target: Communications Strategy**

Collaborate with AOC to produce a proactive communications strategy that includes web, digital and social media, corporate communications and earned media.

**Target: Review the Existing FAA.gov/education Website**

Collaborate with AOC to review the existing FAA.gov/education website, identify revisions to make it more useful and engaging to target audiences, and implement initial revisions.

**Target: Execute Targets Outlined in the Communications Strategy**

Collaborate with AOC to execute targets outlined in the communications strategy to reach students, educators and parents, particularly those in underserved and/or underrepresented communities .

**Target: Execute Targets Outlined in the Communications Strategy to Increase Internal Knowledge**

Collaborate with AOC to execute targets outlined in the communications strategy to increase internal knowledge of the STEM AVSED program and procedures.

**Target: Identify Goals, Internal and External Audiences, and Core Messaging (AOC)**

Identify goals, internal and external audiences, and core messaging to advance the STEM AVSED program.

**Target: Communications Strategy (AOC)**

Collaborate with AOC to produce a proactive communications strategy that includes web, digital and social media, corporate communications and earned media.

**Target: Review the Existing FAA.gov/education Website (AOC)**

Collaborate with AOC to review the existing FAA.gov/education website, identify revisions to make it more useful and engaging to target audiences, and implement initial revisions.

**Target: Execute Targets Outlined in the Communications Strategy (AOC)**

Collaborate with AOC to execute targets outlined in the communications strategy to reach students, educators and parents, particularly those in underserved and/or underrepresented communities.

**Target: Execute Targets Outlined in the Communications Strategy to Increase Internal Knowledge (AOC)**

Collaborate with AOC to execute targets outlined in the communications strategy to increase internal knowledge of the STEM AVSED program and procedures.

**Activity: STEM Adopt-A-School Program - OSI/M**

Support the FAA STEM/AVSED Program by ensuring 100% delivery of course material to the school through the STEM Adopt-A-School Program.

**Target: Encouraging and Enabling Employees to Participate**

Support the FAA STEM AVSED corporate program by encouraging and enabling employees to participate, as STEM AVSED Outreach Representatives, in the Adopt-a-School Program, by establishing and providing standardized lesson plans for 100% of the schools in the program.

**Initiative: Standardize Monetary Awards Process**

Create a workgroup that will determine the best standardized processes across AFN.

**Activity: Conduct a Review of Each Functional Area (FA) Monetary Awards Process**

Review each functional area process, and determine what portions of each functional area program will add value to the standardized AFN-wide process.



**Target: Create Workgroup T1**

Collaborate with functional areas to create a cross-organizational workgroup to standardize the AFN Monetary and Time-Off Awards Process.

**Target: Identify Standardized Process T2**

Lead cross-functional workgroup to draft a SOP for the AFN Monetary and Time-Off Awards, and submit for AFN clearance.

**Target: Brief Senior Leadership on the Newly Developed Awards Process T3**

Brief and gain approval for new AFN Monetary and Time-Off Awards process to AFN-3.

**Target: Transfer Awards Process to RPA Team T4**

Transfer to initiate the RPA discovery phase with the approved AFN Monetary and Time-Off Awards process to the RPA team.

**Initiative: PMO Integrated Services & Analysis**

PMO Integrated Services & Analysis

**Activity: Integrated Resources Management**

Integrated Resources Management

**Target: Financial Integration Team**

Build a formulation repository to ensure knowledge management/knowledge transfer that impacts operational efficiency and workforce development.

**Target: Financial Integration Team**

Ops Revalidation - to review and revalidate Operations cost estimates after Final Investment Decision (FID).

**Target: Business Integration Team**

Customer Outreach - to train, communicate, and inform PMO staff and managers on new financial processes, budget highlights, orders and guidance.

**Target: Business Integration Team**

Establish Community of Practice core group: establish a cross-directorate team.

**Target: Business Integration Team**

Program Support Services Outreach - to design scope, materials, and content to be shared with the PMO management and Technical Officer Representatives (TOR).

**Target: Business Integration Team**

Program Support Services (PSS) Business Processes - to establish repeatable business processes and metrics to increase visibility and consistency to the PSS contract.

## **Activity: Acquisition Support & Analytics**

### Acquisition Support & Analytics

#### **Target: Program Health Management (PHM) Dashboard Enhancements**

Integrate program level data into the Program Health Management (PHM) dashboard.

#### **Target: Socializing Program Health Management (PHM)**

Conduct a series of roadshow briefings on best practices and use of programmatic metrics with each directorate in the PMO (AJM-2/3/4).

#### **Target: Collaborate with the Earned Value Management (EVM) Focal Point on updating EVM Guidance**

Collaborate with Earned Value Management (EVM) focal point to update the FAA EVM System Description.

#### **Target: "Program Acquisition Support (PAS) - Sherpa Outcomes/ Next Steps"**

Conduct at least four AJM-121 Program Acquisition Support (PAS) kickoffs.

#### **Target: Program Acquisition Support (PAS) - Socialization**

Conduct four Program Acquisition Support (PAS) outreach briefings to Directorate Group Managers.

#### **Target: Program Acquisition Support (PAS) - Right-Sizing the Investment Analysis (IA) Process**

Develop updated PMO guidance on AMS/JRC artifact signature process.

#### **Target: Program Acquisition Support (PAS) - Right-Sizing the Investment Analysis (IA) Process**

Conduct data collection on staffing the Investment Analysis team and develop recommendations.

#### **Target: Program Acquisition Support (PAS) - Right-Sizing the Investment Analysis (IA) Process**

Prioritize and implement at least one recommendation from initial Investment Analysis team staffing analysis.

#### **Target: Program Acquisition Support (PAS) - Right-Sizing the Investment Analysis (IA) Process**

Develop list of best practices for programs approaching non-AMS JRC decision points (Strategies, Status, etc.).

## **Target: Program Acquisition Support (PAS) - Right-Sizing the Investment Analysis (IA) Process**

Coordinate with IP&A/JRC Secretariat's office on non-AMS decision point guidance.

### **Activity: Planning, Analysis & Integration**

Planning, Analysis & Integration

#### **Target: Portfolio Integration Planning**

Improve the consistency of the PMO's program integration through the use of decision support tools (i.e., Corporate Work Plan and Tableau).

#### **Target: PMO/Service Area Outreach**

Facilitate communications and understanding between the PMO and the Service Areas.

#### **Target: Organizational Development/ Management Goal**

Enhance Stakeholder communication by establishing an AJM-13 services portfolio by functional area.

#### **Target: Organizational Development/ Management Goal**

Promote functional cross training and increase collaboration within AJM-13.

#### **Target: Information Systems Security Engineering (ISSE) Plan of Action & Milestones (POAMs)**

Increase the Program Office's awareness of program risks if cyber security activities are not planned for early in the acquisition lifecycle.

#### **Target: PMO Safety Management System (SMS) Communication Plan**

Enhance PMO Stakeholder engagement and collaboration by developing and socializing a PMO Safety Management System (SMS) Communication Plan.

#### **Target: PMO Safety Staff Standard Operating Procedure**

Develop and issue a PMO Safety Staff Standard Operating Procedure to help the PMO Safety Staff continue its mission to promote the FAA SMS within the PMO.

#### **Target: Human Factors Webinar**

Design and facilitate a 1-hour webinar to help programs understand and ensure they incorporate human factors early in the AMS lifecycle.

#### **Target: Requirements Management Plan (RqMP) Workshop**

Increase the PMO's knowledge of its Requirements Management Plan (RqMP) policy.

#### **Target: Directorate Support Library (DSL) and Configuration Management (CM) Accounting Tool**

Develop the Directorate Support Library (DSL) and Configuration Management (CM) Status Accounting Tool.

### **Target: Risks, Issues, and Opportunities (RIO) Standard Operating Procedures (SOP) Process Flow Charts and Tier 1 RIO Intake Process**

Increase the effectiveness of the PMO's Tier 1 Risks, Issues, and Opportunities (RIO) Management Board (RMB) by applying lessons learned. Increase the efficiency of the PMO's Tier 1 RIO RMB by defining the RIO intake process.

### **Target: Risks, Issues, and Opportunities (RIO) Dashboard Workshop**

Increase the PMO's Risks, Issues, and Opportunities (RIO) Management best practices by using PMO Tools.

### **Target: Bowtie Workshop**

Increase the Identification of Risks, Issues, and Opportunities (RIO) in the PMO by providing a "Using the Bowtie Analysis Technique in ARM" Workshop.

### **Target: RIO Workshops**

Increase the PMO's knowledge of its Risk, Issues, and Opportunities (RIO) Plan and Standard Operating Procedure (SOP).

## **Initiative: Government Partnerships**

Continue to develop partnerships with NASA programs and centers, and other inter-agency partners to manage policy, coordination, and consistency of requirements for the enhancement of commercial space safety.

### **Activity: Government Partnerships**

Continue to develop partnerships with NASA programs and centers, and other inter-agency partners to manage policy, coordination, and consistency of requirements for the enhancement of commercial space safety.

### **Target: NASA Partnerships**

Perform annual review of AST developed framework outlining the FAA roles and responsibilities, including a concept of operations for FAA participation during NASA commercial crew program certification flights (shadow mode).

### **Target: DoD Partnerships**

Perform annual review of AST Memorandums of Agreement or Understanding with DoD, USAF, USSF, and other agreements for continued applicability and usability, terminating unnecessary agreements and re-establishing those still necessary.

## **Initiative: Improve Internal Communication**

Use a variety of internal communications vehicles to publish at least 3 news stories and/or broadcast messages each week to increase employee understanding of agency programs and activities. Using on-line print, audio and video vehicles to deliver employees news and information to increase employees understanding of agency programs and activities. Will use interactive media (Web 2.) to engage employees (Your Two Cents feedback, Blogs and/or other social media).

### **Activity: FocusFAA**

Publish agency news in FocusFAA daily during Fiscal Year.

**Target: Activity Target 1**

Publish daily news items during the Fiscal Year.

**Target: Activity Target 2**

Read and evaluate all employees feedback and respond to feedback within 24 hours.

**Target: Activity Target 3**

Increase employee understanding of agency programs and activities and/or highlight employee innovations and ideas by 33% from FY21 levels. Communications items may leverage videos, graphics, audio and written story formats to deliver news/information and engage employee audiences.

**Activity: Employee Interviews**

Produce one monthly written interview profile featuring FAA managers and employees.

**Target: Activity Target 1**

Conduct a series of employee interviews (no fewer than 52) each year with executives, managers, program specialists, and other employees.

**Activity: Employee Website**

Update the employee homepage every business day.

**Target: Activity Target 1**

Update the employee homepage every business day.

**Activity: Communicate Strategic Initiatives**

Communicate the goals of Strategic Initiatives to the FAA employees and gain feedback that helps the FAA meet their needs.

**Target: Activity Target 1**

Regularly share information on Strategic Initiatives to FAA employees.

**Activity: Communications Working Group**

Ensure cross-agency collaboration on communications issues and projects through the Communications Working Group.

**Target: Activity Target 1**

Chair monthly meetings of Communications Working Group and ensure active collection of data on communications activities from all LOBs/SOs. Share data with AOA.

**Activity: Innovation Culture**

AOC will work closely with other AOC staff, FAA executive bodies, DOT and other relevant stakeholders to enable and encourage a robust culture of innovative problem solving at the FAA.

### **Target: Activity Target 1**

Increase employee engagement through the solicitation of specific ideas/information from the workforce that benefit agency programs and activities. Host a minimum of one 'idea challenge' or 'request for innovation' that results in at least 20 unique employee responses, and provide individualized feedback to each responder. Engagement topics must have a nexus to the FAA Strategic Goals/Initiatives.

## **Develop an FAA Employee Lifecycle Management Approach**

Develop an FAA Employee Lifecycle Management Approach that promotes career opportunities, growth, and wellness through restructured recruitment and hiring; and continuous employee investment, development, and training towards the health of the agency.

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### **Initiative: Enrich the FAA Talent Pool by Restructuring the Recruitment and Hiring Processes**

Enrich the FAA Talent Pool by Restructuring the Recruitment and Hiring Processes

#### **Activity: (Recruitment & Hiring Processes) Provide Gateways Education and Awareness**

Utilize Gateways to identify more opportunities for recruiting and hiring less experienced individuals who will bring needed, diverse skills to the agency and better reflect the demographics of the U.S. labor force.

#### **Target: Gateways Campaign**

Gateways Campaign

#### **Target: Gateways Education**

Educate FAA managers to advance/promote use of Gateways.

#### **Activity: (Recruitment & Hiring Processes) Explore ways to Streamline Hiring**

Educate FAA managers to advance/promote use of Gateways.

#### **Target: Behavior Based Interviewing**

Pilot Behavioral Based Structured Interviewing to limited organizations.

#### **Target: High Efficiency Analysis**

Conduct analysis of external hiring processes and past efforts to streamline hiring and identify areas that exceed the allotted timeframes within the 80-day hiring model.

#### **Activity: (Recruitment & Hiring Processes) Gaining Efficiencies**

Encourage and track use of existing special hiring authorities and On the Spot (OTS) authorities to gain efficiencies.

#### **Target: Education related to Hiring Authorities.**

Educate and bring awareness to managers on available hiring authorities.



**Target: Track Use of Hiring Authorities**

Develop method of tracking the timeliness of using special and OTS hiring authorities.

**Activity: (Recruitment & Hiring Processes) Improve Collaboration with Military**

Improve targeting of military candidates/partnership with DOD and others, with a focus on occupations/job series where those transferrable skills are needed.

**Target: Establish Partnership**

Create an MOU, or other form or formal agreement, with DOD.

**Target: Research and identify available programs.**

Research available programs within DOD and others to identify opportunities for paid and unpaid experience for veterans to gain experience and provide expertise.

**Activity: (Data and Policy Analysis) Examine Compensation**

Review the current compensation structure (e.g., salary ranges for pay bands) to identify any needed changes.

**Target: Conduct compensation analysis.**

Conduct query/analysis of compensation across the FAA LOB/SOs, by specific job categories.

**Target: Communicate results.**

Communicate the results of the compensation analysis with appropriate leadership to inform decision-making.

**Activity: (Data and Policy Analysis) Identify Key Hiring Data Sets**

Identify sets of data that would be helpful to collect and analyze to support making data-driven recommendations for revised policies, procedures, practices, etc.

**Target: Compile and analyze hiring data list.**

Compile list of data/information to analyze and establish a reporting schedule and recipient list.

**Target: Use data to inform decision-making.**

Use the data to support making data-driven recommendations for potential revisions to policies, procedures, and practices.

**Initiative: Invest in a Skilled and Engaged Workforce**

Invest in a Skilled and Engaged Workforce.

**Activity: OneFAA Experience**

Provide a OneFAA experience for all new employees by providing a structured program that will introduce employees to all facets of the FAA through workshops, Executive in-sights, and OneFAA Sponsorships.

**Target: Develop a program to provide an introduction to the FAA indicating the connections between LOB/SOs**

Develop a program to provide an introduction to the FAA indicating the connections between LOB/SOs

**Target: Develop an FAA Cross-organizational Sponsorship Program.**

Develop an FAA Cross-organizational Sponsorship Program.

**Activity: OneFAA Experience Implementation**

Implement the OneFAA Experience Program

**Target: Pilot Development.**

Develop the pilot OneFAA Experience program structure.

**Activity: (One FAA Community) OneFAA Community Development**

Develop OneFAA Community structure.

**Target: Engagement Program Assessment**

Assess and survey each LOB/SO and develop initial list of current employee engagement programs.

**Target: Community Development Guide**

Develop draft OneFAA Community Resource Guide to include new and current employee engagement programs

**Activity: (One FAA Community) OneFAA Community Implementation**

Implement OneFAA Community program.

**Target: Outreach Plan**

Develop outreach plan.

**Target: Community Roll-out**

Finalize and execute implementation of the OneFAA Community program.

**Initiative: Workforce Transformation**

Manage talent through recruitment, training, retention and awards programs.

**Activity: Develop Hot Topic Webinars**

Increase ARP employee understanding of relevant and emerging topics in industry.

**Target: Environmental Justice**

Conduct a webinar on the impact of environmental justice (laws, regulations and policies) on low income and minority communities for all ARP employees.

### **Activity: Develop a Program emphasizing the Fundamentals of Planning and Compliance**

Take a proactive approach to achieve compliance – examine existing and potential compliance issues as part of a planning project.

#### **Target: Fundamentals of Planning and Compliance Program**

ACO and APP will develop a framework for Program that coordinates airport planning with compliance.

#### **Target: Fundamentals of Planning and Compliance-Exhibit A Map for Industry**

Develop a module on developing an Exhibit A map for industry.

#### **Target: Fundamentals of Planning and Compliance**

ACO will develop a “model” task description for inclusion in the work scope of an airport master planning guidance subject to APP approval.

### **Activity: Expand recruitment outreach**

Expand awareness among diverse audiences of career opportunities within ARP.

#### **Target: Recruitment Event**

Participate in at least one virtual or in-person recruitment event.

#### **Target: Development Activities**

As part of succession planning, select at least two critical positions from the projected vacancy list and identify necessary development activities.

### **Activity: Workload analysis and organizational structure review**

Respond to employee workload concerns by assessing current activities and identifying opportunities for greater efficiency and better workload balance.

#### **Target: Workload Analysis**

From an organizational design perspective, utilizing non-contract resources, conduct a workload analysis, to include a revalidation of the 2012 Geo-balancing study, in the context of current organizational structure.

#### **Target: Develop Streamlined Work Recommendations**

Identify opportunities to streamline work processes. Vet findings with ARP Directors. Present recommendations to ARP-1/-2.

#### **Target: Implement Finding(s) Streamlined Work Recommendations**

Develop an implementation plan for approved recommendations.

#### **Target: Employee Exit Survey**

Review and revise exit survey

**Target: Employee Exit Survey**

Analyze data from exit survey and develop trend reports.

**Activity: Support FAA's STEM/AVSED efforts**

Support and promote ARA STEM AVSED outreach engagements with students to encourage participation in pathway activities that will lead to aerospace careers.

**Target: Create ARP STEM/AVSED Training**

To support the FAA corporate goal of creating training for FAA outreach representatives, coordinate with the National STEM AVSED office to develop at least one ARP-specific resource that focuses on career pathways within the Office of Airports.

**Target: STEM/AVSED Equity Tool**

Support the FAA corporate goal by training ARP STEM AVSED Outreach Representatives on the equity tool developed by ARA to participate in FAA organizationally sponsored events to ensure they support outreach to under-represented and under-served communities.

**Target: ARP Employee STEM/AVSED Stand Down Events**

Work with the ARA National STEM AVSED Office to outline the concept of a STEM AVSED "stand down" day that ultimately would provide an opportunity for all ARP employees to participate in STEM/AVSED activities locally, virtually and/or creation of ARP-inclusive STEM AVSED materials.

**Initiative: Property Workforce Training & Certification**

Enhance the skills, knowledge, and certification of property practitioners.

**Activity: Maintain Certification of Project Management Workforce in the Project Management Division**

Maintain certification of Project Managers in the Project Management Division

**Target: FAC/PPM Level 1 Certification T1**

50% of the combined staff of APM-310 and APM-320 as of October 1, 2021 will attain FAC/PPM Level certification.

**Target: FAC/PPM Level II certification T2**

10% of the combined staff of APM-310 and APM-320 as of October 1, 2021 will attain FAC/PPM Level II certification.

**Initiative: Recruitment**

AAQ will explore innovative ways to recruit, retain, and on-board new Contracting Officers.

**Activity: Restructuring the recruitment and hiring process.**

"Enrich the FAA Talent Pool by Restructuring the Recruitment and Hiring Processes", ACQ will increase outreach for Contracting Officer, and Acquisition and Business Recruitment to Historically Black Colleges and Universities and students with disabilities.

**Target: HBCU recruiting**

Attend three recruiting events at a HBCU or consortiums targeting HBCU attendance by 7/2022

**Target: Intern recruitment**

Sponsor one MS/Intern cohort.

**Target: Recruitment staff increase**

Increase staff/restructure staff to focus upon recruitment needs.

**Target: Recruitment of people with disabilities**

Participate on the Workforce Recruitment Program for people with disabilities for federal positions. Acquire specialized training, obtain school of assignment, conduct interviews, and recommend hires as appropriate.

**Target: Virtual recruitment**

Virtual Recruitment. "Explore potential use of social media websites for gathering algorithms and statistics to hire Contracting Officers".

**Initiative: AJI Employee Development**

Educate, prepare, and grow AJI leaders from within.

**Activity: Developmental Resources and Programs**

Provide AJI Workforce Development resources and programs.

**Target: Measure Results**

Develop data collection tools and metrics for evaluating the effectiveness of developmental opportunities and communications.

**Target: Developmental Training and Seminars**

Deliver training and seminars for management and staff in accordance with plans.

**Target: Develop Contracting Specialists**

Expand team capabilities by increasing the COR certification by one level of at least two team members by the end of FYQ2

**Initiative: Align AST's hiring and workforce development to its future needs.**

AST's workforce is equipped with the skills to confidently perform their duties and step up to leadership positions while utilizing the diversity of the organization.

**Activity: Expand development programs**

In order to ensure AST is ready for future challenges, learning and development programs need to be expanded.

**Target: Employee experimental opportunity program**

Develop a program for experiential opportunities for employees (E.g.: visits to launch sites, viewing of launch vehicles, etc.)

**Target: Invitational and Educational speaker program**

Develop an AST-wide invitational/educational speaker program

**Target: Manager professional development plan**

Create a professional development plan for each manager

**Target: Manager professional development opportunity**

Ensure all managers participate in one instructor-led and one self-paced professional development opportunity a year

**Target: Non-manager professional development plan**

Create a professional development plan for each non-manager employee

**Initiative: AJG-P Organizational Development and Effectiveness – Develop a Workforce for a Modern Operation**

Organization Development is a strategy intended to change the beliefs, behavior, values, culture and structure of organizations so that they can better adapt to new technologies, workplace requirements and challenges. Business Acumen and Technical knowledge are key to empowering our workforce. Organizational Development methods are used to improve Organizational Effectiveness. Effective organizations create results, and exhibit strengths in key areas – leadership, decision making and structure, people, work processes and systems, and culture. Effective organizations deliver results.

**Activity: Training and Growth [Education]**

To support Individual Development Plans, the directorate will provide periodic training opportunities to support employee development and learning.

**Target: Development Plan and Execution**

Develop a new FY training plan for ATO People Services organization and tie/reference IDPs to requested training for individual employee training requests.

**Activity: Organizational Structure and Culture [Communication]**

The organizational identity is constantly underlined by a number of intentional actions and constant communication, across all levels.



### **Target: Directorate Strategy and Communication**

Hold semiannual People Services Management Strategic Meetings with group managers. Hold at least bimonthly directorate Town Hall meetings, with agenda items gathered from managers and employees. Facilitate Director/Deputy Director participation in two group manager meetings with the teams to discuss strategic planning, work items and address questions as a group.

### **Activity: Business Office Management [CORE WORK - Service Delivery]**

AJG-P Management, Budget, Performance Management, Strategic Initiatives, Business Plan, eLMS, priority planning, Meetings (Staff, 1 on 1 & Manager Meetings), and Contracts management in conjunction with designated financial analyst/COR.

### **Target: Business Office Management**

Work with AJG-P Management Team to perform AJG-P management functions and meet or exceed all performance goals to include Budget, Performance Management, Strategic Initiatives, Business Plan, eLMS, priority planning, Meetings (Staff, 1 on 1 & Manager Meetings), and Contracts management in conjunction with designated financial analyst/COR.

### **Activity: Directorate Business Process Management [Continuous Improvement]**

Proactively identify, analyze and improve existing business processes within the ATO People Services directorate.

### **Target: Directorate Process Improvement Project Identification**

Choose next set of business processes with at least one (1) per Group, establish workgroup teams and initiate business process improvement activities, with the intent of expanding efforts to additional employees.

### **Target: Continuous Process Improvement Strategy for Directorate**

Status active process improvement efforts at least quarterly (includes new projects identified in 22Pu.6D1 as well as any remaining projects from the previous fiscal year), report out results upon project completion, and outline sustainment plans to continually improve newly documented processes.

### **Target: Performance Measurement & Reporting Strategy for Directorate**

Gather and document measurement and reporting strategies for process improvement efforts in 22Pu.6D2. Determine if measurements would be beneficial to dashboard and/or scorecard reporting for internal and/or external use.

### **Initiative: ATO Policy Oversight Services - Develop a Workforce for a Modern Operation**

Implementation of Policy and Organizations, Performance Management (includes Valuing Performance) and Recognition, Correspondence, Records, and Directives Management, Time & Attendance, VLTP support, Telework Coordinator.

### **Activity: ATO Performance Management and Maintenance [CORE WORK - Service Delivery]**

ATO Performance Management and Maintenance.

### **Target: FY21 Final Ratings**

Ensure at least 90% of final ratings are completed for ATO employees in each of the following systems: Valuing Performance (VP), Performance Management (PMAS), and Executive Performance Agreements (USAP) for FY21 with the final ratings and discussions signed off.

### **Target: FY22 Performance Plans**

Ensure at least 80% of initial performance plans are completed for ATO employees in each of the following systems: Valuing Performance (VP), Performance Management (PMAS), and Executive Performance Agreements (USAP) for FY22.

### **Target: FY22 Mid-cycles**

Ensure at least 80% of ATO employees have mid-cycles completed in each of the following systems: Valuing Performance (VP), Performance Management (PMAS), and Executive Performance Agreements (USAP) for FY22.

### **Target: ATO Training for Performance Management Systems**

Conduct/facilitate/communicate training throughout the ATO for performance management programs and systems quarterly. Establish plan to communicate VPS sunset and integration into PMAS.

### **Target: Process internal/external ATO awards and Length of Service (LOS) Awards**

Ensure Length of Service (LOS) certificates are accurately processed by due date according to Agency policy. Establish process for electronically disseminating Length of Service (LOS) Awards in conjunction with AHR. First milestone is planned for March 31, 2022.

### **Target: Internal and External Awards**

Ensure internal and external awards are executed by due date with one week lead-time for approval. Update and publish calendar of activities for external awards which provides lead time for participation and approvals. Provide information and tracking for the internal AJG Coin program on a monthly basis.

### **Target: Provide OBIEE reports**

Develop standard reports and schedule for dissemination to stakeholders in AJG-P to assist with analysis of data such as employment histories, separations, furlough codes, etc. Ad hoc reports provided within 2-3 working days.

### **Activity: Perform ATO Policy Oversight Services Group Core Activities [CORE WORK - Service Delivery]**

Review CASTLE, LDR and Telework entry activities on bi-weekly basis. Coordinate AJG correspondence for review and approval. Provide information and schedules for records within the ATO. Provide Directives management.

### **Target: Review CASTLE, LDR and Telework activities on bi-weekly basis**

Ensure 90% of CASTLE activities are completed biweekly. Implement telework requests within 1 working day of receipt. Monitor LDR compliance and assure ATO contributes to 98% completion Agency-wide on a monthly basis. Establish guide for standardized usage of LDR codes throughout AJG. Initial proposal is due by December 31, 2021.

**Target: Provide information and schedules for records within the ATO**

Develop tools to explain records management process in ATO. Participate in Agency-wide records management efforts as defined corporately (e.g., targeted Region/Service Area analysis, etc.). Develop guidance for retention of records in the telework/remote environment. Initial proposal is due by January 31, 2022.

**Target: Automated Response for Directives**

Deliver quarterly analysis to refine the automated response for Directives - due one week after each quarter. Process 90% of Directives received through automated system. Establish standard operating procedure for Directives - SOP draft due April 2022; final due June 2022.

**Target: Support of Key AHR Programs**

Provide support to intern programs by facilitating the Minority Serving Institutions (MSI). Develop and implement procedures for acquiring and hosting MSIs. Initial proposal is due by January 31, 2022. Serve as facilitator of information regarding work-life balance programs. Review, and analyze opportunities for customization of work-life balance programs within the ATO. Activity ongoing with completion by due date.

**Activity: Reorganization/Realignment Change Process across ATO [CORE WORK - Service Delivery]**

Align ATO reorganization/realignment change process with Agency edicts. Facilitate implementation of Agency human resource policies throughout the ATO.

**Target: Revise and Implement JO 1100**

Revise and implement JO 1100 to produce specific functional descriptions to the directorate-level for organizations in ATO.

**Target: Organizational Changes Portal Used for ATO**

Quarterly analysis to refine information and education on the use of organizational changes portal for use throughout ATO, to include linked systems.

**Target: Special Projects such as VERA/VSIP, ETTRA, Furlough Codes**

Develop and implement quality control initiatives and lessons learned for special project efforts such as VERA/VSIP, ETTRA, and Furlough Codes.

**Target: Coordinate AJG correspondence and AHR policies for review and approval**

Develop and implement procedures for efficient flow of Agency edicts within the ATO. Disseminate draft policies for review within 1 business day. Conduct policy conferences for edicts which have significant impact on the ATO.

**Initiative: HQ Administrative Services Group - Develop a Workforce for a Modern Operation**

Support ATO's operational focus by delivering new efficiencies in the preparation and routing of personnel action paperwork, in supporting managers in hire selection and in producing internal personnel reports. Support ATO and FAA efforts to increase workforce diversity.

**Activity: Standardize and optimize Administrative Services Group support to ATO Service Units [Communication]**

Develop standardized metrics, reports, support aids and customer meeting schedules for consistent support to ATO Service Units.

**Target: Develop Service Unit Standardized Reports**

Utilizing feedback from FY21, continue to mature scorecard for each service unit, including establishing new touch points with AJG-R and RMG offices.

**Target: Develop Service Unit Outreach Plans**

Support ATO service units by working with them to identify and achieve strategic hiring goals.

**Target: Establish an AJG Onboarding Program**

Develop a consolidated Onboarding format for new AJG employees.

**Activity: Perform Additional HQ Administrative Services Group Core Activities [CORE WORK - Service Delivery]**

Ensure timely personnel actions and cash/time off awards processing for ATO.

**Target: Personnel Actions Processing**

Consistent with Air Traffic Organization (ATO) and FAA policies and hiring needs, review referral lists, make selections, and onboard employees within specified timelines to achieve the hiring goals.

**Target: Cash and Time Off Awards Processing**

Consistent with FAA policies, process cash and time off awards received from Service Unit customers within specified timelines to meet end of fiscal year targets.

**Activity: Implement Strategic Diversity, Equity, Inclusion & Accessibility (DEIA) Activities for ATO [Communication]**

Identify recommended activities from the DEIA Strategic Plan and develop a strategic approach to implementation.

**Target: Implement Strategic Diversity, Equity, Inclusion and Accessibility (DEIA) Activities for ATO**

Work with ATO service units to identify activities to be implemented in FY22 in order to achieve service unit Diversity, Equity, Inclusion and Accessibility goals.

**Target: Conference Participation**

Participate in and support ATO executive leadership participation in at least two EA conferences that have a focus on Diversity, Equity, Inclusion and Accessibility.

**Activity: Perform Additional HQ Administrative Services Group Core Activities [Communication]**

Perform quarterly reviews of metrics specific to Service Units and develop recommendations for process improvement and potential efficiencies. Hold strategic consultations with primary stakeholder to review.

**Target: Process Improvement and Stakeholder Consultation**

Perform quarterly review of metrics specific to strategic hiring and personnel actions processing to develop recommendations for process improvement and potential efficiencies. Hold strategic consultations with primary stakeholder to review.

**Target: Process Improvement and Stakeholder Consultation**

Review quarterly DEI&A scorecard metric specific to each Service Unit and develop recommendations to achieve their DEI&A goals. Hold strategic consultations with primary stakeholder to review.

**Initiative: Technical Workforce Planning - Develop a Workforce for a Modern Operation**

ATO Technical Workforce Planning.

**Activity: Air Traffic Controller Selection, Onboarding and Placement [CORE WORK - Service Delivery]**

Administer selection, onboarding and placement for new ATCS students.

**Target: Air Traffic Controller Specialists (ATCS) Hiring**

Consistent with the Air Traffic Services (ATS) hiring needs, review referral lists, make selections, and onboard Air Traffic Controller Specialists (ATCS), both experienced (Track 2) and non-experienced (Track 1) within specified timelines to achieve the ATS hiring goals.

**Target: Placement for FY22 FAA Academy ATCS Graduates**

Facilitate placement for all FY22 FAA Academy successful ATCS graduates and all Track 2 Specialized Experience selectees.

**Target: Placement Process for FY22 FAA Academy ATCS Graduates**

Review the academy placement process to consider # of facilities offered, optional placements, and OCONUS placements.

**Target: Retired Military Controller Vacancy Announcement**

By March 31, 2022, review results from FY21 RMC announcement and determine if the process yielded an acceptable number of candidates.

**Target: Retired Military Controller Vacancy Announcement**

By March 31, 2022, provide recommendation to AJT if an RMC announcement is needed. If needed, by July 31, 2022, identify facilities and post announcement.

**Target: Recruiting**

Enhance the qualification review and selection process for Previous Experience Air Traffic Controller Specialists (ATCS) by partnering with key stakeholders to include AHR and Air Traffic Services to improve new hire success while maintaining adherence to OPM Qualification Standards for ATCS.

**Target: Incorporate Flight Service Station Employees into the NCEPT**

Work with stakeholders to implement a FSS NCEPT as either a part of the AJT NCEPT or as a stand alone event.

**Target: Incorporate Flight Service Station Employees into the NCEPT**

Provide training to AJR FSS on the use of Staffing WorkBook and the process to upload ERR's into the system.

**Target: Review/Revise SOP for the NCEPT**

Implement NCEPT Playbook to include a run of show to improve consistency and transparency of the process among stakeholders.

**Target: Participate in the Collaborative Resource Workgroup**

Support the Collaborative Resource Workgroup (CRWG), encourage quarterly communication and participate in all scheduled CRWG Meetings.

**Activity: Validate the ATC Priority Placement Process [Continuous Improvement]**

Lead a cross service unit stakeholder group to validate and/or update the Priority Placement Tool (PPT) criteria.

**Target: Outline existing criteria**

Outline existing criteria used by the PPT to generate placement lists.

**Target: Solicit feedback**

Conduct outreach and feedback session to identify potential areas of improvement in the PPT.

**Target: Develop requirements and test**

Develop requirements documentation for potential revisions to the PPT and run PPT based on new criteria.

**Target: Provide recommendation**

Develop recommendation for revised PPT and provide to AJT for concurrence and implementation.

**Activity: Airway Transportation System Specialist Hiring and Position Management [CORE WORK - Service Delivery]**

Support ATO Technical Operations in achieving their technical hiring target and effective position management.



**Target: Hiring Process**

Facilitate ATSS new hire process based on AJW Service Area provided hiring plans.

**Target: Employee Requested Reassignment (ERR)**

Continue to document and develop new ATSS 2101 ERR process.

**Activity: AJW Technical Workforce Staffing [Continuous Improvement]**

Assist AJW with Technical Workforce staffing activities at the national level.

**Target: Hiring Plan**

Provide analysis and support updates to AJW FiT submissions.

**Target: Reporting Capability**

Enhance reporting to include additional staffing information.

**Activity: Staffing WorkBook Enhancements [Automation]**

Enhance the performance and increase the reliability of Staffing Workbook.

**Target: Additional Source Data**

Continually review opportunities for additional source data and add two additional sources to the SWB database.

**Target: Additional QA / QC**

Implement more QA/QC to increase accuracy and reliability of employee specific data elements.

**Target: Expand functionality of Staffing Workbook**

Incorporate eAwards and Staffing Management Tool into SWB.

**Activity: APAT 2.0 [Automation]**

Incorporate APAT 2.0 into Staffing Workbook.

**Target: Identify users and requirements**

Review requirements gathered during FY21 and validate through user focus groups to include participation from AJG Directorates.

**Target: Transition to AJR Server**

Service and Security - Transition SWB server from AJI to AJR and complete the Moderate Risk Security assessment.

**Target: Define and Prototype**

Transition APAT to Staffing Workbook and initiate testing.

**Target: Communication and Training**

Develop and implement communication and training schedule.

## **Target: Implement APAT in Staffing Workbook**

Launch APAT in SWB

### **Activity: Perform Additional Technical Workforce Planning Group Core Activities [Communication]**

Quarterly review metrics specific to Service Units and develop recommendations for process improvement and potential efficiencies. Hold strategic consultations with primary stakeholder to review.

#### **Target: Process Improvement and Stakeholder Consultation**

Quarterly review metrics specific to AJT and develop recommendations for process improvement and potential efficiencies. Hold strategic consultations with primary stakeholder to review.

#### **Target: Process Improvement and Stakeholder Consultation**

Quarterly review metrics specific to AJW and develop recommendations for process improvement and potential efficiencies. Hold strategic consultations with primary stakeholder to review.

#### **Target: Process Improvement and Stakeholder Consultation**

Quarterly review metrics specific to ATC placements and Academy student supervision and develop recommendations for process improvement and potential efficiencies. Hold strategic consultations with primary stakeholder to review.

#### **Target: Process Improvement and Stakeholder Consultation**

Quarterly review metrics specific to SWB, APAT, and Business Objects and develop recommendations for process improvement and potential efficiencies. Hold strategic consultations with primary stakeholder to review.

### **Initiative: Integrated Talent Management – Develop a Workforce for a Modern Operation**

Provide integrated talent management support to the ATO that addresses critical talent issues for the Service Units, to include: customized leadership development, career and succession planning programs and services, including some low to no-cost development opportunities. Collaborate with internal and external partners and stakeholders to leverage ATO and corporate programs and services to provide the right skills to the right people at the right time to meet the ATO's tactical and strategic needs. Provide consultation and technical subject matter expertise to ATO executive leadership and their supporting management teams on 11 Collective Bargaining Agreements (CBAs) covering 18 bargaining units and over 25,000 employees. Ensure labor relations/agency policies are applied consistently throughout the Agency by providing technical expertise on the application of the ATO CBAs to other lines of business and staff offices to solve a variety of complex issues involving; Civil Rights, EEO, Security, Human Resources, Labor Relations, and Aerospace Medicine.

### **Activity: ATO Real-time, Critical and Evolving Issues**

Collaboratively address real-time, critical and evolving issues within the ATO in the area of labor relations with stakeholders and partners to include: collective bargaining agreement negotiation, implementation and interpretation, generation and communication of memorandums of understanding and agreement, coordination and tracking of national union representatives and subject matter experts, onsite employee support with CISM and CISD services, and leading interest-based problem solving efforts across the ATO.

#### **Target: Coordinate Critical Incident Stress Management (CISM) Program including Critical Incident Stress Debriefing (CISD) support for Air Traffic Services and Technical Operations Services**

Lead collaborative efforts to proactively manage the common disruptive physical, mental, and emotional factors that an employee may experience after a critical incident (aviation disaster with loss of life, death of a coworker, terrorism, bomb threats, exposure to toxic materials, prolonged rescue or recovery operations or natural disasters). Support efforts to ensure annual and one time training is provided to peer de-briefers as required by the CBAs.

#### **Target: High Visibility Reporting**

Provide a high visibility report at least monthly to ATO DCOO / VPs of AJT and AJW to ensure consistent communication on labor relations concerns that have a significant impact to the ATO.

#### **Target: Article 114 (Collaboration) Reporting**

Provide monthly reporting to the ATO COO / VPs on the status of National Representative Agreements established to support improvements and modernizations to the National Airspace System (NAS).

#### **Target: Support the delivery of Succeeding in Your First Year (SYFY) / Operations Manager Leadership Development Program - Air Traffic (OMLDP-AT) and Operations Supervisor Workshop (OSW)**

Identify, develop, and maintain a sustainable pipeline of facilitators to support the delivery of the NATCA-specific Technical Labor module for all of the Succeeding in Your First Year (SYFY) workshop deliveries in FY22. Identify, develop, and maintain a sustainable pipeline of facilitators and SMEs to support the development and or delivery of Operations Manager Leadership Development Program - Air Traffic (OMLDP-AT) workshops. Identify, develop, and maintain a sustainable pipeline of facilitators to support the delivery of the Technical Labor module for all Operations Supervisor Workshops (OSW).

#### **Target: Article 13 (NAS Modernization) / Subject Matter Expert (SME) Reporting**

Provide monthly reporting to AJW senior leadership and their intact management teams on the labor impacts and support of National Airspace System (NAS) modernization efforts.

**Target: Support the delivery of Succeeding in Your First Year (SYFY) / Operations Manager Leadership Development Program - Technical Operations (OMLDP-TO) and Front Line Managers Operational Workshops (FLMOW)**

Identify, develop, and maintain a sustainable pipeline of facilitators to support the delivery of the PASS-specific Technical Labor module for all of the Succeeding in Your First Year (SYFY) workshop deliveries in FY21. Identify, develop, and maintain a sustainable pipeline of facilitators and SMEs to support the development and or delivery of Operations Manager Leadership Development Program - Technical Operations (OMLDP-TO) workshops. Identify, develop, and maintain a sustainable pipeline of facilitators to support the delivery of the Technical Labor module for all Front Line Managers Operational Workshops (FLMOW).

**Activity: Lead Collective Bargaining Agreement negotiation and training efforts for the ATO. Support ATO Senior Leadership in the Pre-Arbitration Review (PAR) and the quarterly PASS Grievance Resolution Meetings.**

Lead and/or support ATO efforts to negotiate Collective Bargaining Agreements (CBAs) including training and implementation. Provide refresher training on CBAs that were extended for multiple years i.e. NATCA Slate book.

**Target: PASS Collective Bargaining Agreement (CBA) Negotiations**

Support CBA negotiations for the Professional Aviation Safety Specialists (PASS) ATO CBA including training (if required) and implementation.

**Target: Collective Bargaining Agreement (CBA) refresher training for ATO managers**

Support design and complete delivery of CBA refresher training for ATO Managers at the request of senior leadership including training for AJT Managers on the National Air Traffic Controllers Association (NATCA) slate book.

**Target: Support ATO Senior Leadership in the Pre-Arbitration Review (PAR) and the quarterly PASS Grievance Resolution Meetings**

Support ATO Senior Leadership in the Pre-Arbitration Review (PAR) and the quarterly PASS Grievance Resolution Meetings. Ensure meeting minutes and decisions are captured and distributed internally to Technical Labor within 2 weeks after the meeting to ensure consistency across the NAS.

**Activity: Deliver Career Planning and Professional Development Solutions**

Deliver career planning and professional development programs and services that meet the critical development needs of the ATO to include support for the ATO Career Services Center (CSC) and the ATO Career Planning Program (ATO-CPP). Deliveries of programs and services are subject to availability of funds.

**Target: Deliver Career Services Center (CSC) / Career Planning Program (ATO-CPP) Training Events**

Deliver a minimum of 35 training events, including webinars, presentations, workshops, and related events supporting the ATO Career Services Center (CSC) and the ATO Career Planning Program (ATO-CPP).

**Target: Implement ATO Career Kiosk Lite**

Implement career kiosk lite as denoted in approved white paper. Develop a delivery plan and delivery process. Initiate actual deliveries and identify participants.

**Target: Streamline ATO's eLMS Administrative Access Process**

Improve the eLMS administrative access request process and application form. While ensuring AJG's responsibilities are aligned with other SU/LOB's efforts. Develop a communication campaign to share information with ATO service units. Key components of this initiative include:

- Establishing a QMS - Work Instruction with standardized and repetitive outcomes;
- Increasing efficiency by streamlining the application form to meet current needs;
- Providing ATO gateway oversight to eLMS and HCMS access;
- Ensure adherence to cybersecurity protocols;
- Provide oversight of who has access to these critical systems;
- Limit access to true needs and minimum levels to complete mission requirements;
- Provide a best practice for other LOB's to follow, currently a generic template and guidance is the standard.

**Target: Increase Training Events Participation**

Increase participation in ATO Career Services Center (CSC) training events, webinars, and kiosks to a minimum of 1,200 participants in FY22.

**Target: ATO Learning and Development Resource Guide**

Provide at least three quarterly revisions to the ATO Learning and Development Resource Guide. Each Quarterly update to include: ensuring all links are functional, POCs are revised, and Stakeholder feedback is sought for all program content, and new programs are included at the scheduled revision points.

**Target: Career Planning Tool (CPT) New Position Development**

Implement a new job analysis methodology and add a minimum of two (2) new positions to the Career Planning Tool (CPT).

**Target: Interview Stream Tool (IST) Updates**

Add a minimum of 10 behavioral-based interview questions to the Interview Stream Tool (IST).

**Target: Deliver Reliable Service of the Career Planning Tool (CPT) and Succession Planning Tool (SPT)**

Ensure reliability of the ATO Career Planning Tool (CPT) and Succession Planning Tool (SPT) - accessed via the myATOCareer.faa.gov web site - and ensure accessibility is provided to the ATO workforce for a minimum of 98% of the fiscal year.

### **Activity: Deliver Leadership Development Solutions**

Deliver leadership development programs and services that meet the critical development needs of the ATO to include: Leaders Teaching Leaders (LTL), Operations Manager Leadership Development Program - Air Traffic (OMLDP-AT), Operations Manager Leadership Development Program - Technical Operations (OMLDP-TO), and Succeeding in Your First Year (SYFY). Deliveries of programs/services are subject to availability of funds.

#### **Target: Deliver Leaders Teaching Leaders (LTL)**

- (a) Deliver Leaders Teaching Leaders (LTL) facilitator training nationwide to support in-person and virtual delivery of FY22 LTL curriculum.
- (b) Ensure at least 95% of reportable ATO districts hold local LTL sessions through analysis of submitted rosters.

#### **Target: Deliver the Operations Manager Leadership Development Program - Air Traffic (OMLDP-AT)**

Deliver a minimum of ten (10) Operations Manager Leadership Development Program - Air Traffic (OMLDP-AT) workshops.

#### **Target: Deliver the Operations Manager Leadership Development Program - Technical Operations (OMLDP-TO)**

Lead the design and delivery of a minimum of four (4) Operations Manager Leadership Development Program - Technical Operations (OMLDP-TO) workshops.

#### **Target: Develop and Deliver Succeeding in Your First Year (SYFY)**

Deliver a minimum of 12 Succeeding in Your First Year (SYFY) workshops.

### **Activity: Deliver Succession Planning Solutions**

Deliver succession planning programs and services that meet the critical development needs of the ATO, to include: the Air Traffic Leadership Development Program (ATLDP), the Technical Operations Leadership Development Program (TOLDP), and the ATO Succession Planning Program (ATO-SPP). Deliveries of programs/services are subject to availability of funds.

#### **Target: Deliver the Air Traffic Leadership Development Program (ATLDP)**

Deploy the Air Traffic Leadership Development Program (ATLDP) to two (2) cohorts.

#### **Target: Deliver the Technical Operations Leadership Development Program (TOLDP)**

Deploy the Technical Operations Leadership Development Program (TOLDP) to two (2) cohorts.

#### **Target: Deliver the ATO Succession Planning Program (ATO-SPP)**

Deploy the ATO Succession Planning Program (ATO-SPP) to 1 cohort (year 1 activities supporting development of 1 talent pool).

### **Activity: Deliver Learning and Evaluation Services**

Deliver services to support the deployment and continuous improvement of ATO employee development programs. Deliveries of programs/services are subject to availability of funds.



### **Target: Review Level 1 Evaluations**

Review Level 1 evaluations for all applicable deliveries at the group-level quarterly and provide a report to the AJG-L Director. Management activities to include: review of summary evaluation results (issues/trends); recap actions taken in response to evaluation feedback (continuous improvement); and confirm best practices/expectations for future evaluation efforts (survey items, administration and reporting timelines/protocol, support for facilitator development and program management, support for learner engagement).

Lead evaluation continuous improvement efforts, to include: facilitate structured Quarterly Evaluation Reviews to inform strategy and decision-making; increase engagement with Employee Development Cadres to improve the value of evaluations to support facilitators, program leaders, and designers; and explore additional opportunities to use evaluation data to support programs and relationship management/communication with senior leaders, stakeholders, customers, and learners.

### **Target: Support deployment of Collective Bargaining Agreement (CBA) refresher training for ATO managers**

Partner with AJG-L1 to design and provide delivery support as necessary for CBA refresher training for ATO Managers at the request of senior leadership, including training for AJT Managers on the National Air Traffic Controllers Association (NATCA) slate book. Support areas include: program/project management, instructional systems design, and production.

## **Initiative: ATO Organizational Effectiveness – Develop a Workforce for a Modern Operation**

Working collaboratively with Management Services (AJG) senior leadership to design, plan and implement solutions that improve their service delivery, organizational culture and overall performance for the ATO.

### **Activity: ATO Collaboration and Organizational Development Programs and Services [Core Work]**

Provide ATO-wide support with organizational development activities as core work.

#### **Target: Collaboration Programs and Services**

Provide at least 50 collaboration consultations, alignments, engagements, trainings and development sessions to at least 750 participants in a blended learning model that may include virtual and/or in-person interaction.

#### **Target: Organizational Development Programs and Services**

Provide at least 50 organizational development workshops, trainings, strategic facilitations, consultations, engagements, trainings, assessments and/or development/coaching sessions to at least 750 participants in a blended learning model that may include virtual and/or in-person interaction.

### **Activity: Coaching Program [Continuous Improvement]**

Increase the operational impact of the Coaching Program.

**Target: Increase the Operational Impact of the Coaching Program**

Provide targeted coaching for up to 30 NAS facility employees in an effort to increase the operational impact of the Coaching Program. Gather client feedback on program effectiveness and assess the need for future enhancements.

**Initiative: ATO Employee Engagement - Develop a Workforce for a Modern Operation**

Promote ATO Employee Engagement across Service Units.

**Activity: ATO Employee Engagement [Communication]**

Promote ATO Employee Engagement efforts across Service Units.

**Target: ATO Employee Engagement**

Lead the ATO Employee Engagement Captains by defining, promoting and executing FAA Employee Engagement strategies. Facilitate ATO Captains meetings. Represent the ATO at AHR's Community of Practice forums. Deliver Employee Engagement results to ATO leadership.

**Target: ATO Employee Engagement**

Lead the ATO Employee Engagement wider scope that includes the Organizational Development programmatic approach, Federal ViewPoint Survey launch activities, and develop a strategy for analyzing and releasing ATO-wide results and recommendations. Deliver feedback to Service Units, including the Leadership Teams.

**Activity: Management Services Employee Engagement [Communication]**

Management Services Employee Engagement Captains collaboratively review the plan of activities, execute and provide monthly reporting.

**Target: Management Services Employee Engagement Strategies**

Create the Service Unit Action Plan for specific strategies to improve the ATO Employee Engagement Index (EEI).

**Target: Management Services Employee Engagement Activity Reporting**

Execute the planned strategies to improve Employee Engagement and report on monthly progress.

**Activity: Mission Support Services Employee Engagement**

Mission Support Services Employee Engagement Captains collaboratively review the plan of activities, execute and provide monthly reporting.

**Target: AJV Employee Engagement Strategies**

Review the Service Unit Action Plan with specific strategies to improve the ATO Employee Engagement Index (EEI).

**Target: AJV-A Employee Engagement Activity Reporting**

Execute the planned strategies to improve Employee Engagement and report on monthly progress.

**Target: AJV-I Employee Engagement Activity Reporting**

Execute the planned strategies to improve Employee Engagement and report on monthly progress.

**Target: AJV-P Employee Engagement Activity Reporting**

Execute the planned strategies to improve Employee Engagement and report on monthly progress.

**Target: AJV-S Employee Engagement Activity Reporting**

Execute the planned strategies to improve Employee Engagement and report on monthly progress.

**Target: AJV-C Employee Engagement Activity Reporting**

Execute the planned strategies to improve Employee Engagement and report on monthly progress.

**Target: AJV-E Employee Engagement Activity Reporting**

Execute the planned strategies to improve Employee Engagement and report on monthly progress.

**Target: AJV-W Employee Engagement Activity Reporting**

Execute the planned strategies to improve Employee Engagement and report on monthly progress.

**Activity: AJI Employee Engagement**

Review Employee Engagement plans collaboratively, and implement plan components.

**Target: Review and Implement Employee Engagement Plans**

Collaborate with each Lead assigned in FedView Employee Engagement Plan to execute the plans for the benefit of the entire organization.

**Activity: Program Management Organization Employee Engagement**

Program Management Organization Employee Engagement Captains collaboratively review the plan of activities, execute and provide monthly reporting.

**Target: Program Management Organization Employee Engagement**

Execute the planned strategies to improve Employee Engagement and report on monthly progress.

**Activity: System Operations Employee Engagement**

System Operations Employee Engagement Captains collaboratively review the plan of activities, execute and provide monthly reporting.

**Target: Review the Service Unit Action Plan**

Review the Service Unit Action Plan with specific strategies to improve the ATO Employee Engagement Index (EEI).

**Target: Execute Planned Strategies**

Execute the planned strategies to improve Employee Engagement and report on monthly progress.

**Activity: Technical Operations Employee Engagement**

Technical Operations Employee Engagement Captains collaboratively review the plan of activities, execute and provide monthly reporting.

**Target: Employee Engagement**

Review the Service Unit Action Plan with specific strategies to improve the ATO Employee Engagement Index (EEI).

**Target: Employee Engagement**

Execute the planned strategies to improve Employee Engagement and report on monthly activities.

**Activity: Air Traffic Services Employee Engagement**

Air Traffic Services Employee Engagement Captains collaboratively develop an AJT EE action plan focused on specific AJT and FAA enterprise priorities, and provide monthly updates.

**Target: Air Traffic Services Employee Engagement**

Air Traffic Services carries our Employee Engagement related actions to increase employee awareness of the FedView survey through targeted communications.

**Target: Air Traffic Services Employee Engagement**

Air Traffic Services carries our Employee Engagement related actions targeting challenges identified by FEVS 2020 related to the Employee Engagement Index.

**Initiative: Workforce Development and Recruiting**

Maintain a highly skilled workforce. Recruit and develop workforce to meet future demands and challenges and fulfill technical and managerial needs.

**Activity: Rotational Development Exchange Program**

Design, develop and pilot rotational development or exchange program to enhance selected knowledge and/or skill(s) of non-managers.

**Target: Design and Develop Rotational Development Exchange Program**

Design a rotational development program for non-managers to increase leadership skills, technical skills and competencies.

**Target: Prepare and distribute quarterly report on Rotational Development Exchange Program implementation status**

Prepare presentation and justification for senior management review and approval of Rotational Development Exchange (RDE) Program.

**Target: Develop Rotational Development Exchange Detail Assignment Calendar as provided in Program Implementation Plan**

Design and develop calendar of rotational development detail assignments within ANG and in collaboration with other FAA LOB/SO's.

**Target: Rotational Development Exchange Merger in support of the ANG Succession Plan**

Equip workforce with technical and non-technical knowledge and skills to foster innovation, create solutions, and positively influence others in service of mission accomplishment.

**Target: Pilot the Rotational Development Program**

Pilot the program by offering up to five detail opportunities within ANG.

**Activity: Technical Curriculum Implementation**

Equip workforce with technical and non-technical knowledge and skills to foster innovation, create solutions, and positively influence others in service of mission accomplishment.

**Target: Training Events**

Each month, distribute a three-month rolling calendar of upcoming training events and associated seat allocations to each ANG Directorate for use in matching and enrolling employees with most valuable opportunities. (Due: By the 15th of the month prior to when calendar is effective).

**Target: Publish & Distribute Monthly Report**

Publish and distribute a monthly report of: 1) enrollments and seats available by Directorate for each sponsored Tech Curriculum course to be delivered in the upcoming month; and 2) completions by Directorate for courses delivered in the prior month. (Due: By 20th business day of each month.) Publish and distribute a weekly Corporate Training Report of training completions status and distribute to ANG Managers to reflect completions and progress only. Otherwise will be reflected in a monthly report.

**Target: Tech Talks Speaker-Series**

Bring in and promote at least eight speakers over the year from inside and outside the FAA as part of ANG's Tech Talk Tuesday speaker series.

**Target: Tech Curriculum Training Tracking and Reporting**

Monthly, upload into eLMS each Directorates Tech Curriculum training from their planned tech curriculum training schedules. Create and deliver the required training format for transmission and delivery of the training data to be uploaded to eLMS and the ANG Action Tracker and share with Directorate training POCs. All Tech Curriculum Training recorded must be uploaded to employee learning profiles within 30 days of receipt from the Directorate POCs.

**Activity: Managerial Leadership Development for Non-managers**

Build capabilities of non-managers to perform more effectively and produce positive outcomes in informal or formal leadership and managerial roles.

### **Target: Non-management Leadership Development Curriculum**

Continue to offer monthly training and development courses to ANG non-managerial workforce throughout the year with emphasis on enhancing managerial and leadership competencies.

### **Activity: Recruitment - NextGen Gateway Program**

Recruit and hire student Interns to assist in the agencies succession planning goals.

#### **Target: Recruit Students**

Subject to position availability, recruit new students into the NextGen Gateway student internship program in order to assist in the agency's succession planning.

#### **Target: Convert to Full-Time Permanent Employees**

Subject to position and funding availability, convert program participants to full-time permanent employees without further competition, after successful completion of the program.

### **Activity: Institutionalize the Technical and Research and Development Curricula**

Collaborate across the ANG organization to institutionalize the technical and research and development curricula. Incorporate results of the Align Processes and Systems effort, as appropriate. The result of this effort will be an ANG organization that understands and utilizes the Technical and Research and Development Curricula as a tool for employee growth and development.

#### **Target: Engage Workforce to Implement Technical and Research and Development Curricula**

Sponsor at least three information sessions to engage employees and managers and create accountability for further curricula implementation and maintenance.

#### **Target: Evaluate Effectiveness**

Develop and execute a plan of action, based on metrics and feedback, evaluating the effectiveness of the technical and research and development curricula.

#### **Target: Optimize Processes and Systems**

Adjust and enhance curriculum components that have been integrated into the recruitment, onboarding, and performance management processes.

### **Initiative: I9 Workforce Development and Training (SP)**

AVS provides and maintains a well-trained workforce that aligns with enterprise needs. As new required skills and competencies are periodically identified, the needed staff and training resources are located or developed. The AVS environment supports learning, diversity, and inclusion to allow the workforce to adapt rapidly to emerging needs.

#### **Activity: A1 AVS Core Positions**

Identify AVS Core positions, assess position development and training requirements, and give priority to positions according to organizational objectives.



**Target: Training Requirements**

Evaluate Training Requirements with updated JTAs to determine gaps.

**Activity: A2 Learning Programs**

Evaluate the AVS learning programs to determine each program's strengths/weaknesses and to guide subsequent improvements.

**Target: Priority Learning Programs**

Evaluate priority learning programs in response to external recommendations and findings to determine if meeting operational need.

**Activity: A3 Learning Strategy**

Develop a coordinated, sustainable, high-level AVS learning strategy and tactical plan to target directions, resource requirements and success metrics, revisit and refine the plan annually.

**Target: Oversight Plan**

Develop an AVS learning development strategy and oversight plan.

**Activity: A4 Measures and Metrics**

Identify, develop and implement efficiency and effectiveness measures and metrics to track the cost and impact of training.

**Target: Dashboard Implementation**

Implement the AVS Training Dashboard priorities.

**Initiative: Develop Plans to Attain or Retain In-demand Skills within the Workforce**

Identify in demand skills and competencies, including in communications, management, and data analytics, assess ASH's workforce skills alignment, and develop action plans to attain or retain in demand skills within the ASH workforce.

**Activity: ASH Mission Critical Occupation Competency Development and Assessment**

To develop and maintain a high-performing workforce, AXM, in coordination with AHR, will develop competencies and competency assessments for selected ASH Mission Critical Occupations.

**Target: Develop Competencies and Competency Assessments for ASH Occupational Series**

AXM will collaborate and coordinate with AHR to participate in their planned pilot of competencies and competency assessments for selected Mission Critical Occupations (MCOs); using AHR's approved competency framework, AXM will draft technical competencies for selected non-Mission Critical Occupations.

### **Activity: ASH Awards and Recognition Program**

Implement revised Award and Recognition Program. The ASH National Awards and Recognition Program acknowledges employees for their superior achievement. Inclusive recognition sustains and improves performance through cost savings, efficiency, and exceptional customer service, which increases morale, recruitment, and retention.

#### **Target: ASH Award Nominations**

Collaborate with ASH Program Offices to submit quarterly award nominations that align with FAA and OPM's Guidance on Awards for Employees.

#### **Target: Writing Effective Award Nomination Narratives**

Collaborate with AHR to facilitate Brown Bag workshops on writing effective award nomination narratives by the end of the third quarter.

### **Initiative: Workplace of the Future**

Identify Government Best Practices in Office Workplace Renovations for the 21st Century.

#### **Activity: Workplace of the Future Activity**

Recognize best practices in design and implementation of Agency administrative office space.

#### **Target: Workplace of the Future Target 1**

Hold discussions with at least three other Government agencies that have modernized their administrative workspaces to accommodate hybrid workforces and active substantial telework activities.

#### **Target: Workplace of the Future Target 2**

Implement Best Practices into renovation plans for FOB10A.

### **Initiative: Small Business Opportunities**

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

#### **Activity: Contracting with Small Businesses**

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

#### **Target: Agency's small business efforts. T1**

Ensure at least 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Target: AST - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Target: AOC - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Target: ARP - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Target: ACR - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Target: ANG-A - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Target: ASH - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Target: APL - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Target: AHR - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Target: AJG - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Activity: Contracting with Small Disadvantaged Business (SDB)**

Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

**Target: Agency's Small Disadvantaged Business goals (SDB). T2**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Target: AST - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Target: AOC - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Target: ARP - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Target: ACR - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Target: ANG-A - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Target: ASH - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Target: APL - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Target: AHR - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Target: AJG - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

**Initiative: Create and Maintain Career Development Tools**

Create and maintain career development tools, such as self-assessments, career mapping resources, and formalized career paths based on skills, credentials, and interest.

### **Activity: Workforce Development**

AXH will continue to evolve the Hazardous Materials Aviation Safety Inspector (HMASI) skill set to promote a systems-level approach to safety. The FAA's ability to effectively and efficiently inspect, investigate, and engage entities introducing and transporting dangerous goods in the NAS is highly dependent on the work of HMASIs. To meet the challenges of overseeing a complex and evolving aviation transportation system, AXH will continue to broaden the HMASI skillset. Our workforce must be equally comfortable with both traditional oversight of technically complex and prescriptive regulatory requirements and with applying systems thinking, analysis, collaborative engagement, and risk management principles in the aviation environment. We will meet this challenge through a combination of changes to how we train, develop, and recruit the HMASI workforce. AXH will work with AXM update its multi-year training plan to continue building the workforce of tomorrow.

#### **Target: Consider ongoing training needs for HAZMAT inspectors, beyond initial training.**

Work with AXM to provide the AXH workforce with tools and training to improve ownership and knowledge of responsibilities, build a stronger team and prepare for new hires by building a sustainable training program that connects the organization as a team and tracks the competencies of our workforce. Align and establish policies and workforce development materials to address identified skill gaps and the needs of an evolving workforce.

### **Activity: Improving New Employee Training and Onboarding**

AXM will develop a new employee program to greatly enhance onboarding and orientation, focusing on organizational understanding and positional line-of-sight.

#### **Target: Plan and Design ASH Body of Knowledge (ASH New Employee/Basics Training)**

Based on the associated Strategic Workforce Planning recommendation, AXM-200 and AXM-300 will conduct an analysis of new employee learning needs, plan, and design a formal learning program that will build upon the existing ASH Onboarding to enable employees' greater understanding of the FAA, ASH, positional line-of-sight, and incorporate training on the core competencies and training proficiency requirements for all DOT/FAA employees.

### **Initiative: Update Internal Training Curricula, Learning and Development Tools, and External Training Opportunities**

Update internal training curricula, learning and development tools, and external training opportunities to reflect in-demand skills and address gaps in skills alignment.

### **Activity: Workforce Planning Learning and Development Program**

Implementation of the AXE-100 Workforce Planning Learning and Development Program (WPLD).

### **Target: WOC Training Program**

Promote a culture of professionalism, innovation, and continual improvement that ensures operational success through ongoing training and skill development. Collaborate with AXM-200, and manage training programs and task assignment to promote a more engaged, and capable team of professionals to broaden capabilities to ensure the efficient and effective delivery of WOC services. All operations staff must successfully complete recurrent training annually and all developmental Operations Officers must complete proficiency testing in accordance with the AXE-100 Workforce Planning Learning and Development Program (WPLD).

### **Activity: Facility Security Training Strategy**

In collaboration with AXM, develop a training strategy that improves facility security employee competencies.

### **Target: Improved Program Training**

In collaboration and coordination with AXM, develop a training strategy that enables employees to succeed in implementing an improved facility security assessment and risk mitigation framework.

### **Target: Security Systems Support**

Improve employee competency with evaluating security system design and integration practices and standards and with providing technical assistance to stakeholders on the utilization of deployed security systems.

### **Activity: Develop and implement an AXI Investigations Training Program**

AXI training will be reviewed quarterly to ensure it is effective to AXI personnel's professional development.

### **Target: Professional Development**

AXI training will be reviewed quarterly to ensure it is effective to AXI personnel's professional development.

### **Activity: ASH Workforce Development**

To develop and maintain a high-performing workforce, and in support of the goals of the ASH Strategy and Strategic Workforce Planning recommendations received from AHR, AXM will develop, deliver, and manage ASH workforce learning and development by implementing a competency-based training and assessment methodology.

### **Target: Build a Competency-Based Training and Training Needs Assessment Framework to Manage ASH Workforce Development**

To better identify existing and future learning needs and in-demand skills, AXM-200 will analyze, plan, design, and develop a Competency-Based Training and Training Needs Assessment framework for ASH positions/occupations to link competencies and proficiency levels to identified individual and collective job tasks, learning objectives, training, and related course materials.



**Target: Conduct Job Task Analyses for ASH Mission Critical Occupations and other positions**

In coordination with the ASH Program Offices, AXM-200 will conduct detailed job task analyses for MCOs and other positions, as appropriate, in support of providing data-driven Training Needs Assessments.

**Target: Develop and Manage Current ASH Technical Training Requirements**

Manage and deliver job-critical and career enhancing technical training for the ASH workforce.

**Activity: ASH Training Requirements for the FAA Workforce**

AXM, as the training office for ASH, will analyze, design, develop, and manage identified security and hazardous materials safety training requirements for the FAA workforce.

**Target: Agency-wide Security Training**

AXM-200 will assess existing ASH-provided security training for the FAA workforce for necessary revisions, design, develop, and deploy revised courses and new training requirements in coordination with the appropriate ASH Program Offices.

**Activity: ASH Occupational Safety and Health Program**

The ASH Occupational Safety & Health Management program protects employees from workplace hazards by integrating safety and health measures across the organization. Procedures, processes, guidance and instructions will be developed and utilized to reduce risk of employee injury and illness, increase operational efficiency, meet or exceed regulatory compliance and continually improve Occupational Safety & Health (OSH) performance. Continuous improvement is achieved by instituting a high level of management and non-management employee participation in the processes addressed herein. Work Groups and Safety Committees are empowered to execute those processes. Through implementation of the ASH OSHMS Manual, Security and Hazardous Materials Safety, Office of Business and Mission Services, in coordination with the FAA DASHO Support Office, AJW-25, will increase understanding and awareness of OSHA rules and responsibilities. The enhanced outreach will improve program participation and increase agency compliance.

**Target: Annual OSHA Training**

Collaborate with the Learning and Talent Development Division, AXM-200, to identify and/or develop cross-organizational training for proper use of Personal Protective Equipment (PPE) to include general awareness training for the ASH workforce.

**Activity: Enhancing Training Communications, Awareness, and Engagement**

To foster greater collaboration, understanding, and continuous improvement of the ASH Learning and Talent Development program, AXM will develop a strategy for greater engagement with stakeholders.

### **Target: Quarterly Training Reviews**

AXM-200 will conduct quarterly training reviews with the ASH Program Offices and design, develop, and deploy training dashboards to support informed data-driven decision-making.

### **Activity: Personnel Security Workforce Development**

ASH will focus on personnel security employee development by providing training and development opportunities, including providing the Security Assistant position with more training and opportunities to perform personnel security work.

### **Target: Informational Briefings**

At least three informational briefings will be conducted for AXP Personnel Security staff. Sessions will be made available using virtual multi-media services and eLMS records will be generated as appropriate.

### **Target: Expanding Scope of Security Assistant Duties**

ASH will further develop its entry-level workers and develop a clearer personnel security career ladder by involving security assistants in the initiation of background investigations and allowing security assistants to attend basic Personnel Security training. A new process for security assistants to initiate moderate risk reinvestigation will be piloted. All federal employee security assistants onboard by Oct 1, 2021 will be enrolled in at least one basic Personnel Security course.

### **Initiative: Foster and Promote Data Dexterity**

Foster and promote data dexterity at all levels with training and informational materials on quantitative and qualitative analytically-oriented approaches to decision-making.

### **Activity: Increase Data Dexterity in ASH**

AXM, with the Strategic Management Program (SMP), will identify and promote data-related training across the ASH workforce.

### **Target: Improve Data Dexterity**

In coordination with the ASH Strategic Management Program (SMP), AXM will identify and promote data-related training, appropriate to ASH occupations/positions based on job functions, tasks, and competency requirements, to increase data literacy and analytical skills across the ASH workforce.

### **Activity: Provide enterprise capabilities to enable rapid development.**

Provide enterprise data platforms, technology, and training to ASH employees for rapid development of business solutions. Provide user guidelines, resources, and training for information management and data analytic capabilities in order to grow ASH data literacy and decision-making.

### **Target: ASH Data Literacy Competencies**

Expand ASH data literacy competencies by providing recommendations for training and informational materials for relevant topics associated with strategic management, program management, big data, and stakeholder engagement. Topics will include ASH Strategic Planning, Program Management Maturity Model (PM3), Performance Measurement, Basic Data Analytics, and ASH Use Cases.

### **Target: Increase ASH engagement and collaboration with EIM communities**

ASH will increase and sustain program office representation and engagement with FAA Communities of Practice (CoP) or other applicable communities of stewardship, communities of interest or centers of excellence, with each Program Office participating to improve understanding of data management and expanded use of data as evidence to improve operations and strategic decision-making.

### **Target: Advancing Innovative Use of Technology**

Assess and document current state technological capabilities, processes, and procedures, define future-state needs, and identify critical use cases for improvements to technology capabilities or governance.

### **Target: Data Visualization**

Baseline and demonstrate an increase in the percentage of prioritized reports automated or transitioned to dynamic dashboards

### **Target: Data processing and analysis**

Baseline and track the number of priority analytics projects being initiated, launched and completed throughout ASH.

### **Initiative: Expand cross-functional exposure opportunities for employees**

Expand cross-functional exposure through programs such as inter-and intra-agency detail programs, job shadowing, and rotational programs.

### **Activity: ASH Cross-functional Development Opportunities**

AXM will determine feasibility with designing a formal program and associated processes for job rotations, job shadowing, and detail assignments.

### **Target: Conduct Analysis and Develop Plan for a Formal ASH Rotational Program**

In coordination with AXM-300 and the ASH Program Offices, AXM-200 will conduct an analysis and develop a plan with high-level design and recommendations for an ASH Rotational Program, a career development program. If implemented, the ASH Rotational Program aligns with the ASH Strategy Objective 3.1 initiatives on expanding cross-functional exposure and providing career development opportunities for leaders at all levels, as well as the Strategic Workforce Planning recommendations.

### **Initiative: Strengthen the FAA's Supplier Base Through Improved Competition.**

Enhance, sustain, and improve the FAA's competition and one-bid rates.

### **Activity: One-bid rates for FY21**

Validate the accuracy of the competition and one-bid rates for FY21 and ensure any needed corrections are captured in PRISM and FPDS.

### **Target: FY21 Single Source Justifications**

Review and categorize a sampling of FY21 single source justifications and identify common factors and sources.

### **Target: Initiate Training and Outreach**

Initiate training and outreach for contracting officers, program offices, and agency executives to improve the competition and one-bid rates.

## **Initiative: Strong Acquisition Workforce**

Ensure FAA has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing training, developing and certifying personnel in key acquisition professions.

### **Activity: Train and Certify FAA's Acquisition Workforce**

Attain and maintain certification requirements of program managers (PMs) and contracting officers.

### **Target: 90% of Program Managers are certified T1**

Attain and maintain certification requirements: 90% of program managers (PMs) on Office of Management and Budget (OMB) major acquisition programs attain/maintain certification requirements for their positions.

### **Target: 90% of Contracting Specialists are certified T2**

At least 90% of contracting specialists are certified.

### **Target: Certification of Real Estate Contracting Officer/Specialist (RECO/S) T3**

At least 90% of Real Estate Contracting Officer/Specialist (RECO/S) are certified.

### **Target: Attain and maintain certification requirements (AJM)**

Attain and maintain certification requirements: 90% of program managers (PMs) on Office of Management and Budget (OMB) major acquisition programs attain/maintain certification requirements for their positions.

### **Target: Attain and maintain certification requirements (ANG)**

90% of program managers (PMs) on Office of Management and Budget (OMB) major acquisition programs attain/maintain certification requirements for their positions.

**Initiative: Invest in a skilled and engaged workforce**

Invest in a skilled and engaged workforce

**Activity: Enhance AIR workforce skill and engagement by improving onboarding, training, and continued education of AIR's workforce**

Enhance AIR workforce skill and engagement by improving onboarding, training, and continued education of AIR's workforce

**Target: Finalize program framework**

Finalize program framework and structure for onboarding, training, and continuing education of the AIR workforce.

# Global Leadership

Advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally

## Global Aviation Safety and Security Enhancements

Improve global aviation safety and security through targeted assistance and collaboration, partnerships on aviation system safety oversight, streamlining regulatory environments, and promoting higher levels of global airspace and cyber security.

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### **Initiative: National Airspace System Global Information Security Standards**

Collaborate with International Civil Aviation Organization (ICAO), Eurocontrol, Single European Sky Air Traffic Management (ATM) Research (SESAR), and other international partners to plan and develop a cybersecurity proof of concept to inform ICAO of requirements and policies needed to realize a global trust framework and to integrate the cybersecurity concept of operations into the Global Air Navigation Plan.

### **Activity: Evolve National Airspace System NAS Global Information Security Standards**

Collaborate with International Civil Aviation Organization (ICAO), Eurocontrol, Single European Sky Air Traffic Management (ATM) Research (SESAR), and other international partners to develop a cyber-security proof of concept to inform ICAO of requirements and policies needed to realize a global trust framework and to integrate the cybersecurity concept of operations into the Global Air Navigation Plan.

### **Target: Trust Framework International Civil Aviation Organization ICAO Assembly Paper**

Coordinating with the FAA Line of Businesses (LOBs), Interagency Group on International Aviation (IGIA) and international partners to deliver a US position on the operationalization of the International Aviation Trust Framework (IATF) to the next International Civil Aviation Organization (ICAO) assembly. Draft assembly paper for FAA and IGIA coordination to operationalize the International Aviation Trust Framework.

### **Target: Certificate validation service for Un-Crewed Aircraft System Traffic Management**

Provide external entities the ability to verify and validate FAA issued International Aviation Trust Framework (IATF) compliant certificates. Deploy IATF compliant certificate validation service for Un-crewed Aircraft System (UAS) Traffic Management (UTM) in the FAA Cloud Services (FCS).

### **Initiative: Promote State Safety Programs, as well as regulatory requirements for airworthiness, air navigation, and Aerodrome operations**

Increased complexity and volume of commercial aviation requires regulators to prioritize developing and maintaining regulations while advancing other risk-based safety enhancements to meet the needs of their ever-changing operations. Ensuring that the FAA effectively engages at the global, regional and country levels will result in international standardization of safety programs and regulations.



### **Activity: Runway Safety Engagement and Improving Aerodrome Safety Culture**

U.S. airlines, corporate and private operators serve aerodromes in nearly every country in the world. Conditions at some foreign aerodromes are challenging due to lack of aerodrome improvements that has not kept pace with larger aircraft and higher traffic volumes. These challenges can have a negative impact on U.S. stakeholders serving these aerodromes. Leading aerodrome safety improvements not only improve the operational environment for U.S. operators, but create opportunities for U.S. aerodrome equipment manufacturers and service providers.

The FAA will assist Targeted aviation authorities and aerodrome operators with aerodrome certification, planning, assessment of State Safety Programs, and adoption of innovative technologies, equipment, and procedures in order to improve operational safety.

#### **Target: Runway Safety Best Practices**

Conduct at least two (2) events related to runway safety that showcase FAA best practices, including the delivery of FAA products such as the Runway Safety Action Team Workshop. These events will be identified by the Runway Safety and Airport Certification Working Group.

#### **Target: International Safety Standards and Airport Certification Assistance**

Engage in at least two (2) events to provide assistance in meeting international safety standards for airport certification and/or to enhance airport safety. These events will be identified by the Runway Safety and Airport Certification Working Group.

### **Activity: ICAO Global Aviation Safety Plan (GASP) Target--U.S. National Aviation Safety Plan (NASP)**

The ICAO GASP encourages States to develop a NASP by 2024 presenting the State's strategic direction for the management of aviation safety. The United States intends to produce a U.S. NASP prior to the 41st Assembly in October 2022 so that it can be shared with the global community.

#### **Target: Publish the First U.S. National Aviation Safety Plan (NASP)**

Coordinate first draft of U.S. NASP content with stakeholders and publish on FAA.gov or other agreed web location.

### **Initiative: Cybersecurity in the Aviation Ecosystem**

The FAA will develop strong relationships with external commercial and Government partners to enable a more informed threat and defense capability, and leverage information and defense actions needed to protect FAA systems and networks.

#### **Activity: Cybersecurity in the Aviation Ecosystem**

Collaborate with external Aviation Cyber Initiative (ACI) partners in the Department of Defense (DoD) and the Department of Homeland Security (DHS) to develop unified messaging and communication across the Government, along with external Aviation Ecosystem stakeholders, including Aircraft Manufacturers, Airlines, Airports, and others, on cybersecurity vulnerability identification and risk reduction for aviation.

### **Target: Aviation Ecosystem Study**

Engage with FAA's Lines of Business and the Aviation Cyber Initiative (ACI) Community of Interest (COI) to develop an international cybersecurity engagement strategy to address information sharing in the Aviation Ecosystem. Deliver this strategy to the FAA Cybersecurity Steering Committee (CSC).

### **Target: Aviation Cyber Initiative (ACI) Summit Plan**

Develop a plan to conduct an Aviation Cyber Initiative (ACI) Summit that brings together the ACI Community of Interest (COI) and others, in order to disseminate cybersecurity best practices and lessons learned. Deliver the plan to the FAA Cybersecurity Steering Committee (CSC).

### **Activity: International Cybersecurity Resilience**

Promote common understanding of cyber threats, vulnerabilities, and resultant risk across the Aviation Ecosystem, and encourage information-sharing among government partners and Aviation stakeholders on aviation cybersecurity best practices and initiatives.

### **Target: International Cybersecurity Tabletop**

Conduct a tabletop cybersecurity exercise (TTX) with at least one Civil Aviation Authority or regional organization; and enhance cybersecurity partnerships with at least one Civil Aviation Authority.

### **Target: Finalize FAA Position on International Aviation Trust Framework**

Coordinating with the FAA LOB's, Interagency Group on International Aviation (IGIA) and international partners to deliver a US position on the operationalization of the International Aviation Trust Framework (IATF) to the next International Civil Aviation Organization (ICAO) assembly. Draft assembly paper for FAA and IGIA coordination to operationalize the International Aviation Trust Framework.

### **Initiative: Advance priority safety areas**

Influence the development of international approaches to ensure the safe and sustainable pandemic recovery of the aviation sector.

### **Activity: Promote Regional Safety Enhancements**

Engage regionally by sharing information and solutions with partners to enhance safety.

### **Target: Asia-Pacific Regional Organization Engagement**

Promote and influence FAA best practices in Asia-Pacific leveraging regional entities by delivering a minimum of two workshops, roundtables, or webinars on safety matters.

### **Target: Illegal Charter Operations**

Hold at least two seminars with States or regional organizations within the Western Hemisphere to exchange lessons learned on illegal charter operations.

### **Activity: Pacific Islands Engagement**

Create team to evaluate FAA engagement in the Pacific Islands in support of ICAO's Pacific Small Islands Developing States (PSIDS) Study recommendations related to safety oversight.

**Target: Establish Pacific Islands Engagement team**

Establish Pacific Islands Engagement team

**Target: Identify collaboration opportunities**

Hold discussions with regional partners and organizations to identify opportunities for collaboration and future FAA engagement.

**Target: Develop funding strategy**

Develop strategy for utilizing multi-year Indo Pacific funding available to FAA and deliver to APC-1.

**Activity: Africa Development Strategy**

Develop a long-term strategy for U.S. aviation investment and development in Africa. This strategy will rely on data and analysis to define financial and personnel investments that benefit both the US (FAA) and Africa.

**Target: Develop Strategy**

Develop strategy in coordination with key FAA lines of business and staff offices.

**Target: Identify Development Project**

Identify one key project to develop and implement on the African continent.

**Initiative: Global Aviation Safety**

Increase global aviation safety by participating in the development of International Civil Aviation Organization (ICAO) standards and recommended practices and by supporting technical assistance requests from international aviation organizations.

**Activity: Provide Global Leadership in Aerodrome Safety**

Provide subject matter expertise for airport technical assistance and safety assessments at foreign international airports.

**Target: Provide Global Leadership in Aerodrome Certification and Safety by supporting the certification of aerodromes.**

Enhance Global Safety and the certification of aerodromes by supporting at least one (1) airport certification/inspection/shadow event in/for a priority country based on our data informed decision making process and in coordination with the FAA's Office of International Affairs. (if feasible, given COVID-19 restrictions).

**Target: Airport Certification Safety Inspectors (ACSI) shadowing events**

Provide Global Leadership by supporting Airport Certification Safety Inspectors (ACSI) shadowing events at countries where we have large number of U.S. passengers flying into. Invite two (2) States (if feasible, given COVID-19 restrictions) to shadow Airport Certification Safety Inspectors (ACSI) in the U.S. or other safety initiatives to foster working level exchange of best practices pertaining to aerodrome certification and airport safety.

### **Activity: Encourage global adoption of U.S. safety standards and best practices**

Participate in ICAO workgroups to advance the adoption of U.S. safety standards and best practices in order to improve safety at airports worldwide and the adoption of U.S. Standards and best practices.

#### **Target: Participation in ICAO Workshops, and Technical Request from other Civil Aviation Authorities to enhance Global Aerodrome Safety**

Ensure the Office of Airports (ARP) actively participates in ICAO Workshops, and technical requests from other Civil Aviation Authorities or International Organizations in all of the Office of Airports Technical Areas such as aerodrome safety, aerodrome certification, planning, environmental, UAS, Financial, and SMS.

#### **Target: Enhance Internal FAA Collaboration with other LOBs and Staff Offices in support of the effective international engagement**

Coordinate with API to ensure all aerodrome requests or activities from ICAO or other International Organizations are coordinated with other LOB's and Staff office to ensure we have an effective internal engagement.

#### **Target: Develop ICAO training for ARP staff that have volunteered to support International Activities**

Develop internal ARP training program for individuals that have been selected to support international activities. The program should include ICAO related training in SARPs and expectations of supporting international activities.

#### **Target: Advance global airport cyber safety and resiliency by leading and collaborating with aviation authorities globally**

Participate in U.S. Aviation Cybersecurity Initiative working groups, exercises, and meetings to promote airport cyber safety and resiliency.

#### **Target: Advance global airport cyber safety and resiliency by leading and collaborating with aviation authorities globally.**

Participate in API-led FAA ICAO engagement activities that promote airport cyber safety and resiliency.

#### **Target: Support Global Approaches to address environmental impacts**

Participate with ICAO to address international aviation environmental impacts such as local air quality and aircraft noise.

#### **Target: Provide Global Leadership by outlining all of the areas of technical support by the Office of Airports**

Expand the Office of Airports International Plan to include technical areas where ARP provides global support to include areas in planning, environmental, financial, compliance and emerging technologies.

#### **Target: Provide Global Leadership by expanding the Global Leadership KSN site to enhance our technical support to International Organizations.**

Expand the Global Leadership Engagement KSN site as a platform that capture and deliver actionable content that supports the broad range and scope of ARP employees technical skills available to support Global Leadership

### **Initiative: International Legal Services - Support Client Offices**

Provide legal services as required to FAA program offices responsible for promoting USG interests with other countries and international organizations, including the International Civil Aviation Organization (ICAO). Assist API in meeting work plan milestones. Complete legal sufficiency reviews within timeframes that meet defined client needs by (i) providing the initial review of 80% of template-based technical assistance agreements for international activities within 15 working days of receipt, and (ii) by performing initial review and coordination of 90% of U.S. positions and strategies by the deadlines specified in a particular Interagency Group on International Aviation (IGIA) paper.

#### **Activity: Interagency Group on International Aviation (IGIA)**

Legal review of Interagency Group on International Aviation (IGIA).

##### **Target: Legal Review of Interagency Group on International Aviation (IGIA)**

Complete legal review of IGIA matters as assigned by the deadline specified in the IGIA circulation. Legal review results either in (i) determination of legal sufficiency or (ii) a determination of work to be done by others to correct legal deficiencies. When it becomes clear that a deadline cannot be met, the attorney will contact the Assistant Chief Counsel so that the matter can be reassigned.

#### **Activity: International Agreements and Contracts**

Legal review of international agreements and contracts and providing technical assistance.

##### **Target: Review of International Agreements and Contracts**

Complete review of international agreements and contracts as assigned within 15 working days of receipt in AGC-700.

##### **Target: Legal Technical Assistance to Foreign CAAs**

Provide as assigned legal technical assistance to foreign Civil Aviation Authorities (CAAs), the ICAO Global Aviation Safety Oversight System (GASOS), or regional Safety Oversight Organizations (RSOs) directed at achieving compliance with ICAO Standards for primary aviation law, regulations, enforcement systems, and related issues.

#### **Activity: Promote USG Interests at the International Civil Aviation Organization (ICAO)**

Provide legal assistance to FAA Program Offices on technical issues involving ICAO Standards and Recommended Practices. Serve as legal representatives at upcoming ICAO meetings, as necessary.

##### **Target: Legal Support to FAA Program Offices**

Provide as assigned (i) legal support to the relevant client offices in their review of ICAO initiatives, including proposals for new or revised Standards and (non-binding) Recommended Practices (SARPs); and other ICAO guidance materials; and (ii) legal assistance to FAA program offices in implementation of any new or amended SARPs.

**Target: Represent the FAA and United States in ICAO Legal Bodies**

Represent the FAA and the United States in ICAO legal bodies, including but not limited to the Legal Commission of the Triennial Assembly, the Legal Committee, diplomatic conferences and high-level ministerial conferences on various subjects, the Cape Town Commission of Experts (CESAIR), the Task Force on the Cross-Border Transferability of Aircraft, ICAO Council's Aviation Recovery Task Force (CART), and ad hoc legal advisory and work groups of various kinds.

**Activity: International Aviation Safety Assessment Audits (IASAs)**

Implement and support the IASA program by (1) conducting legal assessment of the civil aviation laws, regulations, and enforcement systems of foreign aviation authorities for compliance with minimum international aviation safety standards established under the Convention on International Civil Aviation; (2) assisting with communicating the results of the assessment to both representatives the assessed country and the U.S. embassy staff; and (3) assisting the program office in development of policy for execution of the Administrator's responsibility for the safety of foreign air carriers.

**Target: Cooperation with Flight Standards Service International Affairs Office**

Cooperate as assigned with the Flight Standards Service international affairs office (AFS-50) in scheduling and conducting IASA audit visits to foreign Civil Aviation Authorities (CAAs), Final Discussions, or other consultations. Assist in the drafting of cables, team reports, and Record of Discussions (ROD) in a timely manner.

**Target: Development of IASA Policies and Procedures**

Participate in the development of IASA policies and procedures and in training audit team members.

**Activity: United Kingdom Withdrawal from the European Union (Brexit)**

Assist Agency clients in ensuring a seamless transition in safety relationship with the UK upon its withdrawal from the EU.

**Target: Assist Agency Clients to Ensure Transition**

Assist AVS-1, API-1, AIR-1, and AFS-1 in ensuring a seamless transition in our safety relationship with the UK upon its withdrawal from the EU, projected to occur in March, 2019 but has been extended into FY2021, with minimal impact on our continuing safety relationship with the EU, especially the European Aviation Safety Agency and the European Commission, as assigned.

**Initiative: Assist in Development and Implementation of the FAA's Global Leadership Initiative (GLI)**

Provide assistance to the Executive Director for International Affairs in development, oversight, and execution of the FAA's International strategy.

**Activity: Assist in Development and Implementation of the FAA's Global Leadership Initiative (GLI)**

Provide assistance to the Executive Director for International Affairs in development, oversight, and execution of the FAA's International strategy.



### **Target: International Steering Committee (ISC) Participation**

Participate as assigned in the International Steering Committee (ISC) and assist with the implementation of its initiatives. Support the Chief Counsel and Deputy Chief Counsel's participation in the International Advisory Board (IAB).

### **Initiative: Advocate for US Spaceport Regulatory Framework**

Advocate for US launches and reentries and public safety by encouraging international adoption of US commercial space regulations. Lead Org AST; Support Org API. Due Date September 30, 2022.

#### **Activity: Advocate Internationally for US Commercial Space Regulations**

Commercial Space Transportation Regulations: Advocate for US launches and reentries overseas through the promotion of US commercial space transportation regulations and build relationships between governments to streamline licensing processes and protect public safety. Lead Org AST; Support Orgs API, AGC.

#### **Target: Encouraging regulatory cooperation between governments**

Conduct technical interchanges meetings or regulatory workshops with at least 5 countries, prioritizing countries that have a US company interested in launching, to develop an understanding of commercial space transport regulations abroad and facilitate the promulgation of US commercial space transport regulations in order to enhance public safety.

#### **Target: International roles and responsibilities coordination for US launch and reentry providers**

Complete a draft for legal review with the initial roles and responsibilities for each party for a Bilateral Commercial Space Agreements with Brazil and the United Kingdom to minimize duplication for international launches.

### **Initiative: Raise the international baseline of aviation safety and security for operations in/near conflict zones.**

The FAA has well-established processes and capabilities to assess conflict zone-associated aviation risks, conduct risk mitigation planning and engage industry and foreign partners to reduce the risk to the flying public. These Agency lessons learned and best practices would benefit the international community to be better positioned to proactively plan for and respond to emerging conflict zone risks presenting a risk to civil aviation operations and thereby raise the baseline of aviation safety and security.

#### **Activity: Airspace Security**

Safeguard civil aviation safety and security in or near conflict zones.

#### **Target: Safer Skies**

Share best practices with at least two (2) key counterparts by conducting at least one (1) priority deliverable under the Safer Skies Consultative Committee (SSCC) to promote increased communication or risk mitigation related to conflict zones. Support planning and execution of second annual Safer Skies Forum (SSF).



### **Target: Crisis Response Working Group (CRWG)**

Employ the Crisis Response Working Group (CRWG) to coordinate real-time agency positions around NOTAM/SFAR mitigation planning, and proactively inform and collaborate with at least four (4) partners or industry groups to improve global civil aviation safety in and near areas of conflict.

### **Initiative: Pursue harmonization and interoperability of aviation standards where appropriate within ICAO and other global bodies, with key states and regional organizations, and with aviation stakeholders.**

Divergent standards and regulations increase complexity and create burdens for both regulators and stakeholders. Meeting a patchwork of regulations increases costs for regulated entities. In addition, regulators are faced with the additional burden of ensuring that aviation stakeholders under a different regulatory regime are able to provide products and services safely. Standardization and harmonization reduce these burdens on both stakeholders and regulators, allowing them to shift resources toward priority risk areas, to the benefit of the flying public. The FAA will pursue appropriate global aviation standards within ICAO that encourage a safe and vibrant aviation industry. The FAA will expand collaboration with key partners in developing and harmonizing regulations in areas such as airworthiness, operations, and personnel licensing in order to minimize divergence while maintaining safety. The FAA will ensure the consideration of industry standards where appropriate. FAA will also pursue increased international engagement opportunities that support both FAA initiatives as well as minimize barriers to U.S. aerospace companies' ability to deliver products and services internationally. In addition, in an effort to maintain active FAA and U.S. industry influence at ICAO and in the SARPs development process, the FAA seeks to increase the number of Americans, from both government and industry, serving in positions at ICAO. This will help the U.S. have direct and continuous influence at the United Nations body in an ever-changing world and ensure SARPs continue to be as harmonized as possible with minimal financial impact on industry.

### **Activity: Harmonize Aviation Standards**

Harmonize aviation standards with states and regional organizations. Collaborate with key partners in the development and harmonization of regulations

### **Target: Unified Approach to Changed Product Rule (CPR)**

The CPR International Working Group will provide initial recommendations to address legislative requirements and Joint Authorities Technical Review report.

### **Initiative: Promote the acceptance of FAA certificates, licenses, and approvals abroad**

U.S. aerospace standards are designed to maximize safety and the delivery of high quality aerospace products and services. U.S. operators, manufacturers, airmen, maintenance and training organizations, and commercial space transportation entities demonstrate that they meet robust standards when they receive a certificate, license, or other approval from the FAA. The FAA can help ensure that they do not unnecessarily expend critical resources obtaining certificates and approvals from other regulators by partnering with those regulators to maximize the acceptance of each other's findings of compliance.

The FAA will promote the international acceptance of FAA certifications and approvals, including through Bilateral Aviation Safety Agreements and other agreements that permit parties that have established a high degree of confidence in each other to rely largely on each other's regulatory processes. By reducing regulatory redundancies, the FAA and counterpart regulators and industry can redirect resources to addressing other safety priorities.

### **Activity: Facilitate the acceptance of FAA certification and approvals abroad**

Increased harmonization with FAA aerospace safety standards provides increased opportunities to enable the acceptance of FAA certifications and approvals abroad through bilateral agreements for reciprocal acceptance. Facilitating the acceptance of FAA certifications and approvals when there are minimal regulatory differences can provide opportunities to reduce redundant regulatory activity and improve safety and efficiency of international operations.

#### **Target: Standardization of AVS Approach to Implementing Procedures for Bilateral Aviation Safety Agreements**

Develop and implement policy and processes in at least 5 areas associated with Pre-Agreement/Prioritization and Agreement Development and Signature as identified in the roadmap for the BASA Policy and Process Team.

#### **Target: FAA-EASA International Aviation Safety Conference**

Co-host the 2022 International Aviation Safety Conference with the European Union Aviation Safety Agency in Washington, D.C. and develop content to highlight current priority global aviation safety initiatives of mutual interest in dialogue with industry.

#### **Target: International collaboration on Aircraft Certification**

Propose revisions to Validation Improvement Roadmaps with Certification Management Team partners into new Roadmaps that promote increased efficiency of product certification activities among the participating Authorities and assure continuity of the high level of safety provided by their individual certification systems. Develop draft roadmap documents with the National Civil Aviation Agency of Brazil, Transport Canada Civil Aviation, and the European Union Aviation Safety Agency.

## **Seamless and Sustainable International Operations**

Promote seamless, harmonized, and sustainable international operations by improving operational excellence in delegated airspace and neighboring FIRs, international capacity building, research and innovation, and environmental sustainability.

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### **Initiative: Ensure seamless and efficient movement of aircraft across international boundaries adjacent to U.S. managed airspace**

The FAA shares Flight Information Region boundaries with 20 foreign ANSPs. It is critical that the movement of aircraft is as seamless and interoperable as possible. The FAA will cooperate with neighboring ANSPs to increase communications, navigation, and surveillance data sharing. The FAA will share the latest best practices; provide training, equipment repair, and loans; and harmonize procedures and separation standards. The FAA will deepen regional collaboration in Air Traffic Flow Management, Collaborative Decision Making, and performance-based operations, and seek greater participation in air traffic services data and network sharing. The FAA will strengthen regional planning and resiliency for exigency events, such as hurricane and pandemic response.

### **Activity: Pandemic Response and Disaster Recovery**

Ensure the progress of pandemic response and disaster recovery planning initiatives.

**Target: ICAO Council Aviation Recovery Task Force (CART) and High Level Conference on COVID-19 (HLCC) support**

Represent USG policy, promote best practices on testing and cross-border risk management measures and coordinate response measures for passengers and aviation professionals through active involvement in the ICAO Council Aviation Recovery Task Force (CART) and at the High Level Conference on COVID-19 (HLCC).

**Target: Caribbean Aviation Resilience and Recovery Group (CARRG) development**

Support the development of Caribbean Aviation Resilience and Recovery Group (CARRG) regional initiatives and participate in least two (2) CARRG coordination meetings.

**Activity: Collaborate with neighboring Air Navigation Service Providers (ANSPs)**

Address U.S. regulated/controlled airspace matters in collaboration with ICAO and ANSPs.

**Target: Future of the Ocean 2035 (FOTO 35)**

The ATO continue to develop a concept for modernization of oceanic airspace operations through the Future of the Ocean 2035 (FOTO35) program. The ATO will lead two events for outreach through the International Civil Aviation Organization (ICAO), industry groups and the Civil Air Navigation Service Providers Organization (CANSO).

**Target: Civil Air Navigation Service Providers Organization (CANSO)**

Contribute to the CANSO mission by collaborating at least two air navigation efficiency-related events through CANSO ATFM Data Exchange Network for Americas (CADENA) Regional Implementation Group and CANSO ATFM Data Exchange Network for Cooperative Excellence (CADENCE) Task Force.

**Target: Space Launches**

The ATO will conduct one outreach event to educate foreign Air Navigation Service Providers on how best to integrate space operations into their airspace.

**Initiative: Ensure air navigation procedures, technologies and standards are safe and efficient across international boundaries and regions**

Beyond neighboring flight information regions, U.S. operators sometimes encounter inefficient airspace management, divergent standards and procedures, different equiptage requirements, and other challenges. The U.S. aircraft and equipment manufacturers also encounter many of the same obstacles. The FAA is in a position to lead improvements in safety and efficiency with specific counterparts.

The FAA will work through ICAO to encourage global ATM procedures, standards, and technologies that are safe, efficient, and harmonized. The FAA will engage with key international stakeholders such as EUROCONTROL and national air navigation service providers on the advancement and harmonization of emerging technologies and standards in air navigation services. The FAA will share best practices in implementing new procedures, technologies and standards through CANSO, ICAO regional bodies, and other ANSPs. Where appropriate, the FAA will provide direct technical and operational support to improve safety and efficiency; to assist in the development of resilient airspace systems and disaster recovery.

**Activity: Promote best practices related to the implementation of procedures and standards for efficient operations across international boundaries and regions.**

Promote best practices related to the implementation of procedures and standards for efficient operations across international boundaries and regions.

**Target: CANSO World ATM Congress Education Theaters**

Develop content to share FAA best practices on Air Traffic and Safety at the CANSO World ATM Congress Education Theaters during the event (virtually) to further FAA's Global Leadership goals.

**Target: Support the establishment of Doha FIR**

Provide support to the U.S. Mission at ICAO, and to the Department of State, for the handling of Qatar's request for the establishment of a Doha FIR. This includes the provision of technical support to the U.S. Permanent Representative to ICAO in preparation for discussions in the upcoming 225th Council session.

**Target: Positive Safety Culture Workshops**

Organize and deliver at least two Positive Safety Culture-related workshops and/or webinars in collaboration with aviation authorities, Air Navigation Service Providers or regional entities to include promoting Voluntary Safety Reporting Programs.

**Initiative: ANG International Harmonization**

In alignment with the FAA and the ANG International strategy, promote the international acceptance of NextGen policies, procedures and technologies. Work with identified air traffic modernization partners, through established bilateral and multilateral mechanisms, to harmonize identified efforts with NextGen and assess opportunities to establish new opportunities.

**Activity: ANG International Collaboration**

In alignment with the NextGen International Strategy and in anticipation of the dissemination of the FAA's Info-Centric National Airspace System (NAS) concept, by September 30, 2022, develop and submit a report on the status of research and development (R & D) activities in current & potential NextGen Tier 1 partners (currently the International Civil Aviation Organization, European Union, Japan, Singapore, Thailand and United Arab Emirates). The report could include a review of current air traffic modernization work, its potential to support FAA modernization activities, and proposed FAA engagement plans in conjunction with international Line of Business and Staff Offices (LOB/SO) if viable.

**Target: Tier 1 Partners**

In coordination with our Tier 1 partners, attend established bilateral and multilateral meetings and events. Garner agreement to promote NextGen programs and policies into global plans and standards, promoting harmonization with NextGen.

**Target: Tier 2 Partners**

In coordination with the FAA international LOB/SOs, identify engagement opportunities for bilateral and/or multilateral meetings and/or events with Tier 2 partners pursuing Air Traffic Management (ATM) modernization that could be harmonized with NextGen and participate as necessary.

### **Target: Tier 3 Partners**

In coordination with the Office of International Affairs (API), assess opportunities to pursue bilateral and/or multilateral meetings and/or events with Tier 3 partners to promote Air Traffic Management (ATM) modernization and participate if possible.

### **Initiative: Advance internationally accepted innovative technologies to global standards to improve safety and efficiency**

The FAA is best positioned to build upon the research and development of innovative technologies critical to providing the safest air transportation system in the world and advancing them as international standards at ICAO and other international standards-making bodies.

### **Activity: Harmonization of safety, efficiency, and innovation with key international partners**

Work bilaterally with key international partners to increase cooperation on emerging technologies to build support for global adoption.

### **Target: EXCOM Work Plan Development**

Agree to work plans from the Appendix Committees (Coordination Committee (CCOM), Deployment Activities Committee (DCOM), and Performance Analysis Review Committee (PARC)) addressing each of the work programs outlined in the joint white paper and adopted by the Executive Committee (EXCOM) Co-Chairs in March 2021.

### **Target: Participate in the National Aviation Authority Network (NAA)**

Participate in the National Aviation Authority Network (NAA) established by the United Kingdom (UK) to align international efforts and advance global aviation to increase cooperation on emerging technologies and sharing of safety information. Participate on aviation recovery and innovation working groups as well as senior-level exchanges to promote and advance FAA positions and policies. Draft and propose at least one position or paper with the NAA to collaborate on for the upcoming 41st ICAO Assembly.

### **Activity: Automatic Dependent Surveillance-Broadcast (ADS-B)**

Identify new and evolving surveillance technologies and capabilities to further improve on airspace safety and efficiency.

### **Target: The ATO will continue to identify ways to leverage new surveillance technologies (i.e., Space Based ADS-B) to modernize and improve aviation safety and efficiency in domestic, en route, and oceanic airspace.**

The ATO will continue to identify ways to leverage new surveillance technologies (i.e., Space Based ADS-B) to modernize and improve aviation safety and efficiency in domestic, en route, and oceanic airspace. The ATO will provide at least two briefings to share lessons learned and best practices at events such as International Civil Aviation Organization (ICAO) and/or industry group meetings (e.g., IATA, CANSO).

### **Activity: Space Based ADS-B (SBA)**

Provide Global Leadership by promoting the need to work towards a common approach for understanding SBA requirements and performance.



**Target: The ATO will continue to engage with ICAO and work towards a common understanding of the requirements and performance of Space Based ADS-B (SBA) surveillance data.**

The ATO will continue to engage with ICAO and work towards a common understanding of the requirements and performance of Space Based ADS-B (SBA) surveillance data. The ATO will engage with at least three Air Navigation Service Providers in order to share analysis of SBA data and potential impacts to operational use.

**Initiative: Encourage international adoption of innovative technologies to enable a resilient global aerospace system prepared for future challenges**

With new entrants and emerging technologies, it is imperative that the FAA continues to lead the early stages of collaborative work with our international partners to accelerate global adoption of innovative technologies, regulations, and procedures. These innovations will increase system resiliency to allow for the safe, efficient and secure operation of all users in the global aerospace system.

Examples of new and emerging innovations include advanced analytical methods, machine learning and artificial intelligence. These innovations will help the global system to integrate UAS and eVTOL aircraft, increasing commercial space activities, reintroduction of commercial supersonic aircraft, wireless technologies, advanced aircraft design and operations, while increasing safety, efficiency, and security as well as reducing environmental impacts.

**Activity: UAS International Engagement**

Promote an understanding of the U.S. approach to the safe integration of UAS through international engagements.

**Target: Sharing FAA's Approach to UAS Integration**

Promote international acceptance, harmonization and applicable adoption of U.S./FAA UAS-related principles, to include security and counter UAS, policies and programs to safely integrate UAS and Remotely Piloted Aircraft Systems by actively participating in at least six (6) UAS-related events, which may include FAA executive-level engagement, collaboration with international regulatory authorities, and industry events.

**Initiative: Reinforce USG Efforts to Address International Aviation's Climate Impacts**

FAA seeks to promote forward momentum globally in addressing aviation's climate impact. Combating the climate crisis is a key priority of the Biden-Harris administration. As climate change is a global problem, it is imperative that we work globally to find solutions. FAA has been involved in global efforts to address international aviation's climate impact for many years. Working with key States and supporting their climate efforts aligns with U.S. goals and priorities.

The FAA will continue to work with like-minded government and industry partners to advance technological solutions to reduce aviation's environmental impact, including advancing sustainable aviation fuels, more efficient operations and air traffic management, and quieter, more efficient aircraft and engine designs.

**Activity: Work with regional partners to align climate goals and support climate action.**

Work with regional partners to align climate goals and support climate action.



**Target: Meet with key partners bi-annually to discuss opportunities for collaboration**

Meet with key partners bi-annually to discuss opportunities for collaboration

**Target: FAA will participate and/or present at least one technical paper at an event in each region**

FAA will participate and/or present at least one technical paper at an event in each region

## **Enterprise Global Leadership Approach**

Develop an FAA enterprise approach that reimagines how the agency engages in the international arena.

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### **Initiative: Align and Prioritize FAA's Global Leadership Strategy at the Enterprise Level**

Align and Prioritize FAA's Global Leadership Strategy at the Enterprise Level

#### **Activity: Revise International Governance Structure**

Revise international governance structure to improve senior-level agency visibility and involvement on corporate decisions involving the FAA's international engagement.

**Target: Propose an International Governance structure for Leadership Review.**

Propose an international governance structure for leadership review.

**Target: Determine membership and leadership of the new structure**

Determine membership and leadership of the new structure.

**Target: Draft establishing documents for the governance structure and provide for leadership review**

Draft establishing documents for the governance structure and provide for leadership review

### **Initiative: Advance collaboration and coordination among internal FAA offices on international strategies and activities**

Advance collaboration and coordination among internal FAA offices on international strategies and activities

#### **Activity: Technical Assistance Agreement Process Improvement**

Improve the FAA's Process for Developing and Coordinating International Technical Assistance Agreements.

**Target: Improve Processes for Technical Assistance Agreements**

Conduct a review of the FAA's technical assistance process to identify choke points and make recommendations for stream lining. Issue revised process documents for the improved procedures and explore options for automating the process to enhance transparency and ensure efficient coordination.

### **Activity: ICAO alignment with U.S./DOT/FAA policies and priorities**

Exert leadership at ICAO to promote alignment with U.S./DOT/FAA policy and priorities through enhanced information sharing and awareness, and development of coordinated positions and messages.

#### **Target: 41st ICAO Assembly**

Promote and advance U.S. priorities by performing extensive preparation and interagency coordination work advancing at least one (1) working paper and participating in the 41st Assembly.

### **Activity: IGIA Re-platforming**

Re-platform the existing IT tool used to coordinate official U.S. Government positions on international aviation through the Interagency Group on International Aviation (IGIA).

#### **Target: Deploy IGIA Platform**

Deploy the new IT tool to a production server, train users and issue a revised SOP for the IGIA process

### **Activity: FAA Order 1240.XX**

Issue FAA Order 1240.XX, FAA Participation in ICAO Panel and Technical Groups to enhance the FAA's participation in ICAO technical activities.

#### **Target: Draft FAA Order 1240.XX**

Submit draft FAA Order 1240.XX, FAA Participation in ICAO Panel and Technical Groups, for the FAA Administrator's signature.

### **Initiative: Improve Information Sharing and Coordination**

Improve information sharing and coordination by proactively engaging with internal, interagency, industry, and global stakeholders through briefings, events, and working groups.

### **Activity: Intelligence support to incident response.**

Continually deliver timely and relevant intelligence support to enable effective Agency preparedness for, mitigation of, and responses to threat concerns affecting the NAS and civil aviation worldwide.

#### **Target: Intelligence support to Washington Operations Center (WOC)**

Provide 24/7 Intelligence Watch operations to ensure continual monitoring, analysis, notification, reporting, and support for WOC incident response of aviation safety/security concerns, hostile attacks, accidents and natural disasters impacting FAA, the NAS, and/or civil aviation operations. Provide regular products and services to answer customer requirements.

#### **Target: Intelligence support for CRWG/CRSG requirements.**

Deliver relevant information to inform proactive risk mitigation planning, process development, threat assessments, and associated messaging to support risk mitigation initiatives and timely incident response for internal and/or external stakeholders. Provide products and support for CRWG/CRSG processes to inform DOT initiatives, interagency and industry/foreign partner efforts.

**Target: Intelligence support of network resiliency.**

Provide timely cyber intelligence support to inform policy considerations, operational decisions, and network resilience initiatives by the Agency and aviation stakeholders across the ecosystem to address system(s) vulnerability, risk, and incidents affecting network infrastructure to inform mitigation measures and resiliency actions to enable safety and security of the NAS and civil aviation operations.

**Activity: Intelligence support for executive-level decision making, policy development, and network infrastructure protection.**

Continually deliver relevant aviation risk information to inform FAA executives of ongoing and/or emerging threat concerns to shape planning, policy, community messaging and decision-making that mitigates risk to aviation in the National Airspace System (NAS) and overseas.

**Target: Executive-level intelligence support.**

Deliver relevant information to inform FAA and OST executives and associated stakeholder officers for ongoing awareness of aviation threat concerns to inform policy initiatives, contingency preparedness, operational decision-making, and community messaging for mitigating aviation risk in the NAS and overseas. Provide regular presentations and products.

**Activity: Provide Operational Support**

Deliver ongoing operational support to satisfy sensitive national defense and sensitive federal, state and local law enforcement requirements. This includes support to the El Paso Intelligence Center (EPIC).

**Target: Support to Special Projects**

Actively engage with internal and external stakeholders in an iterative process that assesses needs; delivers timely and effective support of customers' sensitive national defense and law enforcement, national security, and other operational requirements; and reviews the quality of Agency support for further improvement.

**Target: LEAP Support for International and Special Events**

Provide operational support and training to advance collaboration, global leadership, and aviation safety of the NAS upon request by external stakeholder 90% of the time.

**Activity: Establish stronger collaboration with other leading Civil Aviation Authorities**

Grow AXH presence with FAA Office of International Affairs and foreign civil aviation authorities to educate foreign partners on the importance of the FAA Hazardous Materials Safety Program.

**Target: International Aviation Standards and Regulatory Responsibilities**

Engage in international standards and regulatory development activities involving the safe transport of cargo and dangerous goods by air. AXH will ensure that any necessary pre-meeting coordination with applicable FAA LOBs and other government agencies will be accomplished. Provide summaries for ICAO DGP, UN Subcommittee and other relevant meetings on the transportation of dangerous goods to AXH executive leadership within 45 days of AXH participation.

### **Target: Information Sharing**

Engaging with FAA international offices, establish working dialogue with at least three additional foreign civil aviation authorities to agree on collaboration, information sharing on high-risk safety issues, data collection, and research.

### **Target: Partner with Flight Standards to advance FAA's international system safety goals.**

Support system level safety within the FAA by collaborating with Flight Standards (FS) on operational oversight of foreign operations to, from and within the United States. Share lessons learned and best practices with FS international field offices from AXH's experience utilizing the FAA Safety Assurance System (SAS) for risk based oversight of foreign operators.

### **Target: Ensure coordination and collaboration with internal and external stakeholders on UAS developments for delivery of dangerous goods by UAS.**

Work across the FAA, with other civil aviation authorities, and with industry stakeholders to identify safety considerations, align regulatory approach and encourage global acceptance of U.S. best practices for the integration of UAS package delivery operations and serve as the foundation for the evolution of UAS package delivery operations.

### **Activity: International Travel Security Support**

Prepare FAA employees who travel internationally with timely and relevant information concerning the risks they may encounter while abroad. Ensure FAA international travel security training is accurate, up to date, and complies with applicable FAA, DOT and national policies and statutes. Monitor security and other concerns that could impact employees on official international travel and advise them appropriately. AXI will provide International Travel Security support to FAA through activities involving research of general and location specific travel risks and hazards, providing travel risk briefings based on research, reviewing country clearance communications, and engage in enhanced outreach, collaboration, and partnerships with internal and external stakeholders.

### **Target: International Travel Security Support**

Based upon data available, prepare employees on official international travel with timely and pertinent information concerning the risks they may encounter while abroad. Ensures international travel security training is accurate, up to date, and compliant with applicable FAA, DOT, national policies and statutes. Utilize technology and innovation to monitor security concerns that may impact FAA's official international travelers and provide appropriate and timely briefings and alerts to them

### **Target: International Travel Security Engagement**

Engage extensively with internal stakeholders and external partners both government and private to strengthen, grow, and sustain participation to identify, assess, and report on identified foreign risks, issues, trends, and threats to the safety of official FAA international travelers, Government-furnished equipment, information systems/networks, operations, information, and discussing best practices of travel risk management programs. Continuous collaboration with the AXI Defensive Counterintelligence and Insider Threat Detection and Mitigation Branches, providing information, intelligence sources/tools and conducting joint briefings/debriefings as appropriate.

## **Initiative: NAS / Global Standards**

Collaborate with industry to establish Standards for Aviation Community.

### **Activity: Multi-Regional Trajectory Based Operations Demonstration - Phase 2**

During Phase 2, the project will collaborate with industry and international partners and key internal stakeholders to enhance the baseline Florida Nextgen Testbed (FTB) capabilities, operational scenarios and use cases that were established during Phase 1 in order to demonstrate the operational values of key trajectory based operations (TBO) concepts and technologies. This collaborative effort will explore the impacts of TBO within the context of modernization initiatives; supporting the development of data exchange standards, and provisions and implementation guidance materials related to post-departure operations with various levels of equipage and crew capabilities. This solution will be accomplished through the conduct of multiple demonstrations of full, end-to-end operational scenarios culminating in a final demonstration with live flight components.

#### **Target: Updated Operational Scenarios and Use Cases Document.**

This document will describe and illustrate operational concepts, scenarios, and use cases developed in preparation for the follow-on TBO demonstrations. The operational scenarios will describe the step-by-step process of the operations, practices, and procedures, and retrace those same operational conditions under the proposed demonstration concept

#### **Target: Updated System Architecture and Capabilities Document.**

This deliverable will describe and illustrate the architecture design that will be employed during the MR TBO demonstration exercises. It will also incorporate any new capabilities and modifications to the current systems that are critical to the successful execution of the relevant follow-on demonstrations. This includes new functionalities to systems at the NextGen Florida Test Bed (FTB) to address the execution of the operational scenarios during the demonstration.

#### **Target: Lab Demonstration Report.**

This report encompasses the activities undertaken to exercise full operational scenarios developed by FAA and international partners in order to complete the demonstration of defined TBO capabilities across multiple Airspace Service Providers (ASPs) and phases of flight in a laboratory environment. After the Lab Demonstration is completed, the report will be submitted that addresses the execution and findings of the demonstration. The content will include the methodologies, results, lessons learned, as well as recommendations for the Ground Demonstration and Live Flight Demonstration. Due August 31, 2022

### **Activity: Global Standards - Aeronautical Information Exchange Model**

Continue to conduct analysis and establish processes to inform the further development of Aeronautical Information(AI) dependent projects and services within the NAS using the standards established by the Aeronautical Information Exchange Model (AIXM) community.

#### **Target: Aeronautical Information Exchange Model (AIXM) community**

Develop a report outlining the findings of an engineering analysis built off of the plan developed for US extensions to FAA exchange models reference model. This will include steps for integration, data integrity, and user needs/requirements

### **Target: Flight Information Exchange Model (FIXM)**

Create an updated plan for an exchange model agnostic process to request and implement exchange model extensions, including leveraging existing processes and coordination with the exchange model stakeholder communities, including Flight Information Exchange Model (FIXM), Flow Information Exchange Model (FLXM), Aeronautical Information Exchange Model (AIXM), and ICAO Meteorological Information Exchange Model (iWXXM).

### **Target: Air Traffic Information Exchange Conference (ATIEC).**

Generate a report that details all aspects of coordination for the Air Traffic Information Exchange Conference (ATIEC). It will include briefing material, action items, lessons learned, and notes captured, among other elements.

## **Initiative: I2 Collaborate globally to influence the continuous improvement of aviation safety worldwide (SP)**

AVS is known globally as a resource for aviation safety expertise—as an innovator solving complex challenges with open data sharing and safely integrating new technologies using global risk management. We clearly and consistently articulate these principles to collaborate and influence in international forums.

### **Activity: A3 Target Resources for International Engagement and Influence**

In alignment with agency strategic plans, implement an AVS Enterprise approach to international by establishing and implementing a process and the capabilities that enable the AVSMT to make corporate-level decisions and resourcing commitments.

### **Target: AVS International Prioritization Process**

Establish a work plan for corporate level decision-making on AVS international priority activities.

### **Target: AVS International Stakeholder Engagement and Communication Plan**

Develop a stakeholder engagement and communication plan framework to establish the need and desire to implement an AVS enterprise international approach.

### **Activity: A4 AVS-Wide Education on International Considerations**

Educate the AVS leadership and workforce to integrate international considerations into AVS' daily domestic decision-making.

### **Target: Formal Training Development**

Develop two overview courses on AVS international strategies and ICAO engagement.

### **Target: International Competencies Establishment**

Formalize cross-AVS international competencies used in workforce training. Ensure awareness of new competencies to appropriately integrate into training development and management through a communications plan.

## **Initiative: Measure and Improve the Effectiveness of Stakeholder Engagement**

Measure and improve the efficiency and effectiveness of stakeholder engagement mechanisms to increase access to ASH programs, tools, data, capabilities, and expertise.



**Activity: Utilize established AVS work groups to advance cargo safety goals.**

AXH leads efforts with AVS to quickly enable the safe and efficient transport of the COVID-19 vaccine by engaging with operators, Flight Standards and Aircraft Certification to identify issues, actions and potential needs for regulatory authorizations, approvals, and permits to enable safe flight operations and provide guidance and information to operators and inspectors to promote a consistent approach to aviation safety. Increased engagement was the result of this collaboration, establishing AXH as a key leader to aviation safety. Building on the momentum of this engagement, greater focus from AVS on cargo safety goals is thriving.

**Target: FAA and ASH Engagement with and Awareness of AXH Program Activities**

Ensure strong participation and engagement on FAA SMS and Cargo Safety Groups: Executive Oversight Committee, Cargo Safety Risk Policy Steering Committee. Provide ASH-1/2 with an annual brief on FY22 accomplishments to ensure ASH leadership has awareness of and direct engagement in AXH program activities.

**Activity: Formalize partnerships initiated from vaccine distribution engagement.**

As the aviation industry contends with challenges and impacts brought about by the pandemic, the FAA, government partners, air carriers, airframe manufacturers and shippers continue to work together to ensure the safe and efficient transport of the covid-19 vaccines. It is imperative that civil aviation memorialize this comprehensive approach to aviation safety by continuing to work together to ensure that dangerous goods are properly identified and the hazards they pose are safely managed in air transport.

**Target: Identify and engage directly with key industry and government members of the vaccine distribution engagement team to establish future partnerships on the safe transport of dangerous goods and cargo safety**

Develop roster of key industry and government members of the vaccine distribution engagement team; track engagement for FY22.

**Initiative: Evolve data-informed decision-making capabilities to improve effectiveness of international engagement strategies**

Evolve data-informed decision-making capabilities to improve effectiveness of international engagement strategies

**Activity: Prioritize FAA International Engagement**

Develop and launch system for prioritizing international engagement based on data based needs and American aerospace activities.

**Target: Establish International Community of Interest (ICOI)**

Establish International Community of Interest (ICOI) that will enable the FAA to more effectively identify, obtain, and analyze data to make data-informed decisions about the FAA's international activities.

### **Initiative: Align agency international workforce with future needs**

The agency workforce is a foundational asset in ensuring the FAA mission's success, including international engagements. With the rise of other influential international stakeholders and the connectivity of FAA efforts with the international community, our workforce must be informed and able to integrate international considerations into day-to-day decision-making. Aligning the workforce expertise to effectively address future needs will further enhance agency agility, and improve the efficient use of limited resources. Training and leadership development will ensure that employees have the right skills at the right time to meet the system's future needs.

#### **Activity: Identify and develop talent for ICAO regional and headquarters vacancies**

Establish cross-LOB/SO practices to identify and develop talent and fill ICAO vacancies at the ICAO regional and headquarters level.

##### **Target: ICAO Engagement Program**

Develop an agency-wide communications plan to raise awareness of ICAO secondment, and fellowship opportunities at the workforce level.

#### **Activity: Increase FAA International Presence**

Deploy international representatives to address future needs and growing partnerships

##### **Target: FAA Representation in London**

Establish FAA representative position in London and select new representative to manage and expand bilateral relationship with the UK (including development of NSDD-38 request/language and US Ambassador approval).

##### **Target: FAA Representation in Mexico**

Develop NSDD-38 request/language for FAA representative position in Mexico City and select new representative to begin managing and strengthening bilateral relationship.

## **Global Training and Outreach**

Develop and modernize the FAA International Training program to improve the effectiveness of our technical assistance and consistently meet the needs of our international stakeholders.

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### **Initiative: Reassert FAA Global Leadership through Global Outreach & Training**

Reassert FAA Global Leadership through Global Outreach & Training

#### **Activity: Inventory**

Build and maintain an inventory of existing offerings.

##### **Target: Identify content and delivery mode**

Identify content and delivery mode from all LOB/SOs, ICAO, industry, CAAs, Academia, COEs and other international entities.

##### **Target: Merge all inventory inputs into a consolidated inventory file or location.**

Merge all inventory inputs into a consolidated inventory file or location.

### **Activity: Validate Existing Offerings**

Review and assess existing training offerings.

**Target: Review and assess content of inventory to determine what inventory is applicable to CAA personnel.**

Review and assess content of inventory to determine what inventory is applicable to CAA personnel.

**Target: Conduct suitability review with content owners and AGC for export control.**

Conduct suitability review with content owners and AGC for export control.

**Target: Develop “scrubbed” inventory.**

Develop “scrubbed” inventory.

### **Activity: Needs/Gap Analysis**

Conducts Needs and Gap Analysis.

**Target: Gather training needs.**

Gather training needs.

**Target: Conduct gap analysis.**

Conduct gap analysis.

**Target: Determine solutions to fill gaps.**

Determine solutions to fill gaps.

**Target: Create an implementation plan.**

Create an implementation plan.

### **Activity: Global Technical Outreach functions and governance**

Establish Global Technical functions and governance.

**Target: Establish governance.**

Establish governance.

**Target: Establish program management functions.**

Establish program management functions.

**Target: Identify resources to support implementing GTO Program.**

Identify resources to support implementing GTO program.

**Target: Ensure IT infrastructure and cybersecurity needs are met.**

Ensure IT infrastructure and cybersecurity needs are met.

### **Activity: OneFAA Approach to International Training**

Design, develop and deliver internal coordination processes to ensure and sustain a consistent, corporate approach to international training.

#### **Target: Establish and lead team of intra-agency SMEs to address GTO initiative.**

Establish and lead team of intra-agency SMEs to address GTO initiative.

#### **Target: Establish liaison role and representatives from LOB/SOs.**

Establish liaison role and representatives from LOB/SOs.

#### **Target: Establish and manage working sessions(e.g., with AMA, AVS and other internal entities) to standardize internal training efforts.**

Establish and manage working sessions (e.g., with AMA, AVS and other internal entities) to standardize internal training efforts.

#### **Target: Develop internal coordination process and procedures to ensure a OneFAA approach to international training and outreach.**

Develop internal coordination processes and procedures to ensure a OneFAA approach to international training and outreach.

#### **Target: Establish advisory boards and steering committees.**

Establish advisory boards and steering committees.

### **Activity: International Strategy**

Align with International Strategy

#### **Target: Develop GTO annual strategies and plans and set GTO business goals.**

Develop GTO annual strategies and plans, and set GTO business goals.

#### **Target: Coordinate with external agency partners.**

Coordinate with external agency partners.

#### **Target: Balance priorities with international strategy.**

Balance priorities with international strategy.

### **Activity: International Training**

Design, develop & deliver international training.

#### **Target: Create a unified pricing model for training provided externally.**

Create a unified pricing model for training provided externally.

#### **Target: Develop and implement a marketing approach for international training in line with FAA priorities.**

Develop and implement a marketing approach for international training in line with FAA priorities.

**Target: Design, develop and maintain a catalogue of internal offerings.**

Design, develop and maintain a catalogue of internal offerings.

**Initiative: Enhance Aviation Professional Skills and Competencies Internationally - Academy Support**

The FAA Academy provides critical safety related training to international entities to support the safety of air travel across the Globe, enhance aviation skills and competencies and build partnerships with international entities.

**Activity: Airport/Aerodrome Inspection Course**

The International Aviation community lacks training in how to design and implement an effective Aerodrome/Airport Inspection Program. In support of the Global Leadership Goal, the FAA Academy is collaborating with the Office of International Affairs and the Office of Airports to develop a new FAA delivered instructor-led course for International Aerodrome/Airport Inspection Personnel. The FAA Academy will work with subject matter experts from the Office of Airports to ensure the curriculum aligns with appropriate FAA and ICAO regulations and best practices. This new course will bridge the International training gap and provide techniques and best practices from the FAA to the International Aviation community. This in turn will improve the safety of aviation worldwide as well as accomplish the FAA's goal of becoming Global Leaders in aviation safety.

**Target: Course Content T1**

Complete development of all course content for Airport/Aerodrome Inspection course and materials to include: student and instructor guides, materials for activities, and any multi-media materials.

**Target: Operational Tryout**

Initiate operational try-out, i.e. instruction of the course to evaluate its effectiveness.

**Activity: Enhanced International Training**

Ensure the quality and standardization of Flight Standards inspector training across various Civil Aviation Authorities (CAAs)

**Target: International Training Partnerships**

Work with five CAAs to review aviation complexity in the State and develop flight standards inspector training profiles, including identification of training providers, in order to ensure a high-level of quality and standardization in the training of government safety inspectors.

**Initiative: Formalize Working Relationships with Existing Strategic Partners.**

Formalize working relationships with existing strategic partners to deepen collaboration, create efficiencies, and minimize duplication of work, focusing on areas of prioritized risk.

**Activity: Strengthen global safety partnerships that better align risk-based priorities.**

To remain relevant in an aviation culture that is focused on proactive risk mitigation through safety management, we must continually evaluate the level of risk and focus on risk-based priorities. Through the development of automation, the FAA now has insight into the level of dangerous goods risk, which is providing the ability to plan our actions based on the highest risks. This provides the FAA an opportunity to further expand its impact globally by collaborating with our foreign CAAs to promote alignment on risk-based priorities.

**Target: Identify interested civil aviation authorities to participate in an international dangerous goods roundtable to collaborate on air cargo safety enhancements, dangerous goods safety messaging, and share safety risk priorities.**

Participate in at least one global aviation safety workshop/conference to promote FAA dangerous goods safety initiatives and promotional activities.

**Target: International Aviation Dangerous Goods Engagement**

Remain continuously engaged in all activities that may involve or support AXH international objectives, briefing to AXH-1 quarterly. This includes, supporting the ICAO Continuous Monitoring System as it applies to Annex 18 requirements through coordination with API reviews conducted biannually. It also includes, attend FAA internal planning meetings for international engagement, such as, the Global Leadership Initiative, International Steering Committee (ISC); and ICAO Assembly meetings.

**Target: Advance FAA Position Internationally.**

Promote FAA's global aviation leadership and share best practices with international stakeholders through engagement at conferences for airlines and cargo meetings with ICAO, meetings with the UN Subcommittee, civil aviation authorities, associations and organizations. Adhere to established DOT, FAA and AXH processes, procedures, and timelines.

## **Global Safety Information Management**

Develop an effective global safety data sharing process and tools to effectively mine raw data and allow access to key stakeholders to make better informed safety decisions.

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**Initiative: Develop Global Safety Information Management Platform (GSIMP).**

Develop Global Safety Information Management Platform (GSIMP).

**Activity: Plan for the Implementation of a Global Safety Information Management Platform (GSIMP).**

Identify existing platform options and create a plan to build international consensus for a Global Safety Information Management Platform (GSIMP).

**Target: Identify Existing Platforms and Data.**

Identify what global information sharing environments and platforms already exist, the data contained within each platform, and create an inventory of databases.



**Target: Determine what additional data is required or what gaps exist in the environments and platforms reviewed.**

Determine if other data sets and interests should be included for the desired platform, identify sources of information, and outline requirements for capture and storage.

**Target: Evaluate Cost and Feasibility of Platform Options.**

Conduct cost and feasibility analyses of platform options related to building, buying or modifying existing platforms and provide a recommendation.

**Target: Finalize Plan for Building Consensus.**

Finalize plan for building international consensus and support for the GSIMP.

**Activity: Begin the Development of a Governance Plan.**

Identify options and obstacles related to the development of a Global Safety Information Management Platform (GSIMP) governance plan for an oversight body with representatives from participating organizations.

**Target: Conduct a Review of Governance Bodies.**

Conduct a review of existing international coordination and governance bodies; identify best practices; develop recommend structure, rules and potential processes for GSIMP governance.

**Target: Develop and Present a Report with Recommendations.**

Develop a report summarizing options and recommendations and present to the Management Board for approval.

# Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

## Optimize Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

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### Initiative: Enterprise Data Management Strategy

Develop an enterprise data management strategy that addresses data stovepipes, establishes standard operating procedures and data governance, and promotes integration with FAA's enterprise data management processes.

#### Activity: Expand data access, quality, sharing, and dexterity across the organization.

Expand data access quality, sharing, and dexterity across the organization and promote integration with FAA's enterprise data management processes.

#### Target: Measurably Improve Data Access

Establish a baseline measurement to monitor increases in the percentage of catalogued data assets and with published governance protocols or registered with FAA Data Governance Center.

#### Target: Applying data as a strategic asset

Leveraging Labor Distribution Reporting (LDR) data as a strategic asset, address workforce challenges with an emphasis on improving policies, programs, and systems through a corporate and collaborative approach that reduces organizational redundancies and uses capable and cost-effective information technology systems.

### Initiative: Robotic Process Automation (RPA)

Enable FAA to leverage automation capabilities to replace manual tasks.

#### Activity: Robotic Process Automation (RPA) Shared Service Model Framework

Establish a shared service model framework to mature FAA's RPA hosting capabilities.

#### Target: Develop Robotic Process Automation (RPA) Cost Model and Service Agreements - T1

Establish a cost model to provide transparent cost information to business partners for RPA hosting services. Cost information will be provided to business partners in an RPA hosting service agreement that outlines the services and support received from ADE. Present cost model and service agreement to ADE-1.

#### Target: Develop a Plan for Next Robotic Process Automation (RPA) Challenge - T2

Develop a plan to establish the next RPA Challenge that incorporates lessons learned from the previous challenge. Brief plan to ADE-1.

### **Target: Initiate Next Robotic Process Automation (RPA) Challenge - T3**

Initiate next round of RPA Challenge in accordance with the approved plan from Target 2.

### **Initiative: Major System Investments**

Monitor the implementation of consistent program and baseline management standard practices to keep programs within a 10% variance of their cost, schedule and performance baseline.

#### **Activity: Major System Investments Performance Monitoring**

Major System Investment programs will implement consistent program and baseline management standard practices to remain within a 10% variance of their cost, schedule and performance baseline.

#### **Target: Major System Investments Performance**

90% of major baselined acquisition programs must be maintained within a 10% variance of their current cost, schedule and performance baseline as of the end of fiscal year 2022.

#### **Activity: Critical Acquisition Milestones on Schedule Monitoring**

90% of the critical acquisition milestones are achieved by their scheduled due dates.

#### **Target: Critical Acquisition Milestones on Schedule**

90% of the critical acquisition milestones are achieved by their scheduled due dates.

### **Initiative: Enhance Workforce Planning**

Improve centralized workforce planning by developing and applying policies, objectives, standards, and models to validate staffing requirements and provide workload assessments that support efficient operation.

#### **Activity: Air Traffic Controller Workforce Plan**

Lead in the development of the Air Traffic Controller Workforce Plan to advance FAA's mission and meet external stakeholder requirements.

#### **Target: Air Traffic Controller Workforce Plan Document**

Complete updates to the Air Traffic Controller Workforce Plan, and prepare for the FAA Administrator's signature, no later than 60 days after the President's budget submission.

#### **Target: Air Traffic Controller Staffing Monthly Tracking**

Update the attrition forecast monthly. Monitor hiring, losses, overtime, time on-position, trainee ratios, etc. by facility

#### **Activity: AVS Workforce Plan**

Support the development of the Aviation Safety Workforce Plan to advance FAA's mission and meet external stakeholder requirements.

**Target: AVS Workforce Plan Document**

Complete updates to the Aviation Safety (AVS) Workforce Plan, and prepare for the FAA Administrator's signature, no later than 60 days after the President's budget submission.

**Target: AVS Staffing Monthly Tracking**

Update the attrition forecast monthly. Monitor hiring, losses, overtime, and other key indicators by work group.

**Activity: Labor Cost Analysis**

Provide labor cost analysis in support of term negotiations.

**Target: Labor Negotiation Support**

Perform labor cost analyses, forecasting, and monitoring to support ongoing labor negotiation for FAA.

**Target: Labor Cost Analysis Support**

Perform labor cost modeling and analysis to support new and ongoing FAA business case, policy, and budget-related initiatives.

**Initiative: Unmodified Audit Opinion**

Obtain an unmodified audit opinion on the FAA's FY 2022 financial statements identified by external independent auditors.

**Activity: Unmodified Audit Opinion**

Obtain an unmodified audit opinion on the FAA's FY 2022 financial statements identified by external independent auditors.

**Target: Obtain Unmodified Audit**

Obtain an unmodified audit opinion on the FAA's FY 2022 financial statements identified by external independent auditors.

**Activity: Capitalization of Assets**

Ensure timely capitalization of agency assets.

**Target: Capitalization Assets Timely**

Capitalize new assets within 65 days of being placed in service 93% of the time. Provide quarterly reports within one month after each quarter ends (i.e., January 31, April 30, July 31, and draft End of Year report on September 30).

**Target: Timely Process Capitalization Packages**

90% of the time, support the timely and accurate processing of FAA's capitalization packages within 30 days.

**Initiative: Cost Control Program**

Implement line of business-specific as well as agency-wide cost efficiency and strategic initiatives to reduce costs or improve productivity. Achieve documented cost savings and cost avoidance in FY 2022.

### **Activity: Corporate Leadership for Cost Efficiency Activities**

ABA will lead an agency-wide initiative to control and reduce the cost of operations.

#### **Target: FY2022 End of Year Cost Savings**

Achieve 90% of the projected cost savings and cost avoidance of \$79.93 Million in FY 2022. Target: \$71.94 Million.

#### **Target: SAVES FY 2022 Target**

Achieve the FY 2022 FAA Cost Control Target for SAVES established collaboratively between SAVES and the FAA Chief Financial Officer (CFO).

#### **Target: National Wireless Program Cost Avoidance Target**

The Enterprise Services Center will achieve \$2.5 million in documented National Wireless Program cost avoidance in FY 2022.

#### **Target: Workers' Compensation FY 2022 Target**

Workers' Compensation program will achieve a cost avoidance of \$2.5 Million in FY2022.

#### **Target: DOT eLMS FY 2022 Target**

AHR Human Resource Management will achieve a cost avoidance of \$535,667 in FY2022.

#### **Target: Virtualization of the Air Traffic Basics (ATB) Course Cost Control FY2022 Target**

AMA will achieve a cost avoidance of \$1.2 Million in FY2022.

### **Initiative: Productivity and Financial Metrics**

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include ATO cost per operation, overhead rates, and cost per accounting transaction.

### **Activity: Corporate Leadership for Efficiency Activities**

As the agency lead for all cost control/efficiency efforts, ABA will provide leadership and guidance in the development of efficiency and financial metrics that can be used to track the efficiency and financial performance of each organization within the agency.

#### **Target: FY 2022 Efficiency Measure Initiative**

Initiate FY 2023 efficiency program.

#### **Target: AST Efficiency Measure: Average Days to Make License Determinations-Annual Check/Update**

Provide or check updated FY 2022 measure template with changes as needed.

#### **Target: AST Efficiency Measure: Regulatory Cost per Launch/ Re-entry- Annual Check/Update**

Provide or check updated FY 2022 measure template with changes as needed.

**Target: ACR Efficiency Measure: Time to Process Reasonable Accommodation Requests- Annual Check/Update**

Provide or check updated FY 2022 measure template with changes as needed.

**Target: ASH Efficiency Goal: Program Management Maturity Index- Annual Check/Update**

Provide or check updated FY 2022 measure template with changes as needed.

**Target: AHR Efficiency Measure: Days to Hire- Annual Check/Update**

Provide or check updated FY 2022 measure template with changes as needed.

**Activity: FY 2022 Quarterly Data Consolidated and Reporting**

Review and validate proposed efficiency measures, making a determination as to the suitability for the Productivity and Financial Metrics program within 45 business days of receipt by ABA.

**Target: FY2022 Quarterly Data Review and Validation**

Review and validate proposed efficiency measures, making a determination as to the suitability for the Productivity and Financial Metrics program within 45 business days of receipt by ABA.

**Target: AST Efficiency Measure: Average Days to Make License Determinations- Quarterly Submission**

Report quarterly results and comments to ABA on the average number of days to make license determinations. Due 30 days after the end of each quarter.

**Target: AST Efficiency Measure: Regulatory Cost per Launch/ Re-entry- Quarterly Submission**

Report quarterly results and comments to ABA for average regulatory cost of a commercial space launch. Due 30 days after the end of each quarter.

**Target: ACR Efficiency Measure: Time to Process Reasonable Accommodation Requests- Quarterly Submission**

Report quarterly results and comments to ABA on the time to Process 90% Reasonable Accommodation Requests. Due 30 days after the end of each quarter.

**Target: ASH Efficiency Goal: Program Management Maturity Index- Quarterly Submission**

Report quarterly results and comments to ABA on the Program Management Maturity Index. Due 30 days after the end of each quarter.

**Target: AHR Efficiency Measure: Days to Hire-Quarterly Submission**

Report results quarterly to ABA, no later than 40 days after the end of the quarter.



## **Initiative: Driving Federal Shared Services**

This initiative reflects integration efforts under way in the Mike Monroney Aeronautical Center (AMC) and the Enterprise Services Center (ESC) to improve delivery and compliance of federal shared services including integrated financial and procurement systems, financial and travel services, information technology and security, print/media, and cellular devices. As a designated Shared Service Provider, ESC will continue to work with partners to streamline, standardize and automate processes across government, and consolidate/retire legacy systems to reduce the cost of administrative services and give back to partner core missions. Similarly, AMC will work toward driving overall improvement in delivery of shared services to all customers in all AMC functions.

### **Activity: Enterprise Services Center Successful Audit Opinions**

As a shared service provider, the Enterprise Services Center is required to provide its user organizations with an independent audit report on the design and effectiveness of its internal controls. The annual audit is performed in accordance with the American Institute of Certified Public Accountants' Statement on Standards for Attestation Engagements Number 18 (SSAE 18), Reporting on Controls at Service Organizations. This audit tests the service organization controls ESC has in place over Delphi, as well as other critical financial management systems (i.e. ESC PRISM). In order to provide assurance to their customers, the ESC must maintain proper controls and obtain successful audit opinions.

#### **Target: ESC Audit Opinions - SSAE/SOC T1**

The Enterprise Services Center will obtain a successful audit opinion, with no unmitigated or failed controls, on the Standards for Attestation Engagement (SSAE18) Service Organization Control (SOC1) audit.

### **Activity: Enterprise Services Center Targeted Cost Savings**

The Enterprise Services Center will implement cost/pricing baselines and processes that can be used to drive savings and encourage fiduciary behaviors that recognize cost-effective results for FY21.

In the area of Maintenance and Operations, The Enterprise Services Center will reduce cost while maintaining Customer Agreement Service Level Targets.

#### **Target: ESC Cost Savings/Avoidance MMAC 125 by 2025 contribution T1**

The Enterprise Services Center will establish cost savings initiatives and cost avoidance targets that will result in a \$2M accumulated cost savings in FY22 that contributes to the MMAC \$125M by 2025 overall Cost Savings Goal.

### **Activity: Robotic Process Automation (RPA)**

Robotic Process Automation is the technology that allows for the configuration of computer software, or a "robot" to emulate and integrate the actions of a human interacting within digital systems to execute a business process. The Enterprise Services Center is working toward creating RPA applications in our financial system by building a collection of automated processes in an effort to reduce manual repetitive tasks, reduce errors, and increase productivity; thereby, allowing employees to perform higher-value work.

#### **Target: RPA Automations T1**

Release a minimum of 10 Robotic Process Automation Automations to production.

### **Activity: ESC Financial Data Virtualization**

Denodo is our solution for Enterprise Data Delivery and will allow customers to receive data directly from the Financial System, source data. ESC Customers will be able to use this information to perform data analytics with the tool of their preference in support of their specific requirements for data analytics. Our Data Analytics solution allows ESC Customers to integrate financial data with other system information for executive level decision making through improving pattern and trend recognition. The completion of this project is one part of ESC's initiative to retire Discoverer and the capability will be cross cutting within FAA and all ESC Customers interested in utilizing this capability.

### **Target: Data Virtualization Road Map**

Develop a roadmap for Implementation of a data virtualization tool for ESC Financial System Customers.

### **Initiative: Academy Training Solutions**

The FAA Academy will establish a corporate solutions strategy to provide the best possible training solutions to all government agencies, including development of instructor skills, creation of virtual training community of practice, and strategic communication approach.

### **Activity: Create Classrooms of the Future**

Provide a virtual classroom model that will accommodate multiple delivery options. By standardizing and integrating various digital platforms across the Academy, we can merge our training environments into a fully interactive hybrid learning space. Students will be able to move seamlessly between our digital in-person classrooms and remote self-study environments, between hands-on training to mobile virtualized simulations, without having to deal with the technology challenges one may encounter when moving between isolated platforms.

### **Target: Virtual Classroom**

Design and create a prototype for a Hybrid Classroom.

### **Initiative: External Operations Program Compliance - ADA/504 and Title VI**

ACR will conduct assessments, provide training and technical assistance, and build out functionalities for the existing FAA Civil Rights Connect System assessment tool to inform recipients of requirements and compliance status, and for ACR to identify trends.

### **Activity: ADA/504 and Title VI Airport Assessments**

Conduct airport ADA/504 and Title VI program assessments to increase airport program compliance.

### **Target: ADA/504 and Title VI Enrollment**

Enroll eighteen (18) airports for new compliance assessments for the ADA/504 or Title VI Programs and provide feedback to the airports to assist them in becoming compliant.

### **Activity: Conduct Training and Technical Assistance**

Deliver training and technical assistance to airport sponsors or other ADA/504 and Title VI Program stakeholders to increase their program knowledge.

**Target: ADA/504 and Title VI National Training**

Conduct or participate in three (3) ADA/504 or Title VI training events.

**Target: ADA/504 and Title VI Webinars**

Conduct three (3) new or updated ADA/504 or Title VI webinar trainings.

**Target: ADA/504 and Title VI Technical Assistance Calls**

Offer four (4) ADA/504 or Title VI compliance program related question and answer teleconference sessions for all airport sponsors.

**Activity: Utilize Technology**

ACR will enhance development of the FAA Civil Rights Connect System for airport sponsors to assist in meeting DOT regulatory requirements.

**Target: ADA/504 and Title VI Civil Rights Connect Development**

Develop a list of desired future enhancements for the ADA/504 and Title VI sections of FAA Civil Rights Connect and create an estimate of costs.

**Target: ADA/504 and Title VI Compliance Program - Outreach to Raise Awareness of available technology**

Educate airport sponsors quarterly through various means on the educational products and services available to assist them from the ADA/504 and Title VI compliance program.

**Target: ADA/504 and Title VI Compliance Program - Assess and Plan to Further Raise Awareness of available technology**

Continue to measure airport sponsor awareness of the products and services available to assist them from the ADA/504 and Title VI compliance program.

**Activity: ADA/504 and Title VI - Implement FAA Office of Civil Rights Strategic Plan**

Implement new requirements for the ADA and Title VI compliance programs, per the FAA Office of Civil Rights Strategic Plan.

**Target: ADA/504 and Title VI Enhanced Customer Experience – Feedback Link**

Provide feedback link to customers within 5 business days of completion of ADA/504 or Title VI complaint investigations.

**Target: ADA/504 and Title VI Enhanced Customer Experience – Complaint Status Updates**

Provide monthly status updates to complainants of each ADA/504 or Title VI program complaint investigation.

**Initiative: AOC ACSI FAA Web Survey**

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index (ACSI) at or above the average Federal Regulatory Agency score. Review customer requirements annually and measure customer satisfaction more broadly for FAA service.

### **Activity: AOC ACSI FAA Web Survey**

Continue to survey FAA website users for their levels of satisfaction with FAA website using the American Customer Satisfaction Index (ACSI) survey instrument.

#### **Target: Activity Target 1**

Review customer feedback and provide monthly reporting to management with actionable steps taken on iterative improvements. (With monthly reporting).

#### **Target: Activity Target 2**

Sustain the annual overall score on the web customer satisfaction index to 74 or better. (With monthly reporting).

#### **Target: Activity Target 3**

Maintain the annual average of FAA surveys on the ACSI at or above the average federal regulatory agency score. (With quarterly reporting).

### **Initiative: AFN Employee Communications**

The AFN Strategic Communications Team is committed to informing employees of important information, news, features, and other content that highlights the accomplishments of AFN's mission.

#### **Activity: AFN Monthly Newsletter**

Reach, engage, and inform all of AFN with the publication of the AFN monthly newsletter. The newsletter will convey important AFN updates, personal interest stories about AFN employees, featured news and other items of interest to employees.

#### **Target: Timely Publication T1**

Ensure the publication of the AFN Monthly Newsletter, except in the case of a government shutdown or furlough.

#### **Target: Newsletter Metric Goal T2**

For FY22, the Strategic Communications Team will test innovative strategies for increasing engagement. The yearly average unique click-through rate for the AFN Newsletter will be no less than 10%, with the stretch goal of 12.1%.

### **Initiative: Communications Support Initiative**

The AFN Strategic Communications group will provide communications support with broad awareness messaging to enhance the visibility of AFN efforts.

#### **Activity: Communications Support Activity**

The AFN Strategic Communications Team will promote AFN priorities, including agency situational needs, RPA, EIM, FedView, awards programs and other initiatives with broad awareness messaging through newsletter articles, webpage updates, direct emails and other collateral and communications channels to enhance the visibility of these AFN efforts.

**Target: Deliverables Metric T1**

The AFN Strategic Communications Team will support AFN priorities by creating or collaborating on at least three communications deliverables per month.

**Target: Communications Support T2**

The AFN Strategic Communications will provide communications support in the form of scripts, blast emails, graphics, remarks, letters, promotional materials and speeches.

**Activity: Website Support and Maintenance**

Provide website support and maintenance.

**Target: AFN Web Liaison Updates T1**

Update the RPA, EIM, and FOIA websites after receiving web-ready content.

**Target: Validate AFN Content T2**

Annually, validate that 90% of AFN's faa.gov web content is reviewed and current.

**Target: AFN ACSI T3**

Remediate any AFN ACSI (American Customer Satisfaction Index) customer feedback on FAA.gov pages and provide AOC the actionable steps taken on iterative improvements.

**Target: 508 Compliance Rates T4**

Ensure that AFN's website exceeds DOT's Section 508 compliance rates.

**Initiative: Implement a Framework for Assessing Organizational Risk**

Implement a framework and process for regularly assessing organizational risk and mitigation along with maintenance strategies for each risk.

**Activity: Facility Security Policy, Program Performance and Processes**

AXF will evaluate FAA facility and information security policy, guidance, and processes to improve program performance and services provided to stakeholders.

**Target: Implement Agency Risk Management Process for Infrastructure Protection**

Deploy an improved facility security assessment process that incorporates enhanced risk evaluation and acceptance criteria to assist the agency in making data-driven and efficient security investment decisions.

**Target: Revise Facility Security Policy and Process Documents**

Develop, coordinate, and issue changes to program policy and process documents as necessary to institutionalize the deployment of an improved facility security assessment and risk evaluation methodology.

**Target: Facility Security Risk Index**

In support of the transition to risk-based, data-drive decision making, provide agency leadership with a facility security risk index report and utilize communication strategies such as outreach and information sharing to manage this change.

### **Target: Improved Program Performance**

Expand, improve, and communicate advanced program data and metrics that distinguish levels of program success and maturity and provide for informed program investment.

### **Activity: Continue Review and Improvement of the Systems, Processes, Regulations, and Policies that Support AXH Fulfilling its mission**

AXH invests resources in targeted programs and projects to ensure personnel are properly trained and informed, system and information infrastructure is optimal and up to date, and policy and guidance accurately reflects current-state operations. AXH is also forward leaning to address new user business models coupled with technological advances to ensure the FAA is able to safely integrate new types of user capabilities into the expanding National Airspace System.

### **Target: Program Administration**

Address the managerial and leadership functions related to planning, implementing, evaluating, and improving AXH's ability to carry out the organization's mission.

### **Target: Automation to Improve Program Administration Efficiency**

Use automation tools to modernize legacy business processes within AXH specific to program administration. These enhancements will reduce the burden on the workforce and boost productivity by allowing the program to focus its resources on more sophisticated challenges within the changing aviation environment.

### **Target: Responsiveness to Web Inquiries**

Respond to a minimum 90% of inquiries to FAA's Dangerous Goods website through the PackSafe, OperateSafe, and SafeCargo platforms within 2 business days of receipt. Identify frequently asked questions and answers on monthly basis to inform safety messaging.

### **Target: Stakeholder Engagement**

Conduct annual audit of Dangerous Goods stakeholder engagement materials to ensure relevance and update as appropriate. This includes printed or electronically accessible information such as posters, screen displays, slide presentations, videos, tool kits, and general dangerous goods safety information on the ASH public-facing website.

### **Target: Implement Document Management Program**

Complete the development of necessary tools and a document archive location as identified in AXH Policy for Document Management Program necessary to implement document control and maintenance processes.

### **Activity: Investigative Program Review/Assessment**

The Office of Investigations (AXI) develops, implements and ensures consistency with professional Investigative Standards and Policy through program reviews, spot reviews, and assessments; develops and implements an AXI Investigations Training Program; maintains a comprehensive almanac and resource library; oversees and manages all AXI communication and collaboration platforms. Ensure consistency with AXI Standards, Policy and Procedure. Develop, write, edit and recommend approval of relevant AXI program governing documents.



### **Target: Review & Assessment Program**

Conduct reviews and/or assessments of AXI programs to ensure compliance with applicable governing documents, Quality Standards for Investigations, Code of Ethics and Conduct and acceptable methods and practices. During the quarterly program assessments, interviews will be conducted with stakeholders to ensure AXI work products are investigative sufficient. Each AXI Division will be reviewed once per FY. Conduct and lead highly sensitive investigations as directed by AXI leadership.

### **Target: Quality Control**

Identify gaps in compliance with governing documents, Quality Standards for Investigations, Code of Ethics and Conduct, and acceptable methods and practices; report those gaps to senior AXI management along with recommendations for corrective actions. Develop, write, edit and/or recommend approval of relevant AXI program governing document. Track and manage outcome oriented key performance indicators that promote data driven decisions.

### **Activity: Common Identification Standards (CIS) - ID Media**

The Common Identification Standard (CIS) Program covers the spectrum of activities to comply with and take maximum advantage of the new federal CIS. Implementing guidance from the Office of Management and Budget (OMB) and technical specifications issued by the National Institute of Standards and Technology (NIST), pursuant to Homeland Security Presidential Directive 12 (HSPD-12), require both the creation of new technical systems and changes in business practice for all elements of the FAA with respect to: (1) employee and contractor identity verification; (2) increased and standardized background investigations criteria; (3) significantly greater emphasis on maintaining the integrity of the initial employee identification and investigation process; (4) development and deployment of a system to utilize advanced "smart card" technology to create and deliver new standardized identification media (cards); (5) provisioning cards to make possible improvements in protection of personal privacy information, facility security and cyber security, as well as achieve cost savings through automation of security control processes and efficiency gains. ASH will provide program guidance and oversight and, where required, issue FAA identification media in accordance with federal and DOT policy.

### **Target: Initiate, Process, or Enroll Applicants**

Reporting averages monthly, achieve for the entire FY: Initiate, process, or enroll applicant into the ID Media System upon request from an applicant or sponsor within 1 business day, 90% of the time.

### **Target: ID Media Card Issuance**

Reporting averages monthly, achieve for the entire FY: Issue an ID Media Card within 1 business day upon receipt of the card and availability of applicant, 90% of the time.

### **Target: ID Media Card Destruction**

Reporting averages monthly, achieve for the entire FY: Perform Card Destruction and annotate that destruction within the MyID system within 1 business day after receiving the canceled identification card, 90% of the time.

### **Target: Contractor PIV Audit**

Produce quarterly reports that identify inactive contractor PIV cards that have not been used for logical or physical access (for X number of days; X = TBD). Giving due consideration to pandemic operations and PIV exempt list, validate if contractors are still working on an FAA contract that requires logical, physical, or SUI access. Cancel PIV cards and update in AXP's Investigations Tracking System (ITS2) record as necessary. Retrieve cancelled PIV cards or document record on why retrieval can't occur. First report of Inactive Contractor PIV card generated by Nov 1, 2021. Cancellation of PIV cards, as appropriate, due by Sep 30, 2022.

### **Target: Technical Assistance**

Reporting averages monthly, achieve for the entire FY: Provide technical assistance, guidance, and troubleshooting for any ID media issue upon request from a customer within two business days, 90% of the time.

### **Target: Lifecycle Walk-through of the SSC (Security Service Center)**

Reporting averages monthly, achieve for the entire FY: Perform a monthly lifecycle walk-through of the SSC (Security Service Center) using the AXP-200 provided self-assessment checklist and guidance document.

### **Activity: Personnel Security Programmatic Risk Management**

Develop analytics/metrics to assess AXP's overall impact on reducing security risks at the FAA.

### **Target: Develop Key Performance Indicators (KPIs) for Personnel Security Program**

Develop new key performance indicators (KPIs) that, to the extent possible:

- Gauge the effectiveness of AXP's delivery on its mission (not just its processes) and
- Demonstrate AXP's overall impact on security. Add these new KPIs to AXP's SharePoint site (via Tableau table if compatible).

### **Activity: Personnel Security Program Improvement**

ASH will evaluate FAA personnel security policy, guidance and processes to improve program performance and services provided to stakeholders.

### **Target: Quality Assurance Data Evaluation**

ASH will evaluate the quality of data housed in ITS2 utilizing available methods, including ITS2, DCSA, and ODNI reports and the program evaluation guide. Quarterly reports will be sent to Personnel Security managers.

### **Target: Quality Assurance Audit**

ASH will complete an audit of two personnel security branches by reviewing a sample of PSS work products utilizing the AXP Program Evaluation Guide, and provide results and recommendations to the responsible division managers and AXP-1.

### **Target: Develop PerSec eLMS Course for Contracting Audience**

Working with AXM, develop e-Learning Management System (eLMS) course for FAA Contracting audience --Contracting Officers (CO) and their LOB contracting technical representatives (COR) --that covers personnel security responsibilities (VAP entry, PIV card retrieval, etc.). Course outline due by April 30, 2022. Final draft ready for approval by AXP-1 by Sep 30, 2022.

### **Target: FAA Credentialing Programs**

Utilizing the standards set forth in FAA Order 1600.25, conduct an inspection of one of the current FAA Credentialing Programs. Provide an evaluation memo to the responsible LOB assessing their compliance with 1600.25 within 30 days of the completion of the inspection.

### **Target: Annual Credential Inventory**

Complete the ASH annual credential inventory. When credentials cannot be accessed due to social distancing protocols (e.g., fulltime telework) this will not be a reason to consider the inventory incomplete. Such instances will be noted and tracked.

### **Target: Contractor Access Review**

ASH will work with FAA Acquisitions (ACQ) and Contracting Officer Representatives (CORs) from responsible LOB/SOs to ensure contractor position sensitivity designation accurately reflects the level of access the position needs and onboarding conforms to FAA acquisition and security policy—to include foreign contractors living/stationed abroad.

ASH will provide at least four presentations to ACQ, sponsoring LOBs, or vendor stakeholders regarding contractor onboarding/off-boarding topics (e.g., access requirements, position designation, etc.).

ASH will consolidate all contract and position designation reviews from nine offices to one.

ASH will analyze ITS2 reports from the three largest FAA contract companies. ASH will ensure all contract employees still work on a FAA contract AND require FAA access and make all necessary updates to ITS2. ASH will determine if inactive contractors were issued a PIV card, and, when applicable, attempt retrieval and document it.

ASH will review security and acquisition policy and report to AXP-1 any gaps that allow access to FAA systems by foreign nationals without proper vetting.

## **Initiative: Build a Comprehensive Evidence-Based Management Approach**

Build and promote a comprehensive Evidence Based Management Approach to encourage evidence informed, objective, and transparent decision making.

### **Activity: ASH Regional Information System (REGIS) Compliance**

Ensure ASH cuff records data in REGIS meet or exceed Agency REGIS compliance levels through monitoring of data and collaboration with programs to improve performance.

### **Target: ASH Regional Information System (REGIS) Compliance**

Maintain or exceed an overall ASH REGIS cuff system compliance percentage of average 97%.

**Activity: ASH Labor Distribution Reporting (LDR) Compliance Rate**

Work with ASH programs to maintain or exceed LDR usage compliance.

**Target: ASH Labor Distribution Reporting (LDR) Compliance Rate**

Maintain or exceed an ASH overall LDR compliance rate at 98% or higher.

**Activity: ASH Risk Management Framework and Strategy**

Establish and implement a consistent risk management framework that lists existing and emerging risks relevant to ASH's portfolio, prioritizes them in order of their potential impact, and assigns strategies for their elimination, mitigation, or maintenance.

**Target: Current State Assessment**

Assess the current systems and approaches used in the decisions to deploy resources based on measurable impact on risk to aviation security and safety.

**Target: Identify Software Applications in Risk Management**

Identify and provide recommendations to ASH senior leadership for available software applications available for adoption in automating the risk management methodology and associated processes.

**Target: Future State Implementation**

Applying findings from the current state assessment, adopt a risk-based methodology and resource justification rationale for organizational risks prioritized and included to inform administrative and operational decisions.

**Initiative: Aviation Surface Weather Observation Network (ASWON) Technology Refresh**

Weather observations are provided to NAS controllers and aviation users by weather radars and automated surface weather stations. Hundreds of these legacy weather providers continuously stream minute-by-minute weather observations, machine-to-machine into NAS Weather Processing Systems, Automation Systems, and NextGen User Decision Support Tools. NextGen Portfolios may plan alternatives to eventually replace many legacy weather providers, yet budget and program changes to the replacement plans often leave indefinite, the remaining service life of legacy sensor systems subject to significant extensions. This initiative ensures no gaps in service of legacy weather observation providers throughout the NextGen transition, no matter whether replacement plans and deployment schedules may change or cease altogether. Relationship to Measure: ASWON portfolio (Programs: ASOS, AWOS, AWSS, SAWS, DASI, WEF, WME) in total account for seven, in-service, weather sensor programs that contribute to the 2016 Strategic Measure through sustained and continuous measurement of the atmosphere at the surface and aloft, collecting millions of observations each flight day, used to detect weather features, derive constraints to the free flow of air traffic, alert for weather hazards, and to fuel weather forecasts essential to the efficiency of NAS operations. The ASWON Portfolio serves and benefits every airport and every flight in the United States each flight day, by helping reduce delay, increase efficiency, and cope with severe weather.

**Activity: Aviation Surface Weather Observation Network (ASWON) Sustainment 2**

Aviation Surface Weather Observation Network (ASWON) Technology Refresh

## **Target: Aviation Surface Weather Observation Network (ASWON) Sustainment 2 - CAM Goal**

Complete government receipt of 184 wind sensors from the vendor.

### **Initiative: Weather Radar Program NEXRAD**

The NEXRAD SLEP program will resolve obsolescence and supportability issues associated with four major components that need to be replaced or refurbished to allow the NEXRAD system at each of the twelve FAA sites to meet its operational requirements until 2030. The twelve FAA sites are located in Alaska (7), Hawaii (4) and Puerto Rico (1). Further, the program will continue the development of unique FAA algorithms to meet aviation requirements. Efforts will be focused on developing enhancements to the icing and hail algorithms. The NEXRAD is an existing tri-agency system that provides safety and traffic management services throughout the National Airspace System (NAS) from National Weather Service (NWS) sites, Air Force (AF) sites and Federal Aviation Administration (FAA) sites. The tri-agency NEXRAD program includes 160 operational sites that provide data to the national radar network. The NEXRAD was designed for a 20-year life. The present average age of the NEXRAD systems is 17 years.

#### **Activity: NEXRAD- Sustainment 1**

The NEXRAD SLEP program includes four projects as detailed below: Signal processor (replacement) Radar Transmitter (refurbishment) Radar pedestal (refurbishment) NEXRAD facilities including structures, buildings, security fences, and access roadways (refurbishment).

#### **Target: NEXRAD- Sustainment 1- CAM Goal**

Last replacement/refurbishment completed at last site, San Juan.

### **Initiative: FAA FOIA Program**

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

#### **Activity: Processing FOIA Request with Statutory Timeframes**

Manage the FAA FOIA Program in accordance with FOIA Improvement Act of 2016 and ensure FOIA requests from the general public are processed within statutory time frames.

#### **Target: On-Time Processing T1**

Ensure FOIA requests from the general public are processed within statutory time frames by maintaining an agency on-time response rate for initial FOIA requests of 75% or higher.

#### **Activity: FOIA Backlog Reduction**

Per the Open Government Directive, each agency with a significant pending backlog of outstanding Freedom of Information requests shall take steps to reduce any such backlog by ten percent each year. The FAA objective is not to just reduce the backlog, but to maintain the targeted reduction over the course of the fiscal year.

#### **Target: Reduce FAA FOIA Backlog T1**

Sustain a true 10% reduction, thus maintaining the reduction over the course of the fiscal year. Reduce FAA FOIA backlog not to exceed a total count of 620 from overdue backlog levels of 688 as of October 1, 2021.

**Target: AFN - Reduce FAA FOIA Backlog T2**

Reduce AFN FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

**Target: AVS - Reduce FAA FOIA Backlog**

Reduce AVS FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

**Target: ASH - Reduce FAA FOIA Backlog**

Reduce ASH FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

**Target: ARP - Reduce FAA FOIA Backlog**

Reduce ARP FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

**Target: AGC - Reduce FAA FOIA Backlog**

Reduce AGC FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

**Target: ACR - Reduce FAA FOIA Backlog**

Reduce ACR FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

**Target: AAE - Reduce FAA FOIA Backlog**

Reduce AAE FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

**Target: APL - Reduce FAA FOIA Backlog**

Reduce APL FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

**Activity: 10 Oldest Pending FAA FOIA Requests Activity**

Close 50% of the FAA's 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2021.

**Target: 10 Oldest Pending FAA FOIA Requests T1**

Close 50% of the FAA's 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2021.

**Target: 10 Oldest Pending FAA FOIA Requests (APL)**

Close 50% of the FAA's 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2021.



## **Initiative: Enterprise Solutions and Engineering**

The Time-Division Multiplexing to Internet Protocol (TDM-to-IP) Migration program will begin the systems interface development work in order to modernize National Airspace System (NAS) Systems to be IP-compatible. More than 90 percent of the 23,000 services obtained under the FAA Telecommunications Infrastructure (FTI) contract are TDM-based. FTI makes extensive use of the infrastructure of commercial Telecommunications carriers to reach more than 4,000 facilities operated by the FAA within the Continental United States (CONUS) and outside the CONUS (OCONUS).

### **Activity: Enterprise Solutions and Engineering: TDM-IP Migration**

Modernize the system communications interface of NAS systems to be IP-compatible as part of the standard technology refresh process: As these carriers phase-out TDM-based infrastructure and migrate to IP-based technology, the potential impacts to the FAA are significant because the majority of NAS services are dependent upon the precision timing, deterministic performance, and low latency of TDM-based services.

#### **Target: Time Division Multiplexing (TDM) to Internet Protocol (IP) Migration**

Complete 300 cumulative Remote Telecommunications Infrastructure Replacement (RTIR) circuit orders to enable network access transition

#### **Target: Time Division Multiplexing (TDM) to Internet Protocol (IP) Migration**

Complete 253 site transitions.

#### **Target: Time Division Multiplexing (TDM) to Internet Protocol (IP) Migration En Route Automation Modernization (ERAM) All Purpose Structured Eurocontrol Surveillance Information Exchange (ASTERIX)**

Complete Software Development of surveillance Computer Software Configuration Item (CSCI) for En Route Automation Modernization (ERAM) All Purpose Structured Eurocontrol Surveillance Information Exchange (ASTERIX).

#### **Target: Time Division Multiplexing (TDM) to Internet Protocol (IP) Migration**

Establish FAA Telecommunication Infrastructure (FTI) Long Term Evolution (LTE) as an authorized telecommunications service for use in the National Airspace System (NAS).

#### **Initiative: Voice Switching and Control System (VSCS) Tech Refresh Phase 4**

Voice Switching and Control System (VSCS) controls the switching mechanisms allowing controllers to select the communication channel needed to communicate with pilots, other controllers, other air traffic facilities, and commercial telephone contacts. Controllers need to be able to quickly select the proper channel, to communicate with pilots, coordinate with other controllers and/or contact emergency services as necessary. The VSCS Technology Refresh program will replace/upgrade hardware and software components for the voice switching systems in all 21 en route air traffic control centers. The real time Field Maintenance/Testing System at the FAA William J. Hughes Technical Center (WJHTC) and the Training System at the FAA Academy will also be upgraded to perform the same as an operational site. These upgrades will ensure the air-to-ground and ground-to-ground communications capabilities are reliable and available for separating aircraft, coordinating flight plans, and transferring information between air traffic control facilities in the en route environment. To date, this program has replaced the VSCS internal control systems, updated the obsolete language used in some software programs, and replaced the VSCS Timing and Traffic Simulation Unit at the FAA WJHTC. This WJHTC test bed is being used to test the capabilities of the upgraded systems to determine if they meet the formal baseline requirements established for VSCS performance before they are deployed to operational field facilities. VSCS Technology Refresh Phase 3 (P3) will be dependent upon engineering analysis which will include Ground-to-Ground (G/G) node reduction efforts (approximately 10 nodes), Fiber Optic Tie Trunk (FOTT) power supply replacements (approximately 500 supplies), Local Area Network (LAN) Transceiver retrofits (approximately 7,000), and the PLM to C software conversion for the Air-to-Ground (A/G) switch. A Final Investment Decision for VSCS Technology Refresh P3 was approved Nov. 2012.

#### **Activity: Voice Switching and Control System (VSCS) Sustainment 4**

Design, develop, and test VSCS technical refresh hardware and software.

#### **Target: Voice Switching and Control System (VSCS) Sustainment 4**

FAA confirmation of GRIM/Back-Up Emergency Communication (BUEC) Circuit Card Assembly (CCA) production decision.

#### **Initiative: Communications Facilities Enhancement**

The Communications Facilities Enhancements (CFE) program provides new or relocated radio control facilities to enhance the A/G communications between air traffic control and aircraft when there are gaps in coverage or new routes are adopted by aircraft flying through the facility's airspace.

#### **Activity: Expand Communications Facilities Enhancement (CFE)**

Expand Communications Facilities Enhancement (CFE)

#### **Target: Communication Facilities - Sustain (CF-S)**

Complete one Communication Facilities - Sustain (CF-S) project.

#### **Initiative: Next-Generation VHF A/G Communications System (NEXCOM) - Segment 2-Phase 1**

The NEXCOM program replaces and modernizes the aging and obsolete NAS air-to-ground (A/G) analog radios that allow direct voice communication with pilots. Segment 2 will implement new radios that will service the high-density terminal areas and the flight service operations from FY 2010 to FY 2022.

### **Activity: Next-Generation VHF A/G Communication System (NEXCOM2) - Phase 2**

Next-Generation VHF A/G Communication System (NEXCOM2) - Segment 2 Phase 1: Deploy Terminal and Flight Services Air Traffic Control Radios. Deploy 1500 Terminal and Flight Services Air Traffic Control Radios.

#### **Target: Next Generation Very High Frequency (VHF) and Ultra High Frequency (UHF) Air/Ground (A/G) Communications (NEXCOM) Phase 2**

Operational Readiness Demonstration (ORD) at 315th Next-Generation Air/Ground Communications (NEXCOM) Phase 2 site.

#### **Target: Next Generation Very High Frequency (VHF) and Ultra High Frequency (UHF) Air/Ground (A/G) Communications (NEXCOM) Phase 3**

Next-Generation Air/Ground Communications (NEXCOM) Very High Frequency (VHF) / Ultra High Frequency (UHF) Version 3 Chief Financial Officer (CFO) package approved.

### **Initiative: Air Ground Media Gateway**

Air Ground Media Gateway (AGMG)

#### **Activity: Air-to-Ground Media Gateway (AGMG)**

As an integral part of FAA's Future Flight Services, the Air-to-Ground Media Gateway (AGMG) will enable the FAA's Flight Services Service Provider(s) (SPs) to interface with the FAA's legacy voice communication systems and network by providing a standard Voice over Internet Protocol (VoIP) interface for the SP's voice switch.

#### **Target: Air-To-Ground Media (AGMG) Phase 2**

Achieve In-Service Decision (ISD) for Air-To-Ground Media (AGMG).

#### **Target: Air-To-Ground Media (AGMG) Phase 2**

Complete installation of Air-To-Ground Media (AGMG) units at last Air Route Traffic Control Centers (ARTCC).

### **Initiative: System Wide Information Management (SWIM) Segment 2B**

The System Wide Information Management (SWIM) Program is a National Airspace System (NAS)-wide information system that supports the FAA Next Generation Air Transportation System (NextGen). It is the NextGen focal information management and data sharing system.

#### **Activity: SWIM Segment 2B**

System Wide Information Management (SWIM) Segment 2B

#### **Target: System Wide Information Management (SWIM) 2B / NAS Common Reference (NCR)**

Deliver and deploy into Operations NAS Common Reference (NCR) 1.1.1 with Aeronautical Common Services (ACS) connection and performance improvements.

**Target: System Wide Information Management (SWIM) 2B / NAS Common Reference (NCR)**

National Airspace System (NAS) Common Reference (NCR) achieves an In-Service Decision (ISD).

**Target: System Wide Information Management (SWIM) 2B / Terminal Data Distribution System (STDDS)**

Complete SWIM Terminal Data Distribution System (STDDS) Phase 2 Release 6 Initial Operational Capability (IOC).

**Target: System Wide Information Management (SWIM) 2B / Terminal Data Distribution System (STDDS)**

SWIM Terminal Data Distribution System (STDDS) will complete deployment of R6P2 software at key site.

**Target: System Wide Information Management (SWIM) 2B/Identity and Access Management (IAM)**

Complete the deployment of Identity and Access Management (IAM) Phase 2A, bringing the system to Full Operational Capability (FOC).

**Target: System Wide Information Management (SWIM) / Terminal Data Distribution System (STDDS)**

Initiate development of S2C STDDS R6.1 –Standard Terminal Automation Replacement System (STARS)/ SWIM Terminal Data Distribution System (STDDS) data restoral

**Target: System Wide Information Management (SWIM) Terminal Data Distribution System (STDDS)**

Enhanced SWIM Cloud Service (ESCS) Final Investment Decision (FID).

**Initiative: Airport Cable Loop Systems Sustained Support**

This program replaces existing on-airport, copper-based, signal/control cable lines that have deteriorated. The primary focus will be on projects at airports with high traffic counts and enplanements.

**Activity: Airport Cable Loop Systems Sustained Support**

Airport Cable Loop Systems Sustained Support. Install fiber optic cable loop.

**Target: Airport Cable Loop Systems (ACLS) Sustained Support**

Complete one Airport Cable Loop Systems (ACLS) project.

## **Initiative: ATO UAS Services Plan Priority 6 – Improve and Automate Airspace Access Requests**

The present mix of manual and automated processing is not sustainable in the long run without policy and rulemaking changes. To that end, automation improvements are needed as manual processing of authorizations and waivers continue to climb even with Low Altitude Authorization and Notification Capability (LAANC) automation in place at the vast majority of towered facilities. Focus is needed in this area to develop an integrated solution that streamlines the steps required to efficiently process applications for airspace access. The focus is on improving process and automating where practicable, airspace access authorizations and waivers, including 91.113 Beyond Visual Line of Sight waivers. These changes not only lead to UAS being truly integrated into the NAS, but ultimately lead to streamlined access for proponents into the NAS.

### **Activity: Implement Approved Recommendations provided by Operational Request Working Group**

Analyze national policy to align Part 91 operations to Part 107 and Section 44809 operations when risk profiles are similar. Identify/explore where efficiencies can be gained for UAS operational requests under 14 CFR Part 91, 14 CFR Part 107 and Section 44809. Identify how business practices and/or policy for processing operational requests can be done more efficiently and uniformly across CFR Parts and potentially eliminate the need for review/approval of individual applications. Deliver recommendations on improvements to UAS operational requests.

### **Target: Develop Document Change Proposals (DCPs) to FAA Order 7200.23 and FAA Order 7930.2**

Complete and submit for coordination the initial Document Change Proposals (DCPs) to FAA Order 7200.23 and FAA Order 7930.2 to reflect the results of the panel regarding the requirement for a Visual Observer (VO) and issuance of a Notice to Air Missions (NOTAMs) when Part 91 UAS operations have similar risk profiles to Part 107 and Section 44809.

### **Target: Safety Risk Management Panel (SRMP)**

Conduct Safety Risk Management Panel (SRMP) to assess whether updates to policy for a Visual Observer (VO) and the issuance of a Notice to Air Missions (NOTAMs) introduce new hazards or increase risk.

### **Activity: Improve and Automate Operational Approval Processes**

The ATO will seek to streamline its airspace access request processes to allow for more efficient processing of airspace access requests. Where possible the ATO will provide consistency of processes across various CFRs. These changes ultimately lead to more efficient processing of applications and increased access for proponents into the NAS.

### **Target: Streamlining 91.113 Waiver Process**

Based upon recommended activities from Priority Area 6 and data analysis, identify common elements needed for approvals. Organize common elements to standardize and expedite the processing of Part 91 BVLOS applications.

### **Target: Develop and Submit 91.113 Waiver Process Guidance**

Develop and submit for coordination guidance on the Part 91 Beyond Visual Line of Sight (BVLOS) waiver application process to be made readily available to the public.

### **Initiative: Improve Data Management Systems**

Improve capabilities of individual data management systems (SOAR, ADIP, ADMS, etc.) and provide integrated data tools supporting enhanced business analytics for ARP employees.

#### **Activity: Create Airports Document Management System (ADMS) system**

Implement new electronic document management system for ARP documents and records.

##### **Target: Create Airports Document Management System (ADMS) system**

The Office of Airports will complete the phased deployment of the Airports Document Management System (ADMS) to all ARP offices for all staff to begin using for document storage and retention.

#### **Activity: Improve, transform and integrate SOAR modules (internal and external) to gain productivity and increase access to a wide variety of information in a timely manner.**

Improve, transform and integrate SOAR to gain productivity and increase information availability and timeliness.

##### **Target: Screening Information Request (SIR) for SOAR Recompete**

Complete competitive procurement evaluations for new contract.

##### **Target: Complete AIP and PFC module transformation**

Implement Planning and Grants functionality necessary to substantially complete core functionality in SOAR prior to end of current contract.

##### **Target: Achieve system to system data transfer from AEP external stakeholders with AEP dataset**

Complete pilot with State of Florida and one other entity as pilot system to system transfer.

#### **Activity: Database Optimization**

Implement long-term data integration requirements for ARP used databases.

##### **Target: Data Transfer**

Develop 3 Alteryx workflows to provide automatic interoperability (data transfer) from CCMIS, Airportal, and 5010 into ADIP.

##### **Target: Implement ACRRS**

Implement Airports Crisis Response Reporting System (ACRRS) nationally (all regions).

##### **Target: SOAR Access**

Establish Alteryx direct (back-in) SOAR access for development of Alteryx workflows and Tableau Visualization tools.

#### **Activity: Continue modernization of the Airport Data Information Program (ADIP)**

Consolidate modules and implement improvements to the ADIP.



**Target: Heliport Data Collection**

Incorporate the heliport data collection requirements within the Airport Data and Information Portal (ADIP).

**Target: Runway Airspace Management Tool**

Develop the Runway Airspace Management tool in ADIP with supporting training documentation.

**Target: ADIP ISO 9001 Certification**

Pursue ISO 9001 Certification for the Airport Data and Information Portal (ADIP) in order to comply with ICAO Annex 15 requirements.

**Target: Vertiport Data Collection Standards**

Draft vertiport survey standards within AC 150/5300-18B, AC 150/5300-19 and Order 5010.4. Conduct surveys at available locations and develop a vertiport survey data collection training manual. Incorporate vertiport data collection requirements within the Airport Data and Information Portal (ADIP).

**Activity: Grant Administration Efficiency**

Evaluate and implement, as appropriate, the efficiency recommendations developed by the Grant Efficiency Focus (GEF) team in FY18.

**Target: SOAR EDMS Processing Tool**

Develop SOAR requirements to create the Grant Announcement Lists for each grant announcement group throughout the FY. This list supports the Grant Announcement approval process that is managed through EDMS all the way up to OST.

**Target: Grant Document Index Automation**

Establish work team and develop draft requirements to generate the correct index for a given project.

**Target: Enhanced Grant Tracking**

Establish a work team to draft SOAR requirements information to track the 3 year ACIP creating an ACIP tool. This tool will be the basis for the annual DCL and track which projects never made it to grant or were withdrawn including the reason why.

**Target: State Block Grant Program (SBGP) Tracking Tool**

Establish workgroup for AEP/AIP coordination to collect information for SBGP Tool Requirements.

**Initiative: Customer Experience and Messaging – Use Information to Improve System Performance**

The Customer Experience and Messaging group within ATO Management Services Customer Strategy addresses all internal communications within AJG and all external communications to our customers.

### **Activity: AJG Communication Plan [Core Work]**

Develop an AJG Communication Plan.

#### **Target: AJG Communication Plan**

Develop a comprehensive Communication Plan. Publish the plan upon approval from leadership.

#### **Target: AJG Branding**

Re-brand AJG's logo and develop collateral materials.

### **Activity: AJG Digital Media Tools [Communication]**

Improve our image towards customers by providing new functionality, enhancing the user experience and updating content of AJG's digital media tools.

#### **Target: Content Updates**

Provide monthly content updates for the AJG website, such as organizational chart, telephone list and summary of AJG Services Provided.

#### **Target: AJG Website Redesign**

Redesign the AJG myFAA web page, to include directorate pages. Design an AJG intranet as a central source for employee information. Act as AJG liaison with the AOC web council.

### **Activity: AJG Communications [Communication]**

Facilitate effective communication within and outside of Management Services Organization.

#### **Target: External Communication**

Publish at least six editions of the ATO Minute that feature AJG Programs. Provide content for messaging in support of AJG events (e.g. DEIA panels).

#### **Target: External Communication**

Provide post event surveys, as requested, across ATO service units.

#### **Target: Internal Communication**

Publish "Just in from Jeff" messages at least once a month. Provide post AJG event surveys, as requested.

### **Activity: Customer Experience [Process Improvement]**

Derive a new process to assess the ATO customer service experience for services provided by AJG.

#### **Target: Customer Experience Process**

Develop a customer experience process and a new feedback approach for customer service delivery. Present proposed approach to AJG leadership for approval.

## **Initiative: ATO Strategic Planning – Use Information to Improve System Performance**

The Strategic Planning group leads the process of strategic and business planning and integration of the ATO Business Plan within FAA's context. The group facilitates the ATO service units' use of goals and performance measures. The Strategic Planning group also leads and coordinates the Capital Investment Plan submission to Congress.

### **Activity: ATO Business Planning and Strategic Reporting [CORE WORK]**

FAA business plans document efforts towards accomplishing the Agency's major goals, highlight the Agency's Strategic Initiatives, provide line of sight for Performance Management, and communicate major initiatives and planned accomplishments of interest for the coming fiscal year. The Strategic Planning group leads the process of strategic and business planning and integration of the ATO Business Plan within FAA's context. The group facilitates the ATO service units' use of goals and performance measures.

#### **Target: ATO Business Planning**

Coordinate ATO Performance Metrics briefings and facilitate monthly ATO Leadership discussions and decisions. Prepare OG briefing materials and deliver to the OG on a monthly basis. Prepare ATO status and represent ATO on Agency Performance Metrics at the monthly FAA Performance Committee meetings.

#### **Target: Future FY ATO Business Planning**

Coordinate the preparation of the ATO FY23 Business Plan with the ATO Service Units. Provide guidance and training materials based on input from lessons learned in prior year, ATO planners, and FAA planning office. Assist ATO Service Units and FAA in the actual Business Plan formulation, including the identification of Corporate Goals.

#### **Target: ATO Strategic Reporting Requirements**

Coordinate ATO response to requests from FAA and DOT for quarterly and annual reporting requirements such as the DOT Performance Management Review (PMR), FAA Performance Accountability Report (PAR), DOT Enterprise Risk Management (ERM) Registry, DOT Annual Performance Plan (APP)/Annual Performance Report (APR) and OMB progress report.

#### **Target: ATO Corporate Goals**

Coordinate closeout of the current Fiscal Year ATO Short Term Incentives (STIs). Coordinate STI and Corporate STI (CSTI) related change requests with APO and other lines of businesses and keep stakeholders informed on progress. Prepare monthly STI/CSTI updates for monthly ATO Performance Metrics meetings. Develop ATO's STIs for the next Fiscal Year according to APO's timeline.

#### **Target: Service Unit Business Plans**

Provide senior level management with a monthly status on Business Plan progress, and prepare them for subsequent OG briefings. Initiate formulation of next Fiscal Year Business Plan for Management Services (AJG), Air Traffic Services (AJT), and Mission Support Services (AJV) according to APO's timeline, and work within each organization to develop meaningful content.

### **Activity: ATO-wide Projects [Integration]**

The Customer Strategy directorate leads work on ATO-wide initiatives and coordinates across service units to depict a unified framework.

#### **Target: ATO Community Metrics**

Coordinate quarterly Community Metrics briefings, and facilitate ATO Leadership discussions and decisions throughout FY22.

#### **Target: AJG Representative for ATO Data and Analytics Modernization (ADAM) group**

Represent AJG on the ADAM Steering Committee. Integrate AJG data and analytics work with Service Units for a unified ATO approach. Contribute to ATO-wide recommendations by participating in ADAM workgroups, such as Tableau Governance, Data Source Prioritization and others.

### **Initiative: Airports Compliance Program**

Enhance the Office of Airports Compliance Program.

#### **Activity: Update Compliance Guidance**

Update FAA Order 5190.6B and prepare air carrier incentives guidance.

#### **Target: FAA 5190.6B Compliance Handbook Revision**

Revise chapters of FAA 5190.6B Compliance Handbook.

#### **Target: Air Carrier Incentive Guidance**

Prepare updated guidance for Air Carrier Incentives, including support COVID-19 recovery.

#### **Target: Airport Closure Policy**

Prepare updated guidance for airport closures.

#### **Target: Framework for monitoring airport business trends around the globe**

Establish a program to monitor business practices and trends at airports around the globe to help evaluate grant assurance compliance in the U.S.

### **Activity: Improve compliance tools and resources to increase program efficiency**

Implement ACAS (Airport Compliance Activity Suite) case management system to track Part 16

#### **Target: Implementation of HALO/5190.2R**

Provide training to regional compliance specialists, track usage of HALO (FAA Order 5190.2R).

#### **Target: Certification Activity Tracking System (CATS) Upgrade**

Provide user training module and update the Advisory Circular.

**Target: Compliance Database Enhancements**

Provide training to regional compliance specialists, and track usage of Compliance Database.

**Initiative: Business Office Management**

Fulfill several business office management functions for the directorate

**Activity: AJG-C Budget and Contracts [CORE WORK]**

Work with AJG-C Management Team to perform AJG-C budget and contract functions, in conjunction with designated financial analyst and COR(s).

**Target: AJG-C Budget**

Work with AJG-C Management Team to perform AJG-C budget functions, in conjunction with designated financial analyst. Formulate, execute and maintain Customer Strategy budgets with AJG-R financial leads and the ORB. Keep leadership informed. Meet all deadlines for ORB submissions.

**Target: AJG-C Contracts**

Work with AJG-C Management Team to perform AJG-C contracts functions, in conjunction with designated COR. Analyze monthly contract invoices and processing and keep leadership informed.

**Initiative: Implement a Quarterly Performance Review Process**

Implement a Quarterly Performance Review process to underpin more effective annual and year-over-year business planning, document evidence to support progress on KPIs, and document effectiveness of programs and initiatives.

**Activity: Enhance Organizational Effectiveness with Evidence-Informed Planning, Reviews, and Audits**

Integrate strategic plans, budget, administrative and operational data to support the prioritization of long-term planning and promote effective program management and decisions, adjusting priorities, initiatives, and targets (as justified by evidence) and transparently monitoring annual progress to multi-year goals and objectives.

**Target: Quarterly Performance Review (QPR)**

Institutionalize the QPR process, refining for improvement as warranted, to underpin more effective annual and year-over-year business planning, document evidence to support progress on KPIs, and document effectiveness of programs and initiatives.

**Target: Organizational Learning - After Action Reviews**

Develop and apply a format for conducting after-action reviews (AAR) conducted on operations and projects, and track the percentage of recommended course-of-actions based upon AAR findings.

**Target: Organizational Learning - Decision Audits**

Track the number of internal decision audits conducted throughout ASH.

### **Initiative: UAS Medical Standards**

Review and recommend medical standards for UAS Operators based on current medical standards with appropriate mitigation strategies for UAS operators based on knowledge of UAS operational process.

#### **Activity: Research and draft medical standards for UAS Operators**

Recommend medical standards for UAS Operators based on information gathered in the review process.

#### **Target: Develop medical standards for the UAS Operators based on knowledge of UAS operational process**

1. Review current medical standards across various military and international groups
2. Identify if any operational considerations would need to be added to current medical requirements
3. Identify if any current medical requirements are not necessary for UAS operators.
4. Draft standards to AAM1/2

### **Initiative: National Airport Infrastructure Strategy**

Create a streamlined, efficient, resilient, and integrated National Airport, Vertiport, and Spaceport System that is safe, affordable, and sustainable in support of national security, community, and economic interests.

#### **Activity: Align FAA investments in airport infrastructure and FAA-owned facilities**

Develop a coordinated FAA national infrastructure strategy to help define, prioritize, align where possible AIP and F&E infrastructure investments, and inform future budget requests.

#### **Target: Coordination Process**

Implement ARP/ATO/APL Memorandum of Understanding (MOU) approved in FY2021 and process the MOU for publication as an Order.

#### **Target: Implementation Plan**

Develop performance-based national airport system strategic goals, objectives, and a Plan of Actions and Milestones (POAM) designed to inform, shape, and align where possible AIP and F&E infrastructure investments.

### **Initiative: Runway Pavement Maintenance**

Ensure airport infrastructure is kept in a safe and serviceable condition through capital improvements and airport inspections.

#### **Activity: Ensure runway pavement is kept in a safe and serviceable condition**

Maintain eligible runway pavement in Excellent, Good, or Fair condition

#### **Target: Ensure runway pavement is kept in a safe and serviceable condition**

Maintain eligible runway pavement in Excellent, Good, or Fair condition (based on visual inspections) for 93% of the paved runways in the National Plan of Integrated Airport Systems.



## **Initiative: ATO UAS Services Plan Priority 4 – Develop Geospatial Capability**

The ATO received several requests focused on enhancements to existing capabilities and new capabilities for managing UAS geospatial information. The ULT and ATO Directors Forum approved an approach for a single enterprise capability to address these operational needs in 2019. The ATO is supporting a mandate to establish a process to allow applicants to petition the FAA to prohibit or restrict the operation of UAS in close proximity to a fixed site facility. This effort also highlights the need for a geospatial enterprise capability within the FAA and ATO to manage the UAS geospatial needs. The FAA's Low Altitude Authorization and Notification Capability (LAANC) is another important part of this priority. Updates to the geospatial attributes of LAANC are ongoing and vital to continued success. The ATO continuously improves the LAANC tool through updates to the UAS facility maps and other tool features.

### **Activity: Managing UAS Geospatial Information**

Develop Concept of Operations and preliminary Program Requirements for an enterprise capability to manage UAS geospatial information, which considers operational need for the submission, management, and publication of shape files associated with managing UAS Geospatial Information.

#### **Target: Concept of Operations for Enterprise UAS Geospatial Management**

Develop and finalize with stakeholders the Concept of Operations for Enterprise UAS Geospatial Management effort.

#### **Target: UAS Geospatial draft Preliminary Program Requirements**

Start to Perform Functional Analysis and decompose Preliminary Program Requirements Document (pPRD) for enterprise capability for managing UAS geospatial information, with a final completion date in FY22.

### **Activity: Low Altitude Authorization and Notification Capability (LAANC) UAS Service Suppliers (USS) NOTAM API implementation**

- Complete O&M Enhancements for reporting on system health and metrics
- Deploy Common Authentication Service
- Deploy ArcGIS enterprise server in support of LAANC
- Complete annual LAANC Software enhancements and USS Upgrade Onboarding
- Complete LAANC UI development for mobile (iPad) use

#### **Target: Low Altitude Authorization and Notification Capability (LAANC) UAS Service Suppliers (USS) NOTAM API implementation**

2 UAS Service Providers incorporating NOTAM API in LAANC

### **Activity: Low Altitude Authorization and Notification Capability (LAANC) Further Coordination function enhancement**

Implement LAANC improvements including:

- Complete O&M Enhancements for reporting on system health and metrics
- Deploy Common Authentication Service
- Deploy ArcGIS enterprise server in support of LAANC
- Complete annual LAANC Software enhancements and USS Upgrade Onboarding
- Complete LAANC UI development for mobile (iPad) use

**Target: Low Altitude Authorization and Notification Capability (LAANC) Further Coordination function enhancement**

Develop software changes to LAANC system and UAS Service Supplier implementation

**Activity: Low Altitude Authorization and Notification Capability (LAANC) at Department of Defense (DOD) Sites**

Expand LAANC access to more users and providers:

- Support DoD LAANC evaluation at designated facilities
- Open LAANC Onboarding Period for USS Applicants

**Target: Low Altitude Authorization and Notification Capability (LAANC) at Department of Defense (DOD) Sites**

Initiate LAANC evaluation by DOD users

**Initiative: Regulation and Certification Infrastructure for System Safety (RCISS)**

Regulation and Certification Infrastructure for System Safety (RCISS) is an identified program tracked by Financial Services (ABA) with FY22 Capital Investment Plan (CIP) milestones.

**Activity: Safety Workforce Device Deployment**

Regulation and Certification Infrastructure for System Safety (RCISS) has FY22 Capital Investment Plan (CIP) milestones that must be met according to the Financial Services (ABA) goal to meet 90% of approved milestones.

**Target: Safety Workforce Equipment**

Deploy 15% of Safety Critical Workforce Equipment.

**Activity: RCISS Sustainment 4 Joint Resources Council (JRC) Final Investment Decision (FID)**

RCISS Sustainment 4 is a proposed Capital Investment Program with a target of Quarter 1 (Q1), Calendar Year (CY) 2022 Joint Resources Council (JRC) Final Investment Decision (FID) Point tracked in the Mission Support Enterprise Architecture Roadmap.

**Target: Obtain RCISS Sustainment 4 JRC FID approval in accordance with Mission Support Enterprise Architecture Roadmap - T1**

Obtain RCISS Sustainment 4 JRC FID Decision Point.

**Initiative: Creative Services**

Use creative communications products (graphics/video/live events) in support of improving external communications.

**Activity: Creative Services**

Use digital communications products to improve education and outreach about the NAS.

**Target: Activity Target 1**

Produce 15 creative communications products (graphics/video/live events) in support of improving external communications.

### **Initiative: Educate and Inform the Public**

Plan and execute proactive communications activities to provide agency stakeholders and the traveling public with accurate and timely information.

#### **Activity: Public Information**

Increase positive media coverage of FAA efficiency and capacity enhancements.

##### **Target: Activity Target 1**

Respond to media requests and/or acknowledge receipt of media inquiries within 1 hour and coordinate with the digital teams for accurate and timely responses.

##### **Target: Activity Target 2**

Provide customer service on a daily basis through timely and accurate responses by answering questions from the media, public, and key stakeholders.

#### **Activity: Public Education of NAS Safety Initiatives**

Increase public, congressional, industry and pilot education and understanding of the National Air System initiatives.

##### **Target: Increase Engagement for Digital Communications**

Increase public, Congressional, Industry and pilot awareness by 25% from FY21 levels on various digital media platforms about safety initiatives and how to operate safely in the National Airspace System.

##### **Target: Increase Engagement for Live Events**

Exceed user participation and engagement via questions and comments number for live digital events hosted in FY21 by 15% through FY21 to provide the general public and key stakeholders with safety information and opportunity to engage with FAA subject matter experts.

### **Initiative: Support Open Government Initiative**

Support the Open Government Initiative to Streamline Service Delivery, Improve Customer Service (EO 13571), and leverage technology to increase productive collaboration with citizens, stakeholders and other government agencies by creating a new information architecture for FAA.gov, and using FAA Social Media channels to promote at least 5 FAA Safety related activities and initiatives.

#### **Activity: Support Open Government Initiative**

Support the Open Government Initiative, the President's Executive Order on Streamlining Service Delivery and Improving Customer Service (EO 13571) and the 21st Century Digital Government directive by leveraging technology to make data available, improve web service efficiencies and increase productive collaboration with citizens, stakeholders and other government agencies while reducing duplicative efforts.

##### **Target: Activity Target 1**

Ensure FAA's website exceeds DOT's Section 508 compliance rates for FY20 and FY21. (With monthly reporting.)

### **Initiative: Validate FAA.gov Content**

Work with LOB and Staff office web liaisons to validate 90% of faa.gov web content is reviewed and updated annually.

#### **Activity: Effectively communicate as “one FAA”**

Establish consistent and unified messaging from the top down across all lines of business.

##### **Target: Activity Target 1**

Implement a content management system (CMS) for FAA.gov.

#### **Activity: Content Management Modernization: Modernize www.FAA.gov content management**

Modernize www.FAA.gov content management

##### **Target: Activity Target 1**

In collaboration with AIT, Identify remaining Adobe ColdFusion simple content on FAA.gov to be migrated to CMS. Excludes complex content previously identified in FY21. Establish migration targets for each area.

##### **Target: Activity Target 2**

Complete migration of 50% of the identified areas.

##### **Target: Activity Target 3**

Complete migration of 100% of the identified areas.

### **Initiative: Proactively Inform the Public and Stakeholders**

Conduct proactive outreach activities to provide the public with accurate and timely access to information needed to operate in the NAS safely and to obtain other aviation safety related information.

#### **Activity: Social Media Coverage**

Increase awareness on social media platforms about safety initiatives and how to operate safety in the National Airspace System.

##### **Target: Activity Target 1**

Respond to social media requests and/or acknowledge receipt of social media requests daily and coordinate with public affairs to ensure accurate and timely responses.

##### **Target: Activity Target 2**

Partner with individuals and offices to develop 35 strategies to successfully launch public awareness campaigns to educate and inform the public.

##### **Target: Activity Target 3**

Provide customer service no less than 365 times in one year, through timely and accurate responses by answering questions from the media, public, and key stakeholders.

### **Target: Improved Quality of Applications (AOC) for UAS Waivers and Authorizations**

Through education and outreach provided drone pilots tips and information to increase public engagement by 10% on social media and live events.

### **Target: Increased Data Accessibility**

Use modern, open technologies to communicate and help the public and FAA employees operate safely and make informed decisions. Increase user satisfaction by 25% from FY21 by making more information and data available to a wider and non-traditional audience by routinely webcasting public meetings and safety summits, deploying tools that work on mobile devices, and providing data outside of the FAA's network through modern platforms such as application programming interfaces (API) and geographic information systems (GIS) and data visualizations.

### **Initiative: Enhance FCS to leverage native Cloud Service Provider (CSP) internet access in accordance with Trusted Internet Connection (TIC) 3.0.**

Partner with the Information Security & Privacy Service (AIS) and the Solution Delivery Service (ADE) to enhance FCS to leverage native Cloud Service Provider (CSP) internet access in accordance with TIC 3.0 in support of the Enhanced System Wide Information Management (SWIM) Cloud Services (ESCS) and the Aerospace Medicine Safety Information System (AMSIS).

### **Activity: Enhance FCS to leverage native Cloud Service Provider (CSP) internet access in accordance with Trusted Internet Connection (TIC) 3.0.**

Partner with AIS and ADE to enhance FCS to leverage native Cloud Service Provider (CSP) internet access in accordance with TIC 3.0 in support of Enhanced Swim Cloud Service (ESCS) and Aerospace Medicine Safety Information System (AMSIS).

### **Target: Establish and authorize TIC 3.0 capability - T1**

Build (AIF & ADE), assess & authorize (AIF & AIS), operate and maintain (AIF) a TIC 3.0 capability in the FCS AWS FISMA High GovCloud environment.

### **Initiative: Offer Opportunities for Employees at all levels to Impact Decision Making**

Offer opportunities for employees at all levels to impact decision-making through participation in advisory councils and interdisciplinary working groups.

### **Activity: Collaborate with Employee Advisory Council and Program Office Employee Engagement Representatives**

The Organizational Effectiveness Team collaborates with ASH's Employee Advisory Council (EAC) and Program Office Employee Engagement Representatives to develop recommendations that help maintain organizational strengths and address improvements.

### **Target: Employee Advisory Council and Employee Engagement Representatives Collaboration**

On a quarterly basis, engage with ASH-1, ASH-2, Employee Advisory Council (EAC), and Employee Engagement Representatives to help inform, obtain input on workforce engagement resources, and implement activities.

### **Initiative: Expand Participation in Internal, Interagency, and Industry Working Groups**

Expand ASH's participation in internal, interagency, and industry working groups on topics that require multidisciplinary response and would benefit from ASH input.

#### **Activity: Continued Internal Financial Management and Workforce Services Stakeholder Engagement**

AXM-100 will facilitate internal and external stakeholder partnership working sessions to ensure consistent awareness of the federal government's budget process and guidance, and ASH's implementation and execution.

#### **Target: Financial Management and Workforce Services Stakeholder Engagement**

AXM-100 and AXM-300 will conduct monthly internal and external stakeholder working group sessions to ensure consistent application and compliance with FAA and ASH financial management, Workforce guidance and systems.

#### **Activity: Stakeholder Engagement and ASH SharePoint Portals**

To help improve internal stakeholder engagement and visits to the ASH SharePoint Portal, AXM will facilitate demos to help the workforce gain a better understanding of available job resources.

#### **Target: Stakeholder Engagement and ASH SharePoint Portals**

By the end of the third quarter, AXM-1 will collaborate with AXM-400 to facilitate ASH SharePoint demos to help improve stakeholder access to ASH online resources.

### **Initiative: AEM Key Operational and Project Management Activities**

This initiative represents key activities and projects performed by AEM which are not clearly aligned under other AEM Initiatives and serves as a repository for the Critical Acquisition Milestone projects for FY22.

#### **Activity: FY22 Critical Acquisition Milestones**

This serves as the repository of candidates for FY22 Critical Acquisition Milestones.

#### **Target: ASKME E1: CEAXU Reporting / Dashboard Development - T1**

As part of Aviation Safety Knowledge Management Environment, Enhancement 1 (ASKME E1), complete the Agile development of the Reporting and Dashboard Feature in the Compliance and Enforcement Actions External User Interface (CEAXU) application to be ready for development test and evaluation (DT&E).

#### **Target: FAA DroneZone Features and Enhancements – T2**

Develop features and enhancements related to the certification of waiver or authorization (COA), mapping of Flight Operations Area or Plans, reporting related to user, incident or accidents, or data migration of historical authorizations.

### **Initiative: Conduct Regular Program Reviews to Improve Efficiency and Effectiveness**

Conduct regular program reviews to improve efficiency and effectiveness.



**Activity: Non-premium war risk insurance.**

Effectively manage the Agency's non-premium war risk insurance program in support of the Department of Defense (DOD) contract carrier operations to ensure program efficacy and efficiency.

**Target: Continuous Insurance Coverage**

Ensure the average time to initiate payments on valid claims against non-premium insurance policies does not exceed 90 calendar days from the date of receipt of a complete Proof of Loss.

**Activity: Quarterly Reporting**

Quarterly reporting to AXI and ASH leadership identifying trends, policy suggestions, threats, vulnerabilities and mitigation recommendations for FAA.

**Target: Cyber Investigations Maturity (Quarterly)**

Enhance internal capabilities to identify, analyze, and manage the effectiveness of the Cyber Investigations program. Develop metrics that help to establish standards to assess the current effectiveness of the Cyber Investigations Program and identify any areas of future growth. Data statistics will be presented in a quarterly report that will be used to make data driven decisions appropriate for the program.

**Target: Defensive Counterintelligence Quarterly Reporting**

Quarterly reporting to AXI and ASH leadership identifying trends, policy suggestions, threats, vulnerabilities and mitigation recommendations for FAA personnel, facilities, equipment, systems, networks, operations and information from a Defensive Counterintelligence perspective.

**Target: International Travel Security Quarterly Reporting**

Quarterly reporting to AXI and ASH leadership identifying trends, policy suggestions, threats, vulnerabilities and mitigation recommendations for FAA international travelers, Government-furnished equipment, information systems/networks, operations, and information from an international travel security perspective.

**Activity: ID Media Program Improvement**

ASH will evaluate FAA identification media policy, guidance and processes to improve program performance and services provided to stakeholders.

**Target: Review and Update NIST 800-79-2**

Review, and update as necessary, PIV-issuance standard operating procedures as recommended by NIST 800-79-2, Guidelines for the Accreditation of Personal Identity Verification Card Issuers.

**Target: NIST 800-79-2 Compliance**

Perform a life-cycle walk-through of 20 percent of ASH PIV issuing offices to ensure compliance with NIST 800-79-2, Guidelines for the Accreditation of Personal Identity Verification Card Issuers.

### **Target: Registration Authority (RA) and Key Recovery (KR) Audit**

The Federal Public Key Infrastructure (PKI) Policy Authority instituted a requirement for all Certificate Authorities (CAs) offering services under the Federal Policy for Shared Service Providers (SSP) to submit evidence of the annual Compliance Audit of the Registration Authority (RA) and Key Recovery (KR) function. Submit third-party audit report to our PKI provider, DigiCert, Inc.

### **Initiative: Improve FAA Public Health Capacity**

Initiative lesson learned through COVID-19 to establish need for Public Health Division to support the agency with navigating public health issues.

#### **Activity: Establish FAA Public Health Division within the Office of Aerospace Medicine**

Obtain approval for the establishment of a public health division within the Office of Aerospace Medicine.

#### **Target: Establish and setup a Public Health Division within the Office of Aerospace Medicine**

1. Initiate Lesson Learned/Corrective Action Plan Process for COVID-19 and other communicable disease incidents. (In Process/Ongoing)
2. Publish draft outline of Public Health Division (Due 10/30/2021)
3. Present plan to AVSMT (Due 11/30/21)
4. Publish draft Communicable Disease Preparedness and Response Plan (Due 12/15/2021)
5. Obtain AVSMT approval for the establishment of the Public Health Division within AAM (Due 12/30/21)
6. Obtain Organizational Change Team approval for establishment of the Public Health Division within AAM (Due 03/30/22)

### **Initiative: Modernization of William J. Hughes Technical Center's Operations and Infrastructure**

Modernization of technical center's infrastructure to ensure facilities operate efficiently and effectively.

#### **Activity: Design and Engineer facility Improvements to William J. Hughes Technical Center**

Design and engineer facility improvements to William J. Hughes Technical Center (WJHTC).

#### **Target: Execute mold remediation projects**

Complete at least 25% of the construction related to Technical and Administrative Building 300 Mold Removal and AC-2 & 3 Replacement project.

**Target: Perform Congressionally mandated energy improvements**

Replace at least 75% of the windows, doors and skylights in Integration and Interoperability Facility Building 27, Research and Development and Human Factors Laboratory Building 28, and Technical Support Facility Building 305.

**Initiative: Research and Development Management**

A vibrant aviation sector relies on a safe, efficient, and cost-effective aerospace system. To that end, the FAA will invest in and manage a research and development portfolio that engages aviation stakeholders across industry, academia, and federal partners to promote aviation technology innovation, enable new entrants, leverage non-federal research investments and prioritize FAA investments to address critical industry needs and drivers.

**Activity: Provide Partnership Opportunities to Industry, Academia, or government via Various Agreements**

Author and manage new agreements and participate in symposiums, reviews, and meetings.

**Target: Continue and strengthen relationship with Mike Monroney Aeronautical Center and Civil Aerospace Medical Institute relative to mutual goals and objectives**

Hold program review on mutual goals biannually.

**Target: Develop Fee for Service Program Proposal**

Develop and present a plan for a fee for service program office for Technical Center labs.

**Activity: Manage the planning and coordination of the Research and Development Portfolio**

Manage the planning and coordination of the Research and Development (R&D) portfolio to ensure alignment with departmental and agency R&D priorities.

**Target: Coordinate development of the FY24 RE&D portfolio**

Develop and coordinate FY24 RE&D portfolio with the Research Engineering & Development Executive Board (REB).

**Target: Develop Annual Modal Research Plan (AMRP)**

Submit Annual Modal Research Plan (AMRP) to Transportation Department's Office of Research and Technology .

**Target: Submit National Aviation Research Plan 2022-2027**

Prepare and submit National Aviation Research Plan 2022-2027 for Line of Business Concurrence.

**Target: Develop and Submit Office of Research and Technology Research and Development Fiscal Year 2023 Spend Plan**

Submit the FY2023 Spend Plan to Office of Technology Research and Development and Research.

**Initiative: Contract Administration, Agreements, and Grant Management**

Perform contract, agreements, and grant administration managed by ANG-A.

**Activity: Forecasting; Acquisition and Grants Planning; Acquisition and Grants Support Reporting**

Develop, manage and implement acquisition strategy to improve contract award process.

**Target: Quarterly Procurement and Grants Forecast Reports**

Provide quarterly Procurement and Grants Forecast Reports to each ANG Directorate for situational awareness. Due Date: 10/31/2021, 01/31/2022, 04/30/2022, 07/31/2022

**Target: Provide ANG Senior Management Contract and Grant Status Report**

Provide ANG senior management with Contract and Grant Status Reports monthly to support regular and accountability for customers utilizing active contracts and grants. Track and manage key administration and management progress to include award of new task orders and grants, along with associated modifications and options - Report status and progress quarterly to each ANG Directorate.

**Activity: Center for Advanced Aviation System Development**

Proactively administer contracts to provide improved communication and customer service.

**Target: Center for Advanced Aviation System Development Work Plan**

Develop Center for Advanced Aviation System Development (CAASD) FY23 Work Plan.

**Activity: Technical Service Contracts**

Proactively administer contracts to provide effective communication and customer service.

**Target: Execute Memorandum of Understanding (MOU)**

Execute Memorandum of Understanding (MOU) with all Lines of Business (LOBs) supported from the Systems Engineering and Development Support Budget Line item (BLI).

**Target: SETIS Award**

Award the new SETIS contract vehicle to replace SE2020/2025.

**Activity: Grant Management**

Continue to evolve and mature the new Grants Management Branch.

**Target: FY20 Aviation Workforce Development (AWD) Grant Awards - Aircraft Pilots Aviation Workforce Development**

Award \$5M of FY20 funds to the Aircraft Pilots Aviation Workforce Development Grant Recipients.

**Target: FY20 Aviation Workforce Development (AWD) Grant Awards - Aviation Maintenance Technical Workforce Development**

Award \$5M of FY20 funds to the Aviation Maintenance Technical Workforce Development Grant Recipients.

**Target: FY21 Aviation Workforce Development (AWD) Grant Awards - Aircraft Pilots Aviation Workforce Development**

Award \$5M of FY21 funds to the Aircraft Pilots Aviation Workforce Development Grant Recipients.

**Target: FY21 Aviation Workforce Development (AWD) Grant Awards - Aviation Maintenance Technical Workforce Development**

Award \$5M of FY21 funds to the Aviation Maintenance Technical Workforce Development Grant Recipients.

**Target: Veterans Pilot Training (VPT) Grant Awards**

Award FY22 Veterans Pilot Training (VPT) Grants.

**Initiative: Financial Management and Organizational Planning**

Implement improvements to enhance NextGen financial management. Ensure all funds are executed in accordance with federal guidelines and FAA procedures; Develop and Maintain ANG Strategic and Core Business Plan.

**Activity: ANG Business Planning**

Lead ANG leadership and planners in the coordination and development of the upcoming fiscal year's business plan to establish FY22 priorities and linkages to work units.

**Target: ANG's Business Plan Framework**

Facilitate leadership review and update of ANG's Business Plan Framework to establish upcoming fiscal year objectives and initiatives.

**Target: Conduct ANG Business Plan Kickoff**

Conduct ANG Business Plan Kickoff to deliver the upcoming fiscal year business plan development guidance, requirements and timelines to ANG planners.

**Target: Conduct One-on-One Reviews**

Coordinate individual ANG-1 meetings with directorates to review directorate-level activities supporting the priorities.

**Target: Upcoming Fiscal Year ANG Business Plan**

Gain ANG Leadership approval of upcoming fiscal year ANG Business Plan for submission to APO via SPIRE SBM.

### **Target: ANG Resource Program Management Reviews**

Conduct Resource Program Management Review (RPMR) for all directorates to capture personnel and fiscal resources allocated in executing FY22 Business Plan priorities.

### **Activity: Budget Formulation, Execution and Financial Planning**

Lead development of annual budget submissions (OST, OMB and President's) and execute enacted budget in accordance with agency policy and regulations.

### **Target: Timely Delivery of Annual Budget Submissions**

Collaborate across ANG Directorates to ensure timely delivery of annual budget submissions in accordance with FAA timelines and provide a monthly assessment of F&E, OPS and R,E&D budget obligation rates (Due monthly).

### **Target: Perform Fund Certification Activities**

Perform fund certification activities within 3 business days of receipt of obligating documents that comply with FAA policy and regulations for 85 percent of randomly selected transactions, averaged over the fiscal year. (The statistical analysis is conducted once every quarter. DUE: 10/31/2021, 1/31/2022, 4/30/2022 and 7/31/2022).

### **Target: Project Level Agreements (PLAs)**

PLAs define and document the work agreements between ANG PfMs and the performing organizations executing the appropriated pre-implementation funds and deliverables ANG will receive. This documentation serves as a programmatic oversight of ANG pre-implementation work typically generated within a 12-18 month timeframe. PLAs are signed at the Director-level when funds are allocated and/or changed. Any adjustments to an existing PLA agreement and/or funding require amendments. PMA funding is derived by assessing PLA projects annually at a 1% to 5% fee. PMA funds PLA administration and project management support.

### **Target: FY22-26 Capital Investment Plans**

The CIPs identifies program descriptions, financial or technical interdependencies with other programs within the National Airspace System. The CIP unobligations/obligations, carry over, shortfalls and commitment budget amounts must match the latest ABP baseline report shown in SPIRE. The fiscal year (FY) spend plan projects ANG program requirements for the next three FY's and lists any upcoming Acquisition Decision Points (CRDR, IARD, IID, and FID).

### **Target: NextGen Investment Portfolio**

The NG Investment Portfolio identifies ANG F&E, R,E&D and OPS Enacted, President's Budget, Request allocations for three (3) fiscal years. The NG F&E programs consists of Transformation, Pre-implementation, Implementation and NG support portfolio activities.

### **Initiative: Data Access and Management**

Integrate data analysis across FAA to drive safety and efficiency mission. Make data easy to access, understand and use. Make tools and training available across a broad spectrum of use cases to speed up adoption of advanced analytics to derive business insights.



### **Activity: Improve access to, and quality of, FAA data assets.**

Formalize data stewardship and data standards within the FAA. In alignment with principles and practices outlined in Office of Management & Budget (OMB) M-19-18, and under the guidance of the Enterprise Information Management (EIM) Steering Committee, collaborate with data stewardship communities of practice (SCoP) and other FAA stakeholders to adopt best practices in data management and access.

#### **Target: Community Management/Data Quality**

Create and rollout metadata management, data cataloging plan with communities in alignment with Data Champion Action Plans (includes metadata standards & an implementation strategy, guidance on how programs can implement this).

### **Activity: Data Access & Digital Transformation - Big Data**

Improving FAA data infrastructure, technical and staff capabilities is crucial to supporting key strategic initiatives. Big data and advanced analytics can support all Line of Business (LOB) and Staff Office (SO) initiatives.

#### **Target: Advanced Analytics & Data Integration**

Use the Enterprise Information Management (EIM) platform for at least two use cases involving advanced analytics by completing data integrations that support the safety, operational excellence and global leadership mission.

#### **Target: FAA Data Strategy and Action Plans**

The diverse mission space of FAA offices demands that LOB and SO develop and own data action plans to drive continuous improvement in alignment with their mission, and in support of the data strategy. Data Champions within LOBs and SOs serve a critical role in leading the effort of building the plan and promoting alignment. Data Champions within LOBs and SOs will lead the effort of building a data plan through collaboration across their organization. Must complete 3 plans.

### **Initiative: Deployment of Windows 10 (Win10)**

Continue Windows 10 deployment to AIT managed clients in order to meet security concerns that computers on the FAA network are secure and at the latest FAA supported operating system. Once they are on Windows 10 they must also continue to be perpetually updated to the latest FAA supported Windows 10 feature update.

#### **Activity: Deployment of Windows 10**

Continue Windows 10 deployment to AIT managed clients in order to meet security concerns that computers on the FAA network are secure and at the latest FAA supported operating system. Once they are on Windows 10 they must also continue to be perpetually updated to the latest FAA supported Windows 10 feature update.

#### **Target: Technical Operation Services (AJW) Maintenance Data Terminal (MDT)/Second Level Engineer (SLE) Upgrades - T2**

Enterprise Program Management Service (AEM), Strategy & Performance Service (ASP) and Technical Operation Services (AJW) will reduce the number of Windows 7 Maintenance Data Terminal (MDT)/Second Level Engineer (SLE) computers by 80%.

### **Initiative: Unmanned Aircraft Systems (UAS) Services**

UAS Services Low Altitude Authorization and Notification Capability (LAANC) provides an automated approval process for airspace authorizations in controlled airspace under 400ft. Through automated applications developed by an FAA Approved UAS Service Suppliers (USS), drone pilots apply for an airspace authorization.

#### **Activity: Unmanned Aircraft Systems (UAS) Services**

Unmanned Aircraft Systems (UAS) Services

##### **Target: Unmanned Aircraft Systems (UAS) Services**

Complete Drone Information for Security, Compliance, Verification, and Reporting (DISCVR) Beta Evaluation.

##### **Target: Unmanned Aircraft Systems (UAS) Services**

Complete integration of Common Authentication Service for Unmanned Aircraft Systems (UAS) Data Exchange.

##### **Target: Unmanned Aircraft Systems (UAS) Services**

Release Common Logging and Monitoring for use by Unmanned Aircraft Systems (UAS) Data Exchange Services.

### **Initiative: Develop and Maintain Data Information Management Systems**

In collaboration with AIT, work across all LOB/SOs to develop, release, and update the existing Consolidated Agency Resource Library (CARL). Maintain SPIRE Strategic Business Management (SBM) and FEDTool systems for business planning and performance.

#### **Activity: Data Analytics and Information Management Systems**

Work across all LOB/SOs to develop, release, and update the existing Consolidated Agency Resource Library (CARL). Maintain SPIRE Strategic Business Management (SBM) and FEDTool systems for business planning and performance.

##### **Target: Consolidated Agency Resource Library (CARL) Enhancement and System Maintenance**

Collaborate with AIT to deliver the next version of the CARL which addresses the Administrator's requirements. Provide oversight and support enhancement development for SBM and FEDTool.

### **Initiative: Improve Technology Capabilities and Governance**

Assess current state technological capabilities, processes, and procedures, define future state needs, and identify critical use cases for improvements to technology capabilities or governance.

#### **Activity: Cyber Analysis Virtual Environment**

Maturity of cloud based investigation systems to identify, collect, preserve, analyze, and report digital evidence in support of collection of electronic discovery and internal investigation efforts.

### **Target: Cyber Analysis Virtual Environment Maturity**

Conduct research, development, testing, and implementation activities in support of the maturity and modernization efforts of the Cyber Analysis Virtual Environment. Use technological advances to incorporate innovative solutions to operate more efficiently with minimal operational and financial risk

### **Initiative: FS Support of FAA Critical Acquisitions on Schedule 90% Goal**

Flight Standards will complete JRC-approved Acquisition Program Baseline (APB) identified FAA critical acquisitions program milestones by their scheduled due dates in support of meeting the FAA 90% goal.

#### **Activity: Achieve Flight Simulation Testing and Research Technologies (Flight START) Sustainment 1 FY22 Milestones in Support of FAA Critical Acquisition Goals**

Complete on schedule the Flight START Sustainment 1 FY22 implementation milestones to modernize the Airbus full flight aircraft simulators used by Flight Standards, Flight Research and Analysis Group (FRAG), the Civil Aerospace Medical Institute (CAMI) and in support of others needing flight research data. These simulator updates will provide the ability to keep pace with aviation industry demands, implement NextGen technologies and provide the level of services and systems required for the continual promotion and support of aviation safety.

#### **Target: Complete the installation of a high level architecture (HLA) connection and achieve the Acquisition Program Baseline (APB) Milestone of FAA Acceptance HLA**

Complete all necessary work for a high level architecture (HLA) connection between 1) the Airbus and Boeing simulators at the Mike Monroney Aeronautical Center (MMAC) and 2) between the simulators at MMAC and the William J. Hughes Technical Center (WJHTC) and achieve ready for FAA Acceptance HLA.

### **Initiative: Management Staff Support**

Provide a broad range of personnel, financial management, travel, transportation and logistical services for the APL organization as well as all the Regional Offices and FAA lines of business and staff offices in support of FAA's international programs.

#### **Activity: Personnel Support**

Provide personnel support to the APL organization, regional offices, and FAA's operations in foreign areas.

#### **Target: Response Time**

Respond to FAA managers and employees within 1 business day and provide accurate information about human resource issues.

#### **Target: Mandatory Training**

Track and issue monthly reminders to APL and ARA employees on mandatory FAA training requirements

#### **Target: LDR Compliance**

Track and issue biweekly reminders to employees for LDR entries. Maintain at least a 98% compliance rate.

**Target: ICAO Detailee Support**

Provide advice and guidance to employees seconded and detailed to International Civil Aviation Organization (ICAO) in support of Global Leadership Initiative.

**Target: Access to Classified Information Training**

Ensure completion of required security training (Access to Classified Information), both annual and situational, by all personnel in accordance with prescribed standards for appropriate levels of access. Annual audit and provide documentation of completed training to APL-1/2 and ARA.

**Target: Performance Management**

Provide advice and guidance to managers and employees on performance management issues, and ensuring that 100% of employees receive a new performance plan, mid-year review and EOY final rating.

**Target: APL Employee Handbook and New Employee Webinar**

Using the APL onboarding process and administrative notices, develop an Employee Handbook that employees can access as reference and a new employee webinar to help orient new employees with the organization and senior leadership as well as introduce major initiative that APL is working on.

**Target: Standard Operating Procedure for LQA Reconciliation**

Develop a Standard Operating Procedure for submitting LQA documentation for quarterly reconciliations and monitoring. Coordinate with travel and logistics team to incorporate SOP into the International Assignments Notebook as a reference for employees on international assignments.

**Activity: Finance and Training Support**

Provide financial and acquisition support to the APL organization, regional offices, and FAA's operations in foreign areas. Support the registration of international students for resident training courses at the FAA Academy.

**Target: Response Time**

Respond to FAA managers and employees within 1 business day and provide accurate information about financial management issues.

**Target: Budget Reviews**

Provide quarterly budget reviews to each of the APL and ARA office directors within three weeks of the close of each quarter.

**Target: FIT Plans**

Develop annual spending plans and cost estimates within established Office of Budget & Programs (ABP) deadlines throughout FY 2022.

**Target: Reimbursable Closeouts**

Close out international reimbursable agreements within 60 days of the activity conclusion.

**Target: R&R Requests**

Coordinate 100% of new Reception and Representation (R&R) requests within 2 business days of receiving request.

**Target: Monthly Reconciliations**

Complete previous month reconciliations within 5 business days of the beginning of the next month and maintain a monthly green status (>95%) in REGIS for APL and ARA.

**Target: LDR Tracking**

Complete special project tracking (pay and non-pay) for AVSED-STEM, Noise, and UAS activities for the prior month within 8 business days of the beginning of the next month.

**Target: AVSED/STEM Blanket Purchase Agreement**

Establish a blanket purchase agreement (BPA) for AVSED-STEM supplies and giveaway items in FY 2022.

**Target: International Training**

Coordinate 100% of new International Training Agreements (ITAs) within 2 business days of receiving a complete request from the sponsor.

**Activity: Travel and Transportation Support**

Provide travel and transportation support to the APL organization, regional offices, and FAA's operations in foreign areas.

**Target: Response Time**

Respond to FAA managers and employees within 1 business day and provide accurate information about travel and transportation issues.

**Target: International Travel Guidelines**

Provide biannual reminders to FAA employees on international travel guidelines.

**Target: Passport and Visa Applications**

Forward all visa and passport applications for official travel within 1 day of receipt.

**Target: Courier Actions**

Ensure all courier actions are delivered within 1 business day to Department of State and Embassies.

**Target: eCountry Clearances**

Track and issue monthly reminders to FAA employees who have traveled internationally and have not obtained the required official passport or submitted an eCountry Clearance.

**Target: PCS Portal**

Permanent Change of Station (PCS) portal system that consolidates the end to end transfer of the employee's PCS move. Transition departing PCS Portal travelers to utilize the PCS Portal system. Track travelers monthly to ensure successful completion of check in/check out tasks.

### **Activity: Logistical Support**

Provide logistical support to the APL organization, regional offices, and FAA's operations in foreign areas.

#### **Target: Response Time**

Respond to APL managers and employees within 1 business day and provide accurate information about logistical issues.

#### **Target: AITS**

Work collaboratively with AIT Shared Services to ensure that the issuing, tracking, and disposing of accountable equipment in accordance with FAA's property management policies. Verify and maintain a 90% compliance rate that APL's accountable equipment is inventoried and input into the FAA's Automated Inventory Tracking System (AITS).

#### **Target: Records Management**

Work collaboratively with the designated APL Record Coordinators to ensure each office is following the federal government's records management responsibilities. Attend monthly FAA Records Management Officer meetings and report minutes to record custodians.

#### **Target: Internal Target: Occupational Safety & Health and Emergency Action Plan**

Participate in monthly Occupational Safety & Health (OSH) meetings and submit POC reports as necessary. Review and update the Emergency Action Plan (EAP) for APL.

#### **Target: ENS Support**

Support the FAA Emergency Notification System (ENS) through APL. Send at least one test message every quarter.

#### **Target: VP Tool**

Maintain tool to evaluate VP narrative ratings in accordance with HRPM 9.1a and 2.25c.

#### **Target: APL Devolution/Succession Plan Update**

Update APL's devolution/succession plans. This includes adding ARA and updating APL Mission Essential Functions.

#### **Target: Mobile Device Charges**

Quarterly review and update mobile device inventory and usage charges with the National Wireless Program Office (NWPO) for accuracy and minimize costs.

### **Initiative: Training Administration**

Improve Technical Training's Administration through establishment of new tools and processes.

#### **Activity: Predictive Learning Analysis Network (PLAN)**

Continued Development of Predictive Learning Analysis Network (PLAN).



**Target: Predictive Learning Analysis Network (PLAN) Business Taxonomy**

Identify topology and integrate database information sets requirements for integration to enable business taxonomy-driven training throughput events.

**Activity: Training Enterprise Applications and Management (TEAM) Field Deployment**

Complete deployment of updated TEAM to identified facilities.

**Target: Training Enterprise Applications and Management (TEAM) Field Deployment - CEDAR Facilities**

Complete deployment of updated TEAM version that incorporates field-requested enhancements to 27 CEDAR facilities.

**Target: Training Enterprise Applications and Management (TEAM) Field Deployment - Pilot Facilities**

Complete deployment of updated TEAM version that incorporates field-requested enhancements to all 39 pilot facilities.

**Target: Training Enterprise Applications and Management (TEAM) Field Deployment - Air Traffic Facilities**

Complete deployment of updated TEAM version that incorporates field-requested enhancements to all remaining Air Traffic facilities.

**Activity: Mobile Learning Platform Process Identification and Documentation**

Continue to mature the Mobile Learning Platform by instituting consistent service level management processes.

**Target: Identification of Major Helpdesk Processes**

Identify at least five major processes and procedures that the helpdesk performs that require documentation for continuity and consistency of user experience.

**Target: Documenting and Publishing of Major Helpdesk Processes**

Document help desk processes and publish them to a centralized location for Mobile Learning Platform (MLP) service desk personnel to reference.

**Activity: Standardization of Project Management**

Standardize project management tracking across the Technical Training organization by implementing Corporate Work Plan (CWP).

**Target: Project Loading into Corporate Work Plan**

Through a six-stage implementation plan, load 100% of approved training requirements/development projects and train AJI-2 staff on managing, statusing, and reporting their projects in CWP/Primavera 6 as their projects are brought in.

**Target: Development of New Processes**

Develop new processes to utilize CWP capabilities for other existing tools.

**Activity: Standardization of AJI-2 Post Course Evaluations in eLMS**

Initiate the standardization of Technical Training administration of post-course training surveys in eLMS.

**Target: Initiate administration of Post-Course Training Surveys for AJI-2 eLMS Courses.**

Develop an Implementation Plan to attach Level One Post Course Surveys to AJI-2 web based training using the Academy Evaluation System (AES).

**Activity: Flash Conversion**

Convert Flash elements in web-based training.

**Target: Complete Conversion Flash Elements for Prioritized Courses**

Complete Flash conversions for identified AT and Tech Ops courses.

**Activity: Develop Implementation Plan to test AT/TO eLMS Courses in MS Edge**

Develop a plan for testing Air Traffic and Tech Ops eLMS courses using Microsoft Edge browser in place of Internet Explorer. (Estimated removal of IE is June 2022.)

**Target: Develop Implementation Plan for Edge Testing**

Develop Implementation Plan for testing of AT and Tech Ops eLMS Courses using MS Edge. The Implementation plan will include a ranking of courses to be tested and a schedule to complete the testing and validation.

**Target: Identification of Testing Tool**

Collaboratively with AT, Tech Ops and Training Technology Group, identify tool for testing.

**Target: Testing and Validation of Identified Courses**

Using the Implementation plan schedule, test and validate the top 40% of courses.

**Initiative: AJI Organization Development**

Utilize communications plans to effectively disseminate information to AJI personnel and external stakeholders.

**Activity: Enhance AJI Communication with Internal and External Stakeholders**

Develop communications campaigns and effectively disseminate information to AJI personnel and stakeholders at headquarters and in the field.

**Target: Develop AJI Communications Vehicles**

Partner with AOC to develop tailored AJI communication campaigns and vehicles based on the intended audience to target AJI personnel and stakeholders at HQ and in the field.

**Target: Fund and Manage Contracts**

Develop an automated workflow for tracking new contract and purchase card requirements for AJI. Deploy beta in FY22 Q1; deploy across AJI FY22 Q2.

### **Initiative: Advanced Rotorcraft Simulator (ARS)**

Description The ARS supports the laboratories in CAMI's Human Factors Research Division, which focus on improving human performance through enhanced equipment design, interface design, agency workforce optimization, investigations of work environment issues, and organizational effectiveness. Adding aero models, emerging cockpit systems and controls, broadens the Human Factors Research Division's capability to perform research studies with future rotorcraft systems, increasing the safety of the National Airspace System (NAS).

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### **Initiative: NAS Security and Enterprise Operations, AJW-B0**

Maintain the current mission, vision, and core values of NAS Security and Enterprise Operations (NASEO).

#### **Activity: NAS SECURITY AND ENTERPRISE OPERATIONS**

Institute a robust outreach initiative supporting the ATO Cybersecurity Group (ACG) as the comprehensive cyber organization for the ATO.

#### **Target: Cyber Security Conference**

Execute the annual ATO Cybersecurity Day Conference during the first quarter FY22 to promote awareness of cybersecurity as well as awareness of ATO, FAA, and Federal cybersecurity policy, organizational structure, and cybersecurity collaboration activities and initiatives.

### **Initiative: Network Operations Group, AJW-B100**

Provide world-class, around-the-clock, operational oversight and maintenance of assigned global enterprise systems and networks supporting the National Airspace System (NAS).

#### **Activity: TFMS/NAIMES TEAM, AJW-B170**

Provide operational oversight and maintenance of assigned NAIMES and TFMS global enterprise systems/networks.

### **Target: TFMS/NAIMES TEAM, AJW-B170**

Create and Implement a plan to conduct quarterly cut-overs from primary production to the Disaster Recovery facility, which incorporates both PMO and Sys Ops into the planning and execution phases.

### **Initiative: Very High Frequency Omni-Directional Range (VOR) - Tactical Air Navigation (TACAN) (VORTAC) - Landing and Lighting Portfolio**

The VOR collocated with Tactical Air Navigation (VORTAC) Program relocates, refreshes technology at VOR and VORTAC facilities, and improves VOR operational performance by procuring and installing Doppler electronic kits and Doppler antenna hardware kits to upgrade the conventional systems. Numerous VORs have radial restrictions because of encroachment by obstacles that block the transmission of VOR signals. Doppler upgrades for a VOR eliminates the signal reflection restrictions caused by newly constructed tall buildings, nearby industrial parks with a high concentration of metallic buildings, overhead transmission lines, radio, television and cellphone towers, and, more recently, wind farm stations. The VOR and VORTAC (a combination of VOR and Tactical Air Navigation (TACAN) system) provide navigational guidance for civilian and military aircraft in both the en-route and terminal areas.

### **Activity: Ground Based NavAids –Very High Frequency Omni-Directional Range (VOR) - Tactical Air Navigation (TACAN) (VORTAC)**

In FY22 the VORTAC Program will enhance VOR signal performance by converting TACANS to DMEs. There are numerous VORs that have signal restrictions due to encroachment of obstacles that block the transmission of VOR signals. These restrictions are having a serious impact on en-route, arrival, and departure procedures. Natural encroachment also comes from trees located outside the boundaries of the FAA controlled area where the VOR is located which have grown tall enough to cause electromagnetic interference. Many manmade obstacles can cause the same interference. Examples include: newly constructed tall buildings; nearby industrial parks with a high concentration of metal buildings; overhead transmission lines; towers for radio, television, and cell service; and more recently, wind farms. Dopplerizing a VOR eliminates the signal reflection restrictions caused by most of these obstacles.

### **Target: Conversion of Tactical Air Navigation (TACAN) systems to Distance Measuring Equipment (DME) (CAM Goal)**

Convert seven (7) Tactical Air Navigation (TACAN) systems) systems to Distance Measuring Equipment (DME).

### **Initiative: National Operations, AJW-B300**

Provide programmatic Technical Operations, leadership with a responsibility for local, regional, and enterprise level tactical and strategic event management, to include cybersecurity monitoring, incident response and maintaining real-time situational oversight of NAS infrastructure services to maintain a global 24/7 situational awareness of the National Airspace System (NAS) infrastructure used to make informed decisions for the safe and efficient movement of both international and domestic air traffic.

### **Activity: OPERATIONS CONTROL CENTER (OCC), AJW-B320**

Provide 24/7 operational oversight with a focus on ensuring NAS infrastructure service delivery, providing strategic and tactical management of the National Airspace System (NAS) infrastructure availability through coordinated and collaborative decision-making processes in order to meet the immediate NAS challenges of today, and into the future.

**Target: Remote Maintenance Monitoring**

Convert Remote Maintenance Monitoring to Service Level Monitoring for all services that fall under the TOCC umbrella. RMSET will combine the legacy AOCC, MOCC and POCC in the RMLS logging and monitoring applications to a single consolidated OCC.

**Activity: NAS Cyber Operations, AJW-B340**

The NCO ensures the integrity, availability and security of the NAS through cyber security monitoring, incident detection and response, and collaborative analysis to minimize cybersecurity risk to acceptable levels as determined by the Authorizing Official (AO)/AODR (Authorizing Official Designated Representative).

**Target: NAS Cyber Operations, AJW-B340**

Establish a 24x7x365 NCO Federal staffed workforce in the NAS Cyber Operation facility.

**Activity: Internal Activity: National Operations, AJW-B310, AJW-B311, AJW-B312, AJW-B313, AJW-B314**

Provide national oversight and operational management of Technical Operations services, systems, and infrastructure. Provide situational awareness through communication and focus on minimizing operational impact to the NAS. Participate as a critical component of the national field incident response program, including the Joint Air Traffic Operations Command Crisis Action Team (JCAT). Assist in coordinating the distribution of resources to mitigate NAS service impacts. Provide coordination to assist with timely resolution of operational events in accordance with national priorities. Escalating and facilitating responses for facility restoration. Serve as an advocate for Technical Operations and liaison to senior leadership to form a more comprehensive and systemic picture of the NAS and improve coordination amongst the Joint Air Traffic Operations Command.

**Target: Internal Target: Safety**

Implement the One Message Concept to provide real-time upward reporting to senior leadership.

**Initiative: NAS Information Security Group, AJW-B400**

Mitigate evolving cyber threats and Information Systems Security (ISS) vulnerabilities that have the potential to impact Air Traffic Operations. This is done by providing Risk Management System Authorization, Governance, Architectural Development, Monitoring, Detection, and Response through NAS Cyber Operations. These services provide the agility necessary for the ISS environment, while complying with public law and supporting aviation safety and efficiency goals.

**Activity: NAS Information Security Group, AJW-B400 (Vulnerability Processes)**

Protect and defend FAA information, information systems and networks to mitigate risks to the FAA mission and services.

**Target: Authority to Operate**

Achieve Authority to Operate (ATO) for 84 systems

**Target: System Characterization Document (SCD)**

Complete SCDs for 90 systems

**Target: FISMA Testing**

Conduct security testing on 120 FISMA Reportable and new Systems that are testable.

**Target: Enterprise-Operational Support Environment (E-OSE)**

Enterprise-Operational Support Environment (E-OSE): Complete the ACY network and virtualization build for the Enterprise OSE.

**Target: Remote Management Access Gateway (RMAG)**

Remote Management Access Gateway (RMAG): Stand up an instance of RMAG at Mike Mulroney Aeronautical Center (OEX) which operates in parallel with ACY

**Target: Penetration Testing**

Conduct penetration testing (partial or full system) on 5 High Value Asset (HVA) systems to meet requirements of NIST 800-53 Security Controls CA-2 with CA-8 systems.

**Target: Zero Trust Pilot**

Develop a design for a zero trust pilot in collaboration with ANG.

**Target: Draft ATO/NAS**

Establish draft ATO/NAS categories of Controlled Unclassified Information (CUI) to ensure the continued protection of ATO/NAS information previously considered For Official Use Only (FOUO).

**Target: Critical Infrastructure Cybersecurity Enhancements M35.01-01**

Complete deployment of Enterprise Security Prototype Infrastructure (ESPI) Network Core and Virtualization Infrastructure.

**Initiative: Civil Aviation Manufacturing Supply Chain Resiliency Report**

Executive Order 14017 required a report on supply chain resiliency for the Transportation Industrial Base. DOT split the report into two sections (Civil Aviation Manufacturing and Freight/Logistics). DOT is the lead on this report and has requested FAA to co-lead. The Office of Policy and Plans (APO) has agreed to be the point of contact for this effort.

**Activity: Civil Aviation Manufacturing Supply Chain Resiliency Report**

Executive Order 14017 required a report on supply chain resiliency for the Transportation Industrial Base. The report is broken down into two sections: Civil Aviation Manufacturing and Freight and Logistics. The Executive Order requires the report be finished and with the White House by February 22, 2022.

**Target: Civil Aviation Manufacturing Supply Chain Resiliency Report**

Submit draft Civil Aviation Manufacturing Supply Chain Resiliency Report to OST.

**Initiative: Bi-Annual Litigation Update to Managers**

Provide AGC managers a litigation update relating to all Federal court litigation pending and being handled by AGC attorneys.



**Activity: Provide litigation update to managers**

Provide litigation update to managers

**Target: Provide litigation update to managers**

By April 1, 2022, provide litigation update to managers

**Target: Provide litigation update to managers**

By September 30, 2022, provide litigation update to managers

**Initiative: Zero Trust**

Pursuant to Executive Order 14028, Improving the Nation's Cybersecurity, develop a plan to implement Zero Trust Architecture. Incorporate, as appropriate, the migration steps that the National Institute of Standards and Technology (NIST) within the Department of Commerce has outlined in standards and guidance.

**Activity: Zero Trust Implementation**

The FAA's Zero Trust implementation plan is initially focused on addressing the most critical areas within the Agency's ecosystem, allowing for an iterative expansion that is cost-effective and non-disruptive.

**Target: Conduct a Zero Trust (ZT) Industry Market Study**

Conduct a preliminary Zero Trust (ZT) market study and analysis report for Software Defined Network (SDN) and Software Defined Perimeter (SDP). Brief the Cybersecurity Steering Committee (CSC).

**Target: Develop Zero Trust (ZT) Concept of Operations**

Draft Concept of Operations document for Zero Trust Architecture (ZTA), containing operational uses cases. Deliver to stakeholders, including the IT Shared Services Committee (ITSSC) and Cybersecurity Steering Committee (CSC).

**Target: Zero Trust Implementation Plan**

Leverage the Concept of Operations to develop a draft Zero Trust implementation plan. Brief the FAA CIO and the Cybersecurity Steering Committee (CSC).

**Initiative: Improve operational efficiency by streamlining processes.**

Increase AST's operational efficiency and prepare for continued growth in AST's regulatory workload by streamlining and automating AST's regulatory and business processes.

**Activity: AST Application & tool development**

Enhance AST's applications and tools to increase operation efficiency.

### **Target: Application Portal (LEAP)**

"Develop final requirements for LEAP application portal

- a. Assess COTS solutions to meet our high and medium priority requirements (ASZ)
- b. Conduct beta test with one of the part 450 license applications under review (ASZ)
- c. Conduct Industry focus groups with multiple types of applicants and operators (ASZ)
- d. Revise requirements and plans based on November COMSTAC recommendations (ASA/ASZ)"

### **Target: AST tool development**

Develop templates for AST tool development

### **Initiative: Flight Program Operations**

Perform airborne inspection of civil and military NAVAIDS; perform flight validation/certification of Instrument Flight Procedures (IFPs); and provide services to NextGen programs and other FAA and non-FAA project sponsors that require flight inspection support.

#### **Activity: Flight Program Operations (NAS maintenance/sustainment)**

Conduct periodic and special maintenance inspections of civil and military NAVAIDS as required by FAA Order 8200.1, U.S. Standard Flight Inspection Manual. Conduct flight validation/certification of original and amended Instrument Flight Procedures (IFPs).

#### **Target: Flight Program Operations (NAS maintenance/sustainment)**

Complete 93% of unscheduled restoral inspections at focus airports within 48 hours when requested by Air Traffic Services (AJT).

#### **Target: Flight Program Operations (NAS maintenance/sustainment)**

Complete 97% of all periodic flight inspections at focus airports before the expiration date of the periodic interval.

### **Initiative: Customer Experience and Mission Completion**

Identify and leverage internal best practices from government and industry for customer experience and mission completion.

#### **Activity: Customer Experience and Mission Completion**

Identify and leverage internal best practices from government and industry for customer experience and mission completion.

#### **Target: Customer Experience and Mission Completion**

Follow-up and respond (where response is appropriate) to 95% of Aviation Safety Training Customer Experience Questionnaires.

## **Initiative: Visual Navigational Aids (NavAids) for New Qualifiers - Landing and Lighting Portfolio, CIP# N04.01-00**

Visual NavAid systems facilitate the transition from cockpit instruments to external visual references during the final landing phase. Different categories and types of approaches require different visual NavAids equipment. This program supports the procurement, installation, and commissioning of PAPI systems and Runway End Identifier Lights (REIL) systems.

The PAPI provides visual approach glide slope information to pilots and enables them to make a stabilized descent with a safe margin of approach clearance over obstructions. PAPI projects a pattern of red and white lights along the desired glide slope so a pilot can tell whether they are on the glide slope and how to correct their glide slope if they are above or below it.

A REIL is a visual aid that provides the pilot with a rapid and positive identification of the runway end in use during approach. The REIL system consists of two simultaneously flashing white lights, one on each side of the runway landing threshold.

### **Activity: Procure and Install Visual NavAids for New Qualifiers (VNNQ)**

In FY22 the VNNQ program will provide engineering and technical services support in order to procure and Install Precision Approach Path Indicator (PAPI) Systems for newly established locations.

#### **Target: Procure Precision Approach Path Indicator (PAPI) systems.**

Procure three (3) Precision Approach Path Indicators (PAPI) systems for newly established locations.

#### **Target: Install Precision Approach Path Indicator (PAPI) systems. (CAM Goal)**

Install four (4) Precision Approach Path Indicator (PAPI) system for newly established location.

## **Initiative: Runway Safety Area - Navigation Mitigation**

The Runway Safety Area (RSA) Sustainment 2 program will correct FAA-owned facilities and equipment (F&E) that are not in compliance with RSA Standards defined in the Advisory Circular 150/5300-13A and not part of the RSA Phase I effort. Compliance with the RSA standards provide a measure of safety in the event of an aircraft's excursion from the runway by significantly reducing the extent of personal injury or aircraft damage during overruns, undershoots and veer-offs. Thus, the primary benefit of the RSA Phase II program is the prevention of loss of life from aircraft striking non-compliant NAVAIDs located in designated RSAs.

Under the previous RSA Phase I effort, between FY 2010 and December 2018, the FAA successfully executed 1,401 projects to correct violations at 611 RSAs. Although significant progress has been made to mitigate all known RSA violations, additional RSA violations have been found during routine Air Traffic Organization and ARP inspections. RSA Phase II will ensure that previously undiscovered violations are corrected in a timely manner.

### **Activity: Runway Safety Area (RSA) Navigation Mitigation Phase II**

In FY22 the RSA program will upgrade Runway Safety Areas to meet standards.

#### **Target: Initiate Runway Safety Area (RSA) Navigation Mitigation Phase II projects**

Initiate four (4) RSA projects.

**Target: Complete Runway Safety Area (RSA) Navigation Mitigation Phase II projects. (CAM Goal)**

Complete three (3) RSA projects.

**Initiative: Initiative: Controller Training Solutions (CTS) Program**

Manage the Controller Training Solutions (CTS) Program to provide agency-required Air Traffic Control (ATC) training support

**Activity: -- Activity: Controller Training Solutions (CTS) Program Management**

Manage the execution of the Controller Training Solutions (CTS) Program

**Target: -- Activity: Controller Training Solutions (CTS) Program Management**

Provide program management oversight for Controller Training Solutions (CTS) Task Order efforts identified by CTS stakeholders.

**Target: -- Activity: Controller Training Solutions (CTS) Program Management**

Manage Controller Training Solutions (CTS) FY22 budget to support delivery of agency-required Air Traffic Control (ATC) training support.

**Target: -- Activity: Controller Training Solutions (CTS) Program Management**

Provide program management oversight for innovation opportunities identified by Controller Training Solutions (CTS) stakeholders.

**Target: -- Activity: Controller Training Solutions (CTS) Program Management**

Manage the operations and maintenance of the Controller Training Solutions Management System (CMS) to support the execution and management of the Controller Training Solutions (CTS) Contract.

**Initiative: Visual NavAids - Replace Visual Approach Slope Indicator (VASI) with Precision Approach Path Indicators (PAPI) - Landing and Lighting Portfolio**

The International Civil Aviation Organization (ICAO) has recommended that all International airports replace the Visual Approach Slope Indicator (VASI) lights with Precision Approach Path Indicators (PAPI) lights. This standardizes the equipment used to allow pilots to determine visually that they are on the proper glideslope for landing. The program supports the procurement, installation, and commissioning of PAPI systems in order to comply with this ICAO recommendation. At the inception of this program, there were approximately 1,387 older (pre-1970's) VASIs at international and other validated locations requiring replacement. The first phase of the program addresses replacement of VASI systems at approximately 329 ICAO runway ends. The remaining VASI systems in the NAS will be replaced during the second phase of the program.

**Activity: Procure and Replace Precision Approach Path Indicator (PAPI) Systems.**

In FY22 VASI systems will be replaced with PAPI systems. The replacements will improve on-time performance by improving availability of the visual approach slope guidance systems used to help pilots touch down at the appropriate location on the runway.

**Target: Procure Precision Approach Path Indicator (PAPI) Systems.**

Procure four (4) Precision Approach Path Indicators (PAPI) systems to replace VASIs.

**Target: Replace Precision Approach Path Indicator (PAPI) Systems. (CAM Goal)**

Install twelve (12) Precision Approach Path Indicator (PAPI) Systems to replace Visual Approach Slope Indicator (VASI) systems.

**Initiative: N12.01-11: Augmentations for GPS Wide Area Augmentation System (WAAS)**

Wide Area Augmentation System (WAAS) is a combination of ground based and space-based system that augments the GPS Standard Positioning Service. WAAS utilizes GPS signals to refine position and provide improved accuracy. WAAS consists of a network of 38 precisely located ground reference stations distributed across the United States, Canada and Mexico that monitor the Global Positioning System (GPS) satellite signals. Three master stations collect reference station data and calculate corrections and integrity messages for each GPS satellite. The WAAS messages are broadcast to user receivers via leased navigation transponders on three commercial geostationary (GEO) satellites. The receiver on the aircraft applies corrections and uses integrity information from the WAAS message, to ensure the validity and obtains a precise navigation position.

**Activity: Augmentations for GPS Wide Area Augmentation System (WAAS) Phase 4B**

During Phase 4B, the WAAS Program Office will continue to support GPS civil technical oversight efforts. The GPS technical oversight ensures changes the Department of Defense (DoD) makes to the GPS constellation does not impact the FAA's WAAS and GPS based aviation users.

**Target: Dual Frequency Operations (DFO) 2**

Award the Contract for Dual Frequency Operations (DFO) 2.

**Target: Complete cutover of the Geostationary (GEO) 7 Satellite. (CAM Goal)**

Complete cutover of GEO 7.

**Activity: Develop and Publish WAAS Localizer Performance with Vertical Guidance/Localizer Performance (LPV/LP) Approach Procedures.**

The program will ensure Localizer Performance with Vertical Guidance/Localizer Performance (LPV/LP) approach procedures are available at each of the 5,218 runways in the NAS that meet the criteria.

**Target: Develop and Publish WAAS LPV/LP Approach Procedures**

Develop and publish 25 WAAS Localizer Performance with Vertical Guidance/Localizer Performance (LPV/LP) approach procedures.

**Target: AJV-A: Support Activities to develop and publish 25 WAAS Localizer Performance with Vertical Guidance/Localizer Performance (LPV/LP) approach procedures.**

Support the development of WAAS Localizer Performance with Vertical Guidance/Localizer Performance (LPV/LP) approach procedures.

**Initiative: Wind and Wave Evacuation Survival Facility (WiWAVES)**

WiWAVES Site Demolition, Excavation and Grading complete

**Activity: WIWAVES Site Demolition**

WIWAVES Site Demolition, Excavation and Grading Complete

**Target: WIWAVES Site Demolition**

WIWAVES Site Demolition, Excavation and Grading complete

**Initiative: Voice Communications Systems (VCS)**

The Voice Communications Systems (VCS) program will support the FAA's mission to provide reliable voice communication equipment to air traffic controllers in order to manage and direct air traffic operations.

**Activity: Voice Communications Systems (VCS) – Phase 1**

Voice Communications Systems (VCS) – Phase 1 will address the need to replace the aging and increasingly unsupportable Radio Control Equipment (RCE) while allowing IP-enabled VCS systems to interface with legacy voice communications switches and radios.

**Target: Voice Communications Systems (VCS)**

Completion of Voice over Intranet-Protocol Communications Enterprise (VoICE) CHORUS Scenarios (high, medium, and low priority) and generation of scenario execution report.

**Initiative: Internal Initiative: Flight Program Fleet Modernization**

The Flight Program Fleet Modernization (FPFM) will provide the FAA with a streamlined, modernized fleet of aircraft to support all of the dynamic mission needs. This program will be completed in 2 phases, Phase 1 will streamline the jet aircraft and Phase 2 will streamline the turboprop aircraft.

**Activity: Internal Activity: FPFM Phase 1**

FPFM Phase 1 will streamline and modernize the FAA jet aircraft down to one make and model type from 6 and consolidate the jet aircraft owned by the FAA from 13 to 6. The FAA will purchase 4 used aircraft from the open market to supplement already owned aircraft. Each aircraft will be multi-use and will be able to support all mission types, Flight Inspection, RDT&E, critical event response and transportation missions.

**Target: Flight Program Fleet Modernization - EP Goal**

Purchase one aircraft to begin the modernization of the FAA jet fleet.



### **Initiative: Runway Visual Range (RVR) - Landing and Lighting Portfolio**

The Runway Visual Range (RVR) Replacement/Establishment program allows airports to conduct takeoff and landing operations during conditions of low visibility. Replaces older RVR equipment with Personal Computer (PC) Based RVR equipment as well as equipment for sites that have qualified for an upgrade from a Category I to a Category II/III precision approach. RVR provides air traffic controllers with a measurement of the visibility at key points along a runway that is used to decide whether it is safe to take off or land during limited visibility conditions. During reduced visibility weather conditions, RVR system measurements are used by Air Traffic to establish airport operating categories; thus, properly equipped aircraft with a trained crew may continue operations under reduced visibility Category I, Category II and Category III conditions. RVR decreases diversions and delays at an airport by providing an accurate measure of the runway visibility. The RVR information affects airline scheduling decisions and air traffic management decisions regarding whether flight plans should be approved for an aircraft to fly to or take off from an airport with low visibility.

#### **Activity: Runway Visual Range (RVR) Replacement/Establishment**

In FY22 the RVR program will procure and install the new-generation RVR and PC-based RVR\ systems. Replacement decisions are prioritized based on the level of Internal Activity at the airport, equipment age and life-cycle issues, such as: Reliability, Availability and Maintainability. This project also provides the equipment for sites that have recently qualified for an upgrade from a Category I to a Category II/III precision approach. The replacement or upgraded equipment will require less maintenance and repair time, which reduces system downtime, and supports the performance measure to maintain operational availability of the NAS.

#### **Target: Procurement of Runway Visual Range Systems**

Procure Runway Visual Range (RVR) equipment to support 28 site installations.

#### **Target: Install Runway Visual Range (RVR) Systems. (CAM Goal)**

Install ten (10) Runway Visual Range (RVR) Systems.

### **Initiative: Visual Navigational Aids - NavAids - Sustainment - Landing and Lighting Portfolio**

The NavAids Sustainment Program renovates or replaces airport approach lighting systems at sites where there is a high risk for failure and where that failure would result in loss of the primary precision approach. NavAids include: MALSR for Category I approaches, ALSF-2 for Category II/III approaches, Runway End Identifier Lights (REIL), Lead-In Lights (LDIN), and Precision Approach Path Indicator (PAPI).

#### **Activity: Visual Navigational Aids - NavAids - Sustainment - Landing and Lighting Portfolio-Replacement Lamp Monitoring Systems (RLMS)**

In FY22 this program will renovate or replace airport approach lighting systems at sites where there is a high risk for failure of these systems and where failure would result in denying use of the primary precision approach. NAVAIDS include: \* Medium Intensity Approach Lighting System with Runway Alignment Indicator Lights (MALSR) for Category I approaches, \* High Intensity Approach Lighting System with Sequenced Flashing Lights (ALSF-2) at Category II/III approaches, and \* Runway End Identifier Lights (REIL).

#### **Target: Install Replacement Lamp Monitoring Systems (RLMS). (CAM Goal)**

Install RLMS at four (4) sites.

**Target: Award Semi-Flush Steady Burner Contract**

Award Semi-Flush Steady Burner Contract.

**Target: Install Runway End Identifier Lights (REIL)**

Install Runway End Identifier Lights (REIL) at four (4) sites.

**Initiative: Instrument Landing System (ILS) - Landing and Lighting Portfolio**

The Instrument Landing Systems (ILS) Program supports the establishment and sustainment of ILS and/or Approach Lighting System with Sequencing Flashing Lights (ALSF-2) systems needed for Category (CAT) II/III precision approach procedures. In addition, sustainment of CAT I ILSs and Medium Approach Lighting System with Runway Alignment Indicator Lights (MALSR) work is conducted. An ILS precision approach is comprised of a grouping of electronic devices: Localizer, Glide Slope and marker beacons and, in some cases, ancillary aids (e.g. Distance Measuring Equipment, Approach Lighting System, Runway Visual Range, etc.) that provide landing aircraft with both electronic guidance and visual landing aids.

These systems allow properly equipped aircraft to land safely in adverse weather conditions. The ILS provides both vertical and lateral guidance information for the pilot to allow safe landing to touchdown and rollout. The ILS sends information to instruments in the cockpit so that the pilot can maintain a predetermined flight path to the runway even in low visibility. The ILS also provides a backup landing capability in the event of a loss of Global Navigation Satellite System (GNSS) service. The ALSF-2 and the MALSR are lighting systems installed along the extended centerline extending a distance of 2,400 feet outward into the approach zone and ending at the runway threshold to provide visual cues to help the pilot see the runway.

**Activity: Complete Instrument Landing Systems (ILS) projects.**

In FY22 the ILS Program will provide engineering and technical services/support, procure ILSs and ancillary equipment, and complete ILS replacement projects, and complete one on-going ALSF-2 establishment projects. This effort will improve both system safety and capacity at equipped runways by providing precision approach capability in the U.S. and worldwide for aircraft landing in adverse weather conditions.

**Target: Procurement of Replacement Instrument Landing Systems (ILS).**

Procure two (2) Instrument Landing Systems (Glide Slope (GS) and Localizer (LOC)).

**Target: Complete Instrument Landing System projects. (CAM Goal)**

Complete two (2) Instrument Landing System Projects.

**Initiative: Distance Measuring Equipment (DME) - Landing and Lighting Portfolio**

The Distance Measuring Equipment (DME) is a radio navigation aid used by pilots to determine the aircraft slant distance from the DME location. The program is procuring and installing state-of-the-art DME systems to: support replacement of DMEs that have exceeded their service life expectancy, establish new DMEs at qualifying airports, to relocate DME facilities, and establish DMEs in lieu of Instrument Landing System marker beacons. DMEs reduce the need for less desirable step-down non-precision approach procedures in which a pilot descends to the minimum allowable altitude to visually locate the runway. DMEs lead to better specification and control over the vertical descent profile and reduces controlled-flight-into-terrain (CFIT) risk.

### **Activity: Sustain Distance Measuring Equipment (DME) Systems.**

In FY22, the DME Program will provide program management, system engineering, logistics support, procurement of DME systems, to complete establish/replacement DME projects.

#### **Target: Procure Distance Measuring Equipment (DME).**

Procure fifteen (15) DME systems.

#### **Target: Complete the Installation of Distance Measuring Equipment (DME) Systems. (CAM Goal)**

Complete installation for five (5) DME establish/sustain projects.

### **Initiative: Terminal Voice Switch**

Terminal Voice Switch Replacement (TVSR) II -The TVSR program manages NAS voice communications systems in the terminal environment through system replacements and continued sustainment efforts. These activities allow continuous availability of the following NAS services: air-to ground communications between controllers and aircraft, ground-to-ground communications between controllers, and emergency back-up communications.

#### **Activity: Terminal Voice Switch- Sustainment 2**

The TVSR program has been in place for more than 25 years. TVSR has historically undertaken deployments and sustainment efforts as required to keep the terminal switches operational. TVSR I started in FY89, and TVSR II started in FY95. Voice switches managed by the TVSR program include RDVS I, RDVS II, RDVS IIA, ETVS, STVS, and IVSR. RDVS, ETVS, and STVS were deployed in the 1990's and early to mid- 2000's. IVSR began deploying in 2005 and the IVSR contract with Frequentis, USA is now the only voice switch procurement vehicle available. The TVSR program office also manages Voice Switch By-Pass (VSBP) efforts; VSBP provides backup capabilities at terminal facilities

#### **Target: Terminal Voice Switch Sustainment (TVSS) Legacy Voice Switch Sustainment (LVSS)**

Completion of Voice Switch By-Pass (VSBP) contract extension.

#### **Target: Terminal Voice Switch Sustainment (TVSS) Legacy Voice Switch Sustainment (LVSS)**

Quality Reliability Officer (QRO) Approval of two (2) Small-Tower Voice Switches Technology Refreshment (STVS-TR) retrofit kits readiness for shipment to Key Site locations.

### **Initiative: DVT Sustainment Program**

The Distance Measuring Equipment (DME), Very High-Frequency Omni-Directional Range (VOR), Tactical Air Navigation (TACAN) [DVT] Sustainment Program intends to provide long term sustainment of DME, VOR, and TACAN navigation services. DMEs provide slant range (Distance) information to all aircraft and enables RNAV service for air carrier aircraft.

Area navigation (RNAV) is a method of instrument flight rules (IFR) navigation that allows an aircraft to choose any course within a network of navigation beacons, rather than navigate point to point. VORs provide azimuth (position) information for en-route navigation and approach services. VOR navigation allows aircraft to fly point to point along established airways between VORs. TACANs provide azimuth information to military aircraft and slant range information to military and civilian aircraft.

#### **Activity: DME/VOR/TACAN (DVT)**

In FY22 the DVT Program will provide program management support for all the activities related to the management of the program, contractual documentation and procurement planning and completion of specification development.

##### **Target: Release the Screening Information Request (SIR) announcement.**

Complete activities needed to release the Screening Information Request (SIR) announcement.

##### **Target: Complete specifications for the DME/VOR/TACAN (DVT) Program**

Complete the update to the Very High Frequency Omni-Directional Range (VOR) Performance Specification.

### **Initiative: Productivity and Financial Measurements**

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include ATO cost per operation, overhead rates, and cost per accounting transaction.

#### **Activity: Staffing Strategy and Resource**

Acquire and organize human resources to effectively utilize the organization's personnel

##### **Target: Meet authorized staffing level**

Meet authorized staffing level (PBR: 126) with focus on DE&I/building bench strength

##### **Target: Create Staffing Strategy**

Create and begin implementation of staffing strategy (including: requirements, position priorities, attrition forecasting, affordability, and contractor mix)

##### **Target: Implement New Organizational Structure**

Fully execute and implement new organizational (sub-directorate) structure

## **Initiative: Operationalize Microsoft Office 365 (O365) and Enhanced Security Implementation**

Enabling and enhancing the user experience, as well as securing the enterprise, are strategic goals of the Office of Information & Technology (AIT). Additional security capabilities offered as part of the Microsoft O365 G5 suite will be deployed for a more robust cadre of capabilities to monitor, detect and analyze adversarial activities and improve the user experience.

### **Activity: Microsoft Office 365 G5 Security Implementation**

Deploy Microsoft O365 G5 Security features to FAA endpoint devices that enable increased visibility and access to extended security features and logs as well as e-mail security.

#### **Target: Microsoft O365 G5 Security Implementation Schedule - T1**

Develop the schedule to implement the five Microsoft O365 G5 cybersecurity capabilities in the FAA.

#### **Target: Microsoft O365 G5 Security Implementation - T2**

Implement Microsoft Defender for Endpoint and Server.

#### **Target: Microsoft O365 G5 Security Implementation Schedule (Non-AIT Devices) - T3**

Implement a second G5 cybersecurity capability.

## **Initiative: Very High Frequency Omni-Directional Range (VOR) - Minimum Operational Network (MON) Implementation Program - Phase 2**

The Very-High-Frequency Omni-Directional Range (VOR) MON Program is repurposing the VOR network in the contiguous United States (CONUS) to serve as a backup during Global Positioning System (GPS) outages. The scope of the program includes the following: program management, amendment/cancellation/replacement of Instrument Flight Procedures (IFPs), flight inspections of new service volumes, relocation of any services/equipment dependent on a VOR transmitter. The VOR MON program will transition the legacy network of 896 VORs in CONUS to a MON of approximately 590 VORs with an internal target date of FY 2030. The MON allows aircraft to navigate and land under Instrument Flight Rules (IFR) in the event of disruption in a GPS signal; however, the planned backup capability will be less than the current VOR network.

### **Activity: Very High Frequency Omni-Directional Range (VOR) Minimum Operational Network (MON)**

In FY22 the VORMON Program will complete the transition of legacy VORs. Legacy VOR routes and procedures will be cancelled, amended, or replaced, as necessary.

#### **Target: Discontinuance of Very High Frequency Omni-Directional Range (VOR) Minimum Operational Network (MON) (CAM Goal)**

Complete the discontinuance of twenty five (25) Very High Frequency Omni-Directional Range Systems (VORs).

#### **Target: AJV- W3: Complete the JO 7400.2 NAVAID Discontinuance process in support of the VOR MON Program**

Complete the JO 7400.2 NAVAID Discontinuance process to support the VOR MON Program's national discontinuance goal of twenty five (25) VORs.



**Target: AJV-E3: Complete the JO.7400.2 NAVAID Discontinuance process in support of the VOR MON Program.**

Complete the JO.7400.2 NAVAID Discontinuance process to support the VOR MON Program's national discontinuance goal of twenty five (25) VORs.

**Target: AJV-A: Complete Instrument Flight Procedures in support of VOR MON**

Complete all Instrument Flight Procedure (IFP) activities required to discontinue twenty five (25) VORs. Due September 30, 2022

**Target: AJV-P: Initiate Part 71 rulemaking actions required in support of VOR MON**

Initiate Part 71 rulemaking actions required, upon receipt of Service Center OSG request packages, resulting from twenty five (25) VOR discontinuance determinations associated with the VOR MON program Phase 2 FY22 milestones. Due September 30, 2022

**Target: AJV-S: Provide required PBN procedure support for the discontinuance of twenty five (25) VORs.**

Provide required PBN procedure support for the discontinuance of twenty five (25) VORs.

**Target: AJV-C3: Complete the JO 7400.2 NAVAID Discontinuance process to support the VOR MON Program**

Complete the JO 7400.2 NAVAID Discontinuance process to support the VOR MON Program's national discontinuance goal of twenty five (25) VORs.

**Target: AJV-C2: Complete the instrument flight procedures coordination activities in support of the VOR MON Program**

Complete the instrument flight procedures preliminary design/amendment/cancellation and coordination activities required to support VOR MON Program's national discontinuance goal of twenty five (25) VORs.

**Target: AJV-E2: Complete the instrument flight procedures coordination activities in support of the VOR MON Program**

Complete the instrument flight procedures preliminary design/amendment/cancellation and coordination activities required to support VOR MON Program's national discontinuance goal of twenty five (25) VORs.

**Target: AJV-W2: Complete the instrument flight procedures coordination activities in support of the VOR MON Program**

Complete the instrument flight procedures preliminary design/amendment/cancellation and coordination activities required to support VOR MON Program's national discontinuance goal of twenty five (25) VORs.

**Initiative: Adopt Leading Practices for Virtual Work.**

Adopt relevant leading practices for a virtual work environment, evaluate performance of existing systems in a virtual environment, and implement improvements to technology and processes to enable workforce success in a virtual environment.



**Activity: Develop ASH Implementing Guidance**

AXM develops implementing guidance in alignment with FAA corporate policy, to ensure consistent execution of directives, processes and practices across the ASH organization.

**Target: ASH Implementing Guidance**

Develop at least four ASH Implementing Guidance materials and coordinate review to ensure compliance with FAA policy and ASH requirements. Developed guidance topics include FIT/Spend Plans, LDR - Compliance and Background Processes, Remote Work, Alternate Work Schedule, Flexible Work Arrangement, and Official Duty Station.

**Activity: Telework Guidance Implementation**

Assist leadership with implementing ASH Telework Guidance.

**Target: Virtual Work Environment – Telework Program Evaluation**

Evaluate implementation of ASH Telework guidance six months after FAA's Phase 2 Reentry Plan

**Activity: Improve program performance and services.**

AXF will evaluate FAA facility and information security policy, guidance, and processes to improve program performance and services provided to stakeholders.

**Target: Virtual Learning**

In collaboration and coordination with AXM, develop strategies to transition existing classroom based Classified Information Security Manager course to a virtual learning environment.

**Initiative: Explore Opportunities for more Effective Management of FAA's Facilities Footprint**

Analyze ASH's current facilities footprint as part of the FAA's overall facilities strategy and explore opportunities to more effectively manage physical space, prioritizing efficiency and sustainability.

**Activity: Business Services: Facility Relocation Assistance**

Facilitate ASH non-prospectus moves to meet ASH needs or APM requirements.

**Target: Office Changes**

Coordinate office changes with APM to meet ASH needs. Provide ASH staffing and space requirements requested by APM in accordance with FAA Real Estate Portfolio Review. Coordinate closure of any ASH office(s) designated for closure by ASH executive management decision.

## **Initiative: NextGen Distance Measuring Equipment (DME) Program**

Performance Based Navigation (PBN) uses Area Navigation (RNAV) and Required Navigation Performance (RNP) to improve access and flexibility in the National Airspace System (NAS) with the goal of providing the most direct and efficient aircraft routes possible. This begins with leaving the departure runway to arriving at the destination runway while also enabling right-sizing of conventional procedures and navigation infrastructure. PBN defines the requirements for routes and procedures that enable aircraft to navigate with greater precision and accuracy. It provides a basis for designing and implementing new flight paths, redesigning airspace, and providing safe obstacle clearance. In support of PBN, the objective of NextGen DME is to provide a resilient network to continue PBN operations during a Global Navigation Satellite System (GNSS) disruption.

### **Activity: Procurement and Installation of Distance Measuring Equipment (DME) Systems**

For FY22 the NextGen Program will complete activities for successful procurement and installation of critical Distance Measuring Equipment (DME) Systems and fill coverage gaps to enable DME Area Navigation (RNAV) aircraft.

#### **Target: Complete the Installation of DME systems (CAM Goal)**

Complete the installation of two (2) Distance Measuring Equipment (DME) Systems.

#### **Target: AJW-W: NextGen DME Installation and Commissioning Support**

Support activities to complete the installation and commissioning of one (1) DME system in FY22.

#### **Target: AJM-31: Support NextGen Distance Measuring Equipment (DME) Program to commission DME Systems**

Support activities to commission two (2) DME system in FY22.

#### **Target: AJW-C: Support activities to complete the installation and commissioning of one (1) DME system**

Support activities to complete the installation and commissioning of one (1) DME system in FY22.

#### **Target: AJW-143: Support activities to complete the installation of one (1) DME system at Wells, NV in FY22.**

Support activities to complete the installation of one (1) DME system at Wells, NV in FY22.

## **Initiative: ATO Headquarters Business Services Group - Use Information to Improve System Performance**

The Business Services Group maintains budget line item allocations across Operations and Activity 5 appropriations for the Air Traffic Organization. The group prepares budget execution reports and analysis of financial activity to brief management; oversees and tracks Allowance Identification Documents (AID) forms transferring funds across the ATO; develops and analyzes budget requirements for the execution year to create spend plans that inform business decisions; gathers program requirements for future years to formulate budget requests to the Operations Review Board and preparation for program reviews; supports the purchase request process including requisition, funds certification, and approval. The group also serves as the ATO liaison with the Service Areas and Business Services Groups and is responsible for formulating and executing Hurricane/Disaster relief funds.

### **Activity: Quality Improvement [Communication]**

AJG-R1 will focus on improving the predictability and understanding of the budget cycle across the ATO.

### **Target: ATO Non-Pay Business Rules [Process]**

Manage process for interim updates to business rules as requested by ATO Deputy Vice Presidents with approval from ATO Vice Presidents and ATO Chief Operating Officer.

### **Target: Automated Calendar of Budget Actions and Deadlines [Delivery]**

Refresh and publicize standard calendar of routine and known deadlines for new Fiscal Year in coordination with AJG-R1, 2, 3. Distribute updated calendar information to stakeholders through the BSG-RMG channels.

### **Activity: Develop our Cadre of Analysts [Education]**

The Business Services Group continues to standardize, automate, and execute ATO's budget with the goal of serving as corporate stewards of our financial resources. To that aim, the BSG is striving to ensure our Financial Managers, Advisors and Analysts are equipped with the right tools and training to provide exemplary financial management to our customers.

### **Target: Financial Management Training for Managers and Analysts [Image]**

In addition to complying with all mandatory financial management and agency-required training, each Financial Manager will enroll in at least one leadership and / or one customer service training class in FY22. Financial Advisors and Budget Analysts will enroll in at least one skill enhancing training course or seminar.

### **Target: Financial Management Training for Managers and Analysts [Image]**

Pilot Back to Basics training for budget analysts in AJG-R1.

### **Activity: Financial Management, Integration and Oversight [Integration]**

Strengthen the link between strategic planning and budget execution spend plans. Expand upon the deployment of the Financial Integrated Tool and its use and understanding across the ATO.

### **Target: Customer Outreach [Process]**

Conduct biweekly calls with the R1, 2, 3 and include Administrative Services Group and other pertinent partners to discuss upcoming changes to policies, procedures, data calls, reporting and issues that will maximize efficiency across the Air Traffic Organization. Participate in annual customer outreach venues to help develop awareness around budget formulation and execution requirements.

### **Target: Customer Strategy [Image]**

As a resource management shared service providers, AJG-R will seek to improve the delivery of shared services. AJG-R1 will continue to partner with service units to ensure their needs and requirements are fully understood and properly prioritized. Each Financial Manager will work closely with the Pay Team, the ORB team, R2 and others to ensure a holistic approach for the SU customers. Provide service units with monthly resource management reports that align with AJG's strategic initiatives.

Review existing AJG-R reports for standard formatting and data visualization by December 31.

Update standard reports, e.g., cash and time-off award report, and brief to Service Units.

### **Target: Service Alignment with Business Partners [Delivery]**

Meet with customers quarterly to ensure our service delivery model is meeting expectations. Review priorities to ensure our delivery of service is properly aligned to meet needs.

### **Activity: Budget Execution Automation Activities [Automation]**

The Business Services Group will focus on developing an execution plan that will include communication, training, and updating process documents to reflect these changes.

### **Target: Maintain and Analyze Budget Line Item Allocations for Ops and A5 [CORE WORK - Service Delivery]**

Develop and execute communication, training, and updating process documents for any automation efforts.

### **Activity: Execute ATO's Non-Pay Ops and A5 Budgets [CORE WORK - Service Delivery]**

Execute ATO's Non-Pay Budgets.

### **Target: Maintain and Analyze Budget Line Item Allocations for Ops and A5 [CORE WORK - Service Delivery]**

Adhere to Financial Management Integrity (FMFMIA) Act Guidelines and submit a Statement of Assurance to the COO by the end of the Fiscal Year. Manage hurricane/disaster data calls and reporting on a monthly basis, and manage the ATO's end of Fiscal Year process including providing carry forward estimates to ABP by July 2022.

## **Initiative: Material Management and Procurement - Use Information to Improve System Performance**

The Material Management and Procurement Group provides business critical services for the Air Traffic Organization (ATO) required to achieve their core mission. We deliver an array of services including wireless devices, personal property, emergency preparedness, real property and workspace management, facility security, acquisition support, and analysis. The group provides a variety of ATO acquisition management services provided by contracting officer representatives (COR)/technical officer representatives (TOR)/Engineering Technical Officers (ETO) including procurement planning, contract formation (pre-award), interpretation of contract requirements, contract administration (ensuring requirements are being met), contract modifications, contract performance monitoring, inspection and acceptance, payment including review of invoices, and contract closeout. In addition, the group provides corporate workspace management for ATO at headquarters and the Mike Monroney Aeronautical Center (MMAC) to meet organizational administrative space requirements. We coordinate leased workspace analysis decisions, workspace projects and office moves, OSHA compliance, and furniture procurement. The group also assists with the development of Facility Security Plans, assessment findings, security related training, risk assessments and access control management. Finally, the group manages ATO personal property at headquarters including computers, mobile phones, and tablet devices, wireless fulfillment services and assistance with corporate billing reconciliation, and E2 travel routing services for FAA employees.

### **Activity: Standardize Operating Procedures and Develop Core Reporting [Communication]**

Standardize operating procedures, and refine core reporting to: 1) clarify roles and responsibilities for our employees as well as our customers; 2) provide information to ensure all parties know what is required for the various services; 3) ensure core information and service status is being provided to our customers.

#### **Target: AJG-R2 Standard Operating Procedures [Process]**

Convert existing standard operating procedures (SOPs) for the group in a common template developed by the AJG Strategic Initiative. Streamline procedures across teams as appropriate. Continue to identify gaps where processes are missing and develop procedures accordingly.

#### **Target: AJG-R2 Skill Inventory [Process]**

Develop an internal, voluntary skills inventory via SharePoint, where group members can self-identify their skills and knowledge. This inventory will be available for group use to reach out to co-workers for assistance on job related projects and tasking. This will facilitate cross training and education amongst the group as well as aid in building closer working relationships.

### **Activity: Refine, Communicate, Familiarize, and Implement Service Request Forms [Automation]**

Delivering our mission and service information in an automated manner providing our customers with access to tools, processes, guidance, and policy. Automating our service request processes supports timely and transparent service delivery. This assists the team in Core Service delivery and increases efficiency by providing "1st level support". This reinforces our roles as trusted service providers, business advisors, and partners. Leveraging automation to enhance accessibility and provide additional information help to reduce duplication of effort and gain process efficiencies.

### **Target: Develop and Deploy ATO Wireless Fulfillment Tool [Delivery]**

Maintain and enhance ATO Wireless efficiency initiative to improve control of the inventory, and effectively analyze account data to identify areas for cost reduction. To achieve these initiatives continue development and deploy the ATO Wireless Fulfillment Tool enabling on-line requests and approval of devices for efficient and speedy client delivery. Deployment will include a communication plan and training materials.

### **Target: Acquisition Management – Communication and Familiarization of Service Request Forms and Process [Delivery]**

Develop and deploy communication and familiarization Contract Support Request process and forms. Communication plan will include all appropriate methods to distribute and share information (i.e. emails, Websites, SharePoint, etc.) Efforts will also include familiarization of the process and forms utilizing all appropriate methods that may include training sessions, video instruction, user guides, etc.

### **Target: Workspace Management – Communication and Familiarization of Service Request Forms and Process [Delivery]**

Develop and deploy communication and familiarization of workspace management service requests process and forms. Communication plan will include all appropriate methods to distribute and share information (i.e. emails, Websites, SharePoint, etc.) Efforts will also include familiarization of the process and forms utilizing all appropriate methods that may include training sessions, video instruction, user guides, etc.

### **Activity: Develop and Conduct Materiel Management and Procurement Training [Education]**

Refine, coordinate and conduct training for internal and external customers, to assist them in achieving their organizational objectives. Identify and recommend training for group members to assist them in using new system/tools/technologies that support decision making and work processes. Leverage the skills of the team to further the financial services products and analytics deliverables.

### **Target: Conduct and Refine ATO Contract Training [Delivery]**

Refine, coordinate and conduct ATO Contract Training on a bi-annual basis for ATO Service Units to ensure customers, stakeholders, and partners are familiar with acquisition regulations, policies, and processes. Training should include subject matter experts from the Office of Acquisitions (ACQ) and the Office of General Counsel (AGC) when possible. Training materials will be available. Continue partnership with the Office of Acquisitions on micro-learning.

### **Target: Group Development and Training [Process]**

Identify eLMS training and assign to the group to include new systems and technologies that support decision making and work processes. Leverage the skills of the team to further the financial services products and analytics deliverables.

### **Target: Mike Monroney Aeronautical Center (MMAC) Facility Security Program – Support of Security Protocols and Development of eLMS Escort training [Delivery]**

Facilitate the development of training courses to ensure customers have a full understanding of Facility Security requirements and duties. This will involve development of two courses 1) Security Protocols and 2) Escort Official. Courses will include learning validation (Pass/Fail).



### **Activity: Materiel Management and Procurement Service and Report [Integration]**

Coordinate the alignment Materiel Management and Procurement Services and Reports with Business Services, AJG-R1, and Budget Formulation and Formulation, AJG-R3 to support One Source, One Voice of Financial Services.

#### **Target: AJG-R2 Service and Report Integration [Delivery]**

Adopt at least one best practice across Teams by meeting with customers on a routine basis to provide status updates on workspace and facility security, contract status, wireless, and property. Continue integration efforts with Business Services, AJG-R1, and Budget Analysis and Formulation, AJG-R3, identifying and exploring communication opportunities. Participate in annual Financial Services Outreach sessions to include the Service Centers, MMAC, WTHTC, and Headquarters (all Service Units).

### **Activity: Administer Contracts [CORE WORK - Service Delivery]**

Provide procurement planning, contract formation (pre-award), interpretation of contract requirements, contract administration (ensuring requirements are being met), contract modifications, contract performance monitoring, inspection and acceptance, payment including review of invoices, and contract closeout for AJG supported contracts.

#### **Target: Financial and Administrative Support Services for AJG-C [CORE WORK - Service Delivery]**

Identify acquisition strategy for AJG-C follow-on organizational development, customer experience, and employee engagement contractor support services provided under Objective Area Solutions (OAS) contract.

#### **Target: Exercise contract option for AJW [CORE WORK - Service Delivery]**

Deliver the acquisition package and support the contracting office in finalizing the package for exercising option year 5 of the Arctic Slope Federal System Solutions contract. This contract provides second level engineering and program support for AJW-14, AJW-173/178, and AJW-17X. The current contract option will expire April 7, 2022.

#### **Target: Inter-Agency Agreement for AJV [CORE WORK - Service Delivery]**

Complete and deliver, to Department of Commerce, all documentation necessary for an Inter-agency agreement with National Oceanic Atmospheric Administration, NOAA, for security and support services for 175 AJV personnel at the Silver Spring offices by July 30, 2022.

#### **Target: Single Source contract option for AJV [CORE WORK - Service Delivery]**

Award single source contract to Environmental Systems Research Institute (ESRI) Geographic Information Systems (GIS) for maintenance of Visual Flight Rule (VFR) and Instrument Flight Rule (IFR) automation tools used to develop navigation charts for the NAS.

#### **Target: Support Service Contract for AJV [CORE WORK - Service Delivery]**

Deliver to the office of the Chief Financial Officer all pre award documentation for a 5 year \$30M technical services contract for Mission Support Services Policy (AJV-P) and AJV-International (AJV-I).

**Target: Exercise contract option for AJG [CORE WORK - Service Delivery]**

Establish follow-on NISC task orders to meet the needs of AJG customers. The majority of the current task orders end February 2022.

**Activity: Provide Workspace Management and Facility Services [CORE WORK - Service Delivery]**

Coordinate workspace management and facility security activities for Headquarters and the MMAC

**Target: Execute the ATO Headquarter Workspace Plan supporting the National Capital Region (NCR) lease consolidation effort [Service Delivery]**

Oversee and coordinate the relocation of ATO organizations in support of the Office of Aviation Property Management's NCR lease consolidation initiative.

**Target: ATO Operational Floor Phase I [Service Delivery]**

Oversee and coordinate the FB-10A 700 East renovation project for the Technical Operations Services that expands the suite to include the Directors. This effort supports the establishment of an ATO operational floor.

**Target: AJG NCR Workspace Consolidation [Service Delivery]**

Oversee and coordinate the AJG Return to Work plan as well as the workspace consolidation into FB-10A and FB-10B for AJG in support of the Office of Aviation Property Management's NCR lease consolidation initiative.

**Target: Mike Monroney Aeronautical Center (MMAC) Workspace Management Services for Lighting and Hangar Restrooms [CORE WORK - Service Delivery]**

Support completion of the following MMAC Renovation Projects:

1. AJF Hangar 8 & 9. Refresh of multiple requirements project (AMP A&E funded);
2. AJV ANF1 Building 5 LED Light renovations 1st and 2nd floor.

**Activity: Support ATO end users with Wireless Devices [CORE WORK - Service Delivery]**

Support ATO end users with wireless device needs and identify cost reduction opportunities. Create a document /process with criteria to identify/request bulk wireless request.

**Target: Support ATO Wireless Device End Users, Initiate Policy Review and Program Strategy Development to align with Future of Work (force/place). [CORE WORK - Service Delivery]**

Continue to support ATO end users with wireless device needs and identify cost reduction opportunities. Establish an ATO-wide workgroup to evaluate and explore wireless device policy changes and corporate wireless device strategy that will align to future of work (force/place) initiatives.

**Target: Support ATO Annual Property Inventory and adjusting to Future of Work [CORE WORK - Service Delivery]**

Engage all ATO service units on identifying and properly documenting accountable /non accountable Government Furnished Equipment (GFE) removed from the building, as well as GFE procured for end users to assist in telework.

## **Initiative: Budget Analysis and Formulation - Use Information to Improve System Performance**

The Budget Analysis and Formulation Group is Responsible for the formulation of the overall Air Traffic Organization (ATO) Operations and Activity 5 Budgets. Providing comprehensive financial services and analytical expertise that enables our customers to make informed decisions and address their budgetary needs. The group also serves as the ATO liaison with the Office of Budget (ABP) and Lines of Business's (LOBs)/Staff when it comes to addressing Office of the Secretary of Transportation (OST), Office of Management and Budget (OMB) and Congressional inquiries and budgetary needs.

### **Activity: Refine Customer Service [Communication]**

Outline, implement and conduct financial strategies, techniques and procedures to improve internal and external communications with our Customers. Addressing ATO Budget Analysis, Formulation and Management resolving issues in a timely and efficient manner.

#### **Target: Business Analytics [Image]**

Provide internal processes and procedures on using the Standard Operating Procedure (SOP) Repository, Intake and Prioritization for BA Projects.

#### **Target: Budget Fiscal Awareness [Image]**

Provide direction to stakeholders, on a quarterly basis, to increase fiscal awareness and aid in formulation decision-making, gathering information on lessons learned, providing updates on training opportunities, new processes and procedures.

#### **Target: ORB Fiscal Awareness**

Schedule Operations Review Board (ORB) Meetings with stakeholders to increase financial awareness and exposure of the Agencies and or Organizations change in processes that will affect funding allowances and requirements.

#### **Target: Customer Feedback [Delivery]**

On a quarterly basis, obtain Customers/Stakeholders, Service Units (SU), Financial Managers (FM), AJG-P, Office of Budgets and Programs (ABP) feedback on Pay Automation Project Phase One (Staffing and Pay).

### **Activity: Budget Process [Education]**

Share general knowledge and capabilities, through conversations and briefings, on products and services to increase Stakeholders level of reasoning, judgment and skill set advancing the education of our workforce to meet current and future challenges.

#### **Target: Data User Group [Process]**

Develop educational materials, briefings to management, applied product development, and consistent reinforcement of principles for the Data User Group.

#### **Target: Training [Process]**

Each Manager will enroll in at least one leadership training class in FY22. Analysts will enroll in at least one skill enhancing training course or seminar.

**Target: Budget Impacts [Image]**

Design and develop materials to educate our Customers on the ATO Budget process before the FY24 budget is due to Congress.

**Target: Schedule Routine Meetings with DVPs [Delivery]**

Provide the ATO Financial Community and DVPs with quarterly results of analysis and understanding of cost trends and spend structure to improve program related projections enabling planning to be based on facts rather than perception.

**Target: Service Units Engagement [Image]**

AJG-R38 will collaborate with AJG-P to create a strategy that defines the roles, responsibilities, and processes to manage staffing and pay, to include reporting of Actuals vs FIT Forecast vs Targets vs Authorized levels. Activities include but are not limited to common measures of staffing (what series, SF50 actions are included or not), position management, hiring plans, and total pipeline.

**Activity: Financial Strategies Development [Integration]**

Coordinate the alignment of the BSG's automation of the Financial Integrated Tool and Operations Review Board (ORB) Tool technology and business rules and objectives that align with customer funding requirements.

**Target: Initiative Support [Process]**

Engage team members in data and analytics communities of practice, e.g. ATO Data and Analytics Modernization (ADAM) Steering Committee, ATO Data Champion Initiative, and collaboration with other BI teams across the ATO/FAA to implement best practices.

**Target: Financial Strategies Development [Process]**

Work with our Internal and External Customers to develop multiple job aids and manuals to outline the processes for the ATO Budget.

**Target: Assess performance and capabilities [Process]**

Develop and implement Financial Strategies from program recommendations outcomes from the OPS ORB and F&E CIT collaboration.

**Target: Assess performance and capabilities [Process]**

On a quarterly basis, partner with AJG-R1, P1 and P2 to align systems to create Pay assumptions for decision on funding level targets, updating APAT workflow to reduce non-value added work and cycle time.

**Activity: Develop System Automation Efficiencies [Automation]**

Increase efficiency with analysis, forecasting and reporting activities

**Target: Data Sources and Reports [Process]**

Develop and implement reporting technology improvements for AJG-R stakeholders on adopting good analytics practices leading to measurable benefits.

**Target: ATO Dashboard [Image]**

Collaborate with our internal and external Customers on enhancement to the ATO Dashboard to allow the end user to view and drill down to the various levels for additional analysis and reporting activities.

**Target: DEMOS [Image]**

Enhance the AID and ACT module by incorporating reporting features, user-defined rules or conditions and training leading to measurable benefits.

**Target: Interface with Service Units [Image]**

Identify and automate recurring manual processes to minimize costs, increase efficiency, and streamline processes on the ATO Pay Dashboard. Review on a quarterly basis.

**Activity: President's Budget Formulation [CORE WORK - Service Delivery]**

OST and OMB require periodic information from the FAA to complete the annual FAA Budget. AJG-R3 will facilitate the appropriate activities in order to meet internal and external due dates.

**Target: TOMs / DIRs [CORE WORK - Service Delivery]**

Provide guidance and assistance to stakeholders in the development of Transition to Operations & Maintenance (TOMs) and Discretionary Increase Requests (DIRs).

**Activity: Five Year Capital Investment Plan [CORE WORK]**

Develop and coordinate the FAA Five Year Capital Investment Plan.

**Target: Abbreviated CIP**

Deliver the draft FY23-FY27 abbreviated Five Year Capital Investment Plan to ABP-310 for submission with the FY23 President's budget.

**Target: Five Year CIP Kickoff**

Initiate formulation of the FY24-FY28 Five Year Capital Investment Plan to include verification and validation of points of contact list; and, issuance of guidance, instructions, background information and other input for updating and editing of the detailed program plans to points of contact, business managers and program managers.

**Target: CIP Overview**

Deliver the final draft FY23-FY27 Five Year Capital Investment Plan Overview to AOA after facilitating the collaboration and coordination of its review through the ATO COO's office and other FAA LOBs.

**Initiative: AJG-R Strategic Planning Initiative**

Execute partnership goals with Office of Organizational Effectiveness which supports the AJG-R directorate develop clear and compelling vision, mission, goals, performance measures, or more that are practical for guide decision-making, prioritization, metrics that matter, and/or resource use, using collaborative processes that build strategic thinking, alignment, innovation, and commitment to execution. Disseminate strategic plan for areas of improvement on previously outlined focus areas. Analyze data from FY21 FedView results and implement strategies across the directorate to maintain high levels of scoring. Automate processes by developing Standard Operating Procedures (SOPs).

### **Activity: Training and Growth [Education]**

To support Individual Development Plans, the directorate will provide a schedule of optional periodic training opportunities to support employee development and learning.

#### **Target: Financial Services – Skill Assessment**

Identify suggested and required training by job category for the directorate. Include new systems and technologies that support decision making and work processes. Leverage the skills of the team to further the financial services products and analytics deliverables in leadership, corporate culture, and technical competencies.

### **Activity: Organizational Structure and Service Alignment with Business Partners [Integration]**

The organizational identity is constantly underlined by a number of intentional actions and sources of information that lead to team success. Meet with customers to ensure our service delivery model is meeting expectations. Review priorities to ensure our delivery of service is properly aligned to meet needs. Attend quarterly program reviews with AJG-R Group Managers to address team needs and milestones, accomplishments, and areas for coaching.

#### **Target: Directorate Products and Services**

Maintain an updated directorate website in collaboration with AJG-C and, as quarterly, supporting any relevant KSN information to help our team and our customers easily identify the services provided and points of contact. Execute branding strategy to include a collection of templates and MS Teams repository with AJG-R recognizable graphics, style guides, and overall mission.

#### **Target: Business Analytics**

Align the Business Analytics function with FAA's Strategic Priority to work with, analyze, and leverage data to make decisions. Develop, integrate, and evaluate Business Analytics products for ATO Financial Services support information. Connect and communicate financial services information across all of the AJG-R groups in a standard way by establishing a data users group to review and standardize data sources. Using best practices, such as sandbox environments and agile development guidelines, provide analytics with user-friendly visualizations.

### **Activity: Organizational Culture [Communication]**

Organizational culture encompasses values and behaviors that contribute to the environment of the business and involves constant communication, across all levels.

#### **Target: Directorate Engagement Strategy**

Hold bi-monthly directorate All Hands meetings to update staff on organizational news, team happenings, employee recognition, and other relevant information. Facilitate weekly group manager meetings with the team to discuss work items and address questions as a group. Promote employee/team recognition for services delivered through Wins of the Week (WOW) and Inspire Certificates and communicate with staff on entry/award process. Host timely employee engagement activities to celebrate milestones, holidays, and amplify team morale. Elevate MS Teams social channels listing for employees to connect, share ideas, and have a sense of inclusion. Host Deputy Director Open Office Hours as an additional informal connection point for staff. Produce monthly communication featuring light topics, tips, articles, and timely information.



### **Initiative: Regulatory Evaluations: Regulatory Analysis and Support**

Provide timely Regulatory Impact Analyses as required in rulemaking using accepted economic principles and statistical analysis. Provide consulting for agency regulatory and deregulatory projects.

#### **Activity: Economic Evaluations and Support of Aviation Regulations**

Conduct economic analyses for agency rulemaking projects and policy initiatives to promote a safe and efficient National Airspace System. Support FAA's priorities for safety-first rulemaking policy development under the requirements under EO 12866, Regulatory Planning and Review.

##### **Target: Produce Draft Regulatory Evaluations**

Produce draft regulatory impact analyses for the FAA priority strategic rulemaking projects (RAMP-1 projects), in a timely manner as approved by the Rulemaking Management Committee or by a Principals Brief decision, unless projects are on hold due to a key policy consideration or prioritization of other projects.

##### **Target: Improve data sources and methods used for regulatory impact analyses**

Conduct market research to identify potential data sources that would enable analyses of regulated entities based on employment and revenue size.

##### **Target: Develop a Training Module on Regulatory Impact Analysis**

Develop a prototype training module that could be deployed either on the "Employee Learning Management System" (eLMS) or internal APO website and would be available on-demand to all FAA Lines of Business and Staff Offices interested in the economic analysis of rulemaking.

### **Initiative: Build and Maintain Risk Registers and Mitigation Plans for Organizational Risk**

Build and maintain risk registers and mitigation plans to baseline and track operational, reputational, and financial risks to ASH.

#### **Activity: Business Services: Personal Property Management Facilitation**

Facilitate personal property management for ASH.

##### **Target: Support APM Automated Property Transfers**

Coordinate changes to ASH property custodians, delegates and asset management cost centers to facilitate APM initiative to automate property transfer.

#### **Activity: Business Services: Program Support Services**

Ensure that a new contract is established to obtain ASH program support services.

##### **Target: Re-compete ASH Program Support Services Contract**

Obtain necessary agency approvals to establish a new contract to obtain ASH program support services. Work with ACQ to complete required solicitation and source selection actions.

### **Activity: Security Applications Support: Security Compliance**

ASH will provide a secure hosting platform for AXM systems.

#### **Target: Certification and Authorization Process**

Ensure AXM systems complete the Certification and Authorization process.

#### **Target: PII Data**

Remediate all PII data found during scan within 30 days of discovery or notification.

### **Initiative: Enhanced Resource Efficiency**

Advance collaboration and integration across System Operations through personnel support, contract management, and financial services to add value for NAS stakeholders.

#### **Activity: Finance and Budget**

Manage budget formulation and execution while achieving a 95% success rate in the areas of Financial/Budget and Contract management. Provide standardized business services to System Operations while ensuring proper stewardship of allocated resources through internal control programs.

#### **Target: Generate Financial Data**

Collaborate with FAA/ATO business and financial services organizations to provide timely delivery of OPS/F&E funding requirements and contracts documentation. Ensure all Budget activities for System Operations remain within the overall 5% established variance.

#### **Activity: Staffing and Recruitment**

Establish program improvements that model a streamlined recruitment and staffing program for System Operations. Enhance workforce-planning activities to attract, develop and retain employees with the required skills and competencies that align with the organizations mission. Working with our ATO/FAA partners, we are also committed to fostering a more diverse and inclusive workplace through strategic hiring, training, and succession plans. Through these strategies, we will hone effective leaders, engage employees, attract and retain the talent and skillsets needed to serve a changing NAS, and create the workforce of the future.

#### **Target: Identify Key Milestones for Hiring**

Identify key milestones for hiring a diverse and qualified workforce consistent with FAA initiatives through effective hiring strategies and practices, succession planning, and resource planning. Achieve 95% success rate.

#### **Target: Initiate Draft of Three-Year Staffing Plan**

Initiate AJR-R three-year staffing plan.

### **Initiative: AMEN Sustainment 3 – Permanent Reduced Oxygen Training Enclosure (PermaROTE)**

Complete the PROTE installation

**Activity: Airmen Education**

Complete the PROTE installation.

**Target: Permanent Reduced Oxygen Training Enclosure (PermaROTE) contract awarded**

Complete PROTE installation

**Initiative: Develop Activities that Result in Cost and Time Savings**

Develop new, and expand on existing, activities that result in cost- and time-savings by leveraging shared services or re-configuring workload with trusted partners.

**Activity: TSA PreCheck Enrollment Expansion**

Dependent on TSA approval and cooperation, AXP will expand the FAA-TSA PreCheck Memorandum of Agreement (MOA) to FAA federal employees at the Top Secret and Secret levels.

**Target: Draft and Finalize New Memorandum of Agreement (MOA)**

Produce draft MOA with TSA by Dec 1, 2021

Produce Final draft of MOA ready for signature by April 1, 2022

**Activity: Vendor Applicant Portal (VAP) Overhaul**

Co-Lead with AXM the efforts to update the Vendor Applicant Portal to align with new personnel security processes.

**Target: Vendor Applicant Portal (VAP) Project Plan**

1. Roll out communication and training to the VAP community. 2. Develop a training manual for new VAP system. 3. Vendor Training - Host a minimum of 3 training/education webinars to three contract companies (vendors).

**Activity: Validate and Update Trusted Agent List**

Validate and update Trusted Agent list on a monthly basis.

**Target: Trusted Agent**

Reporting averages monthly, achieve for the entire FY: Update the trusted agent list on a monthly basis.

**Initiative: Update Business Process and Program Performance Plans to Promote Efficiency**

Update business Process and Program Performance Plans to promote gains in efficiency, or metrics that increase quantity of outputs without sacrificing quality or timeliness.

**Initiative: FAA Air Traffic Cost Allocation Study (Section 519. FAA Data Transparency, FAA's Reauthorization Act of 2018)**

Produce the FAA's Cost Allocation and Revenue Estimation Model (CAREM) per Section 519 of FAA 2018 Reauthorization.

### **Activity: Produce the FAA's Air Traffic Cost Allocation Study**

To understand the relationship between the cost of providing air traffic services to various air service users and the revenue derived from these users, Section 519 of FAA 2018 Reauthorization has instructed the Federal Aviation Administration (FAA) to develop a Cost Allocation and Revenue Estimation Model (CAREM). This model will distribute air traffic service costs to a minimum of 15 distinct user groups, as specified in Section 519 (3) (A) of FAA's 2018 Reauthorization, and estimate the revenue derived from each of these user groups. The model is currently at the Office of Inspector General for review and validation. Upon validation a separate report to Congress detailing the results of the model will be produced.

#### **Target: Integrate Recommendations from OIG into the Cost Allocation Model**

Integrate Recommendations from OIG into the Cost Allocation Model.

#### **Target: Develop Draft Report to Congress on Cost Allocation Model Results**

Develop draft report to Congress on Cost Allocation Model results.

#### **Target: Finalize Report to Congress on Cost Allocation Model Results**

Finalize Report to Congress on Cost Allocation Model results and transmit to OST.

### **Initiative: Strategic and Business Planning: Strategic and Business Planning Development and Oversight**

Enhance FAA's business planning, strategic planning, and performance management activities.

### **Activity: FAA Business Planning and Performance Reporting**

Provide guidance on strategic and business planning procedures, obtain stakeholder input on the planning process, and support the user community through troubleshooting, training, and enhancement of business planning processes and tools for the SPIRE 2.1 Strategic Business Management (SBM) module and FEDTool. Work with DOT and OMB on all reporting requirements.

#### **Target: Provide Guidance on Business Planning and Performance Reporting**

Facilitate 2022 business planning and communications through weekly business planner and monthly Performance Committee meetings, and formal and informal customer communications training sessions. Respond to business owner and business planner questions. Develop and deliver a draft FY 2022 FAA Business Plan, and facilitate development and delivery of draft FY23 Corporate Goals. Collaborate with LOB/SOs to complete all DOT/OMB reports on time.

### **Activity: Support DOT and FAA Strategic Planning**

Support the development and implementation of the FAA's Flight Plan 21 strategic plan, involving DOT and FAA performance measurement and reporting.

### **Target: Support Implementation for DOT & FAA Strategic Plans and Provide Performance Measures Oversight**

Support Development and implementation of the Flight Plan 21 Strategic Plan and oversight structure, involving DOT and FAA performance measurement and reporting. Develop and deliver a draft Flight Plan 21 Strategic Plan for AOA, and the strategic implementation oversight plan in collaboration with the Flight Plan 21 Pillar Champions, Initiative Leads, and LOBs/SOs.

### **Initiative: Policy Development and Monitoring: Legislative, Policy and Funding Activities**

Timely and high-quality support to senior management and stakeholders in monitoring and developing cross-agency policies, including but not limited to funding stability and adequacy, and other high-level objectives. Support the FAA Reauthorization process and cross-cutting policy issues.

#### **Activity: FY23 Reauthorization Legislative Support**

Facilitate development and coordination of the agency's legislative proposals in support of the FY23 FAA Reauthorization bill.

#### **Target: FY23 FAA Reauthorization Development and Coordination**

Working in collaboration with all LOB/SOs, identify and coordinate potential legislation to put forward in the reauthorization bill reflective of FAA priorities.

#### **Activity: Emerging Policies**

Lead cross-organizational efforts to facilitate maturation of emerging policy issues impacting FAA and the aviation industry.

#### **Target: Identify, Coordinate, and Develop Emerging Aviation Policies**

Identify, coordinate, and develop policies associated with emerging aviation technologies, working across and outside of the agency. These may include UAS and counter-UAS, UAS preemption, and spectrum issues including Position, Navigation, and Timing (PNT) analyses. Deliverable: Provide a monthly report on the progress of emerging technologies to the Deputy Director of Policy and Plans, develop policy/status memos, prepare FAA senior leaders for meetings with DOT/OST and industry, and provide staffing support.

### **Initiative: Develop Forecasts and Reports for the Aviation Industry**

Forecast of overall demand for FY22 as measured by passengers enplaned is within levels established by COVID-19 recovery scenarios: Develop and publish national, international, and facility forecasts of the demand for aerospace services (including Commercial Space Launch and Re-Entry) and the workload it will impose on the National Airspace System (NAS) and support the agency's safety mission.

#### **Activity: FAA Aerospace Forecast Development and Publishing**

Develop and publish an annual FAA Aerospace Activity Forecast out to FY 2042 including forecasts for Air Route Traffic Control Center (ARTCC) Forecasts, UAS, and Commercial Space Launch and Re-Entry activity.

**Target: Publish the Annual Aerospace Forecast for FY 2022-2042**

Publish the annual Aerospace Forecast for FY 2022-2042 (including a UAS forecast) and provide overview of Aerospace Forecasts and Terminal Area Forecasts to FAA headquarters staff.

**Target: Develop Forecasts for UAS**

Develop forecasts for UAS activity, including small and large UAS (as needed).

**Activity: Terminal Area Forecasts (TAF) Development and Publishing**

Develop and publish Terminal Area Forecasts (TAF).

**Target: TAF Publication**

Prepare the TAF for publication. Once management approves release, publish on the internet within one week

**Target: Publish High and Low TAF Scenarios**

Publish high and low scenarios for Core 30 passengers and commercial operations.

**Activity: Publish Air Route Traffic Control Center (ARTCC) and Commercial Space Launch and Re-Entry Forecasts**

Develop and publish additional aerospace forecasts, including an Air Route Traffic Control Center (ARTCC) and Commercial Space Launch and Re-Entry forecasts.

**Target: Publish the Air Route Traffic Control Center (ARTCC) Forecast**

Publish the Air Route Traffic Control Center (ARTCC) Forecasts for Aircraft Handled.

**Target: Publication of Commercial Space Launch and Re-Entry Forecast**

Work with the Office of Commercial Space Transportation (AST) to generate and publish Commercial Space Launch and Re-Entry Forecast.

**Activity: Industry Trends and Operations Report(s)**

Publish quarterly report highlighting aviation industry traffic and revenue trends.

**Target: Inform Stakeholders on Aviation Trends**

Publish and distribute quarterly reports to stakeholders highlighting aviation industry traffic and revenue trends. Hold at least two live webinars with stakeholders to socialize trends in aviation industry.

**Target: Publish Report on Economic Impact**

Prepare report for publication on Economic Impact of Civil Aviation in U.S. that contains 2020 data reflecting impact of COVID-19.

**Activity: UAS Implementation Plan and Strategic Analysis**

Support and identify UAS integration research activities that align to FAA strategic priorities. Conduct testing for survey deployment, analyze findings and integrate into the FY22 UAS forecast.



**Target: Define FAA UAS Data Collections**

Define FAA UAS data collection and analysis requirements.

**Target: UAS Survey Analysis**

Complete tests for survey deployment and analyze survey results.

**Initiative: Develop and Implement Modernized Forecast Tools and Products**

Develop and implement modernized forecast tools to enhance efficiency.

**Activity: Modernize the Terminal Area Forecast (TAF-L)**

Select a recommended option for modernizing TAF-L from list of options presented in TAF-L audit.

**Target: Terminal Area Forecast Improvements**

Implement at least 1 recommended improvement from TAF-L audit.

**Initiative: Distribute Strategic Messaging to the ASH workforce.**

Distribute strategic messaging, tailored communications, and refreshed internal informational materials promoting clear line of sight to mission impact and collaboration across Program Offices.

**Activity: Draft, Coordinate, and Facilitate ASH-Wide Communications and Activities**

ASH's Organizational Effectiveness Team collaborates with ASH Senior Leadership to develop and coordinate communications that help employees connect leadership decisions and direction with the organization's mission.

**Target: Strategic Communication Alignment and Messaging**

Collaborate with ASH Senior Management Team to draft consistent communications that align with strategic messaging (i.e. videos, scripts, emails, etc.).

**Target: ASH All Hands Meetings**

Collaborate with ASH Program Offices to facilitate quarterly All-Hands meetings.

**Target: Reflections on Leadership Articles**

Collaborate with ASH Program Offices and FAA's Office of Communications to publish quarterly Reflections on Leadership articles that feature ASH leaders on FAA wide intranet.

**Target: Quarterly Informational Videos**

Collaborate with FAA Executives to publish quarterly ASH-1/2 and/or "LOB in Three" (Three minute videos to help inform workforce regarding ASH updates or safety and security activities that support the National Airspace System (NAS)).

### **Activity: Facilitate Employee Engagement**

ASH's Organizational Effectiveness Team is the tactical bridge between ASH's technical Programs' delivery that works across ASH with senior leadership, management, and employees to recommend and integrate strategies that maximize individual and team engagement. This is done by implementing and measuring progress through OPM's annual FedView survey and internal surveys of engagement activities and/or deliverables.

#### **Target: Quarterly Engagement Activities**

Implement quarterly activities (i.e. ASH Veterans Day Pictorial, Employee Spotlight, Pet Photo Contest, Functional Perspectives and ASH News Feed) to help improve employee engagement within ASH.

#### **Target: FedView Action Plan**

Monitor ASH FedView Action Plan on quarterly basis to ensure actions are completed by end of fiscal year.

#### **Target: FedView Communication Plan**

Implement FedView communication plan to help meet or exceed DOT's and FAA's established goals.

### **Activity: Conduct Employee Outreach Data Analysis**

ASH's Organizational Effectiveness Team conducts surveys to help assess the organizational environment and identify recommendations and strategies to continue to improve engagement.

#### **Target: Employee Outreach Data Management Analysis**

Utilize evaluation tools (i.e. surveys, focus groups, interviews, etc.) to help measure employee engagement progress.

#### **Target: AXM SharePoint**

Analyze monthly SharePoint analytics to help measure employee engagement and identify improvement areas.

### **Initiative: ARA Key Operational Activities**

This initiative represents key activities and projects performed by ARA which are not clearly aligned under other APL Initiatives and serves as a repository for short term incentives for ARA Executives.

### **Activity: ARA Building Services**

As Facility Manager, the Regional Administrator, has the ongoing responsibility to ensure that occupants of the regional office have a set of procedures for safeguarding personnel and property during emergency conditions. The COVID-19 pandemic presents unique circumstances that do not allow the same emergency procedures that have traditionally consisted of floor and stair wardens and command center teams due to the low population of each office. Therefore, the Occupant Emergency Plans (OEP) for each regional office must be revised to consider the occupancy level and limited availability of personnel during an emergency.

### **Target: Determine Procedures and Make Necessary Revisions to the Regional Office OEP**

The Regional Administrators' Building Services teams will work collaboratively with GSA, Lessor/Property Managers, representatives from the local jurisdiction, Regional Occupational Safety, Health, and Environmental Resource (ROSHER) and other emergency/safety personnel to determine procedures and make necessary revisions to the regional office OEP. Necessary protocols are to be put in place and a drill or a tabletop exercise will be executed to practice and demonstrate procedures within the OEP.

### **Target: Develop Communications Strategy**

Following the exercise and finalization of the OEP, a communications strategy will be developed to ensure all employees assigned to the regional office and visitors are aware of emergency procedures and protocols when working onsite or visiting the regional office. The communication methods should include posting of egress routes, instructions on the use of the Emergency Notification System (ENS), distribution via broadcast email, digital signage, and other available means.

### **Activity: Implement Improvements to the ARA Devolution Processes and Procedures**

The ARA Regional Emergency Planners (EPs) will work with all ARA Functional Areas to implement improvements to the ARA Devolution processes and procedures, identified in the 2020/2021 Regional Exercises.

### **Target: Hold an Initial Meeting to Develop a Meeting Implementation Plan**

The Regional EPs will hold an initial meeting to develop a Meeting Implementation Plan. This plan will outline the methods each ARA Functional Area will follow while working through the Devolution / Continuity of Operations Planning Improvement Process, identified in Target 2.

### **Target: Hold Devolution / Continuity of Operations Planning Meetings**

The Regional EPs will hold three Devolution / Continuity of Operations Planning Meetings with the ARA Functional Area representatives in 2021/2022. These Functional Area representatives will be identified in the Meeting Implementation Plan created from Target 1. The meetings will focus on two main points. 1. Coordinating process improvements previously identified in the 2020/2021 Regional Devolution Exercises; 2. Identifying additional opportunities to enhance the ARA Devolution capabilities.

### **Initiative: O'Hare Airport Runway 9R/27L Extension Commissioning**

Provide executive leadership, facilitate horizontal integration and conduct internal and external outreach needed to accomplish the timely extension of Runway 9R/27L at O'Hare airport. The benefits from implementing these projects will be improved safety, additional operating flexibility and enhanced efficiency, thus supporting the FAA's efforts to increase capacity and reduce delay.

### **Activity: O'Hare Airport Runway 9R/27L Extension Commissioning and Achieving Category 1 ILS Services**

Horizontal Integration and external outreach to successfully commission the extension of Runway 9R/27L and the establishment of Category 1 services.

**Target: Commission Extension of Runway 9R/27L to Achieve RNAV and Visual Services**

Plan and execute activities to commission extension Runway 9R/27L with Area Navigation (RNAV) and visual services.

**Target: Flight Check Extended Runway 27L Nav aids Equipment to Achieve Cat I Capability**

Plan and execute activities required to successfully flight check extended Runway 27L Nav aids equipment required to achieve Cat I capability. Complete necessary site preparation, construction, equipment installation and tune-up. Conduct successful flight checks of impacted Instrument Landing System (ILS) localizer and glide slope facilities.

**Target: Flight Check Extended Runway 9R Nav aids Equipment to Achieve Cat I Capability**

Plan and execute activities required to successfully flight check extended Runway 9R Nav aids equipment required to achieve Cat I capability. Complete necessary site preparation, construction, equipment installation and tune-up. Successfully flight check impacted Instrument Landing System (ILS) localizer and glide slope facilities.

**Target: Runway 9R/27L Approach Lighting Systems with Sequential Flashers II (ALSF II)**

Complete the necessary site preparation, construction, installation and alignment of Runways 9R/27L ALSF II facilities.

**Initiative: NY Operational Initiative**

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

**Activity: NY Operational Initiative**

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

**Target: Teterboro Airport Runways**

Support replacement of Teterboro Airport RWY 19 Instrument Landing System (ILS) to help minimize equipment and operational impacts. Additionally complete installation of TEB RWY06 Distance Measuring Equipment (DME) to take advantage of onsite workforce. Track and complete all critical path Integrated Master Schedule (IMS) activities.

**Target: Support the NextGen Internal Working Group (NIWG)**

Support the NextGen Internal Working Group (NIWG) to facilitate implementation of Northeast Corridor (NEC) initiatives including furthering development of an RNAV replacement for LaGuardia International Airport (LGA) 31 Expressway Visual that provides advisory lateral and vertical guidance.

**Target: Support the implementation of Special Authorization CAT II for PHL RWY 27L**

Support the implementation of Special Authorization CAT II for PHL RWY 27L to provide an alternate low visibility approach when primary approach runways are closed. Track and complete all critical path activities.

**Activity: AJT-E NY Operational Initiative**

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

**Target: Support the NextGen Internal Working Group (NIWG)**

Support the NextGen Internal Working Group (NIWG) to facilitate implementation of NEC initiatives including furthering development of an RNAV replacement for LGA 31 Expressway Visual that provides vertical guidance.

**Activity: AJV-E NY Operational Initiative**

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

**Target: Teterboro Airport**

Track and complete all critical path Integrated Master Schedule (IMS) activities related to Teterboro Airport RWY 19 Instrument Landing System (ILS) and for the installation of the TEB RWY 06 Distance Measuring Equipment (DME) that is collocated with the RWY 06 LOC.

**Target: Special Authorization CAT II**

Track and complete activities for publication in support of the implementation of Special Authorization CAT II for PHL RWY 27L to provide an alternate low visibility approach when primary approach runways are closed.

**Initiative: Government Partnerships**

Continue to develop partnerships with NASA programs and centers, and other agencies to manage policy, coordination, and consistency of requirements for the enhancement of commercial space safety.

**Activity: Government Partnerships**

Continue to develop partnerships with NASA programs and centers, and other agencies to manage policy, coordination, and consistency of requirements for the enhancement of commercial space safety.

**Target: Approval process for items involving AGC**

Create and obtain approval of a process for items that require AGC coordination/approval

**Initiative: Develop Commercial Space Transportation Strategic Plan**

Develop Strategic Plan for the Office of Commercial Space Transportation consistent with Department of Transportation and FAA Goals, Objectives, and Guidance

## **Activity: Commercial Space Transportation Strategic Plan**

Develop Strategic Plan for the Office of Commercial Space Transportation

### **Target: Develop Strategic Plan for the Office of Commercial Space Transportation**

Develop and coordinate a Strategic Plan for the Office of Commercial Space Transportation which incorporates the Goals, Objectives, and guidance of the Department of Transportation and FAA to include planning criteria for programs, resources, and manpower necessary to execute the AST strategic program.

### **Target: Implement a comprehensive metrics program incorporating the Department, FAA, and AST Strategic Plans and the FAA and AST Business Plans**

Develop and implement a Metrics Development program to capture critical tasks based on the Department, FAA, and AST strategic plans and supporting the FAA and AST Performance planning requirements

### **Target: Develop a Draft of a Requirements-based programming process for AST**

Develop a draft requirements-based programming process to incorporate required capabilities derived from the AST Strategic Plan, a Requirements Documentation process and document format, and integration into a budget requirements submission

### **Target: Develop and coordinate an AST Roles and Responsibilities Document**

Develop and coordinate a Roles and Responsibilities to codify mission assignments resulting from the AST Reorganization

## **Initiative: Legal Services Supporting the Agency Compliance and Enforcement Program**

Prioritize and prosecute enforcement actions timely in accordance with the agency's safety goals by taking the first legal action in at least 70% of cases within 90 days of receipt by legal counsel and 85% within 180 days. Conduct 70% of informal conferences within 90 days of receipt of a respondent's request and 90% of informal conferences within 180 days.

Provide legal support for the compliance and enforcement activities of AVS, ASH, ARP, and AST, which include representing the agency before the NTSB, DOT, the FAA decision maker, and the Federal courts, providing timely and effective legal advice and policy document review in support of enforcement activities, and providing and assisting with training that improves the effectiveness of the agency's enforcement program.

## **Activity: Legal Services supporting the Agency Compliance and Enforcement Program**

Provide legal services supporting the Agency Compliance and Enforcement Program

### **Target: First Legal Action**

Take first legal action (initiate case, transmit case alert to headquarters, return case to program office, take other significant action (EIS legal event code 20)) in at least 70% of cases within 90 days of receipt by a legal counsel and 85% within 180 days.

### **Target: Monitor and Report**

Monitor and report results for each Field Enforcement Team, AGC-300 HQ. Due quarterly and final report due at the end of the fiscal year.



### **Target: Target 1 Accountability**

If any Team or AGC-300 HQ does not meet Activity Target 1 over two consecutive quarters, evaluate and determine the root cause of the lapse and make adjustments as necessary to achieve timely prosecution of legal enforcement actions. Due at close of second quarter, if necessary, and final report due at the end of the fiscal year.

### **Target: Efficient Processing of Enforcement Actions**

Process legal enforcement cases efficiently by conducting 70% of informal conferences with 90 days of receipt of a respondent's request and 90% within 180 days.

### **Target: Policy Initiative - Amending and Updating Guidance for Enforcement Information System (EIS) data entry and tracking**

Review existing guidance for EIS data entry and update, amend, and clarify to improve the quality of the guidance and its effectiveness in enhancing the accuracy of EIS data. Work with the Flight Standards Program Office to incorporate their input and expertise in updating the guidance and to ensure consideration of the impact of any changes on all Agency users of the system.

### **Target: Policy Initiative -Order 2150.3C update**

Review and update Order 2150.3C to include statutory, regulatory, policy, or organizational changes. Prepare draft and submit for coordination by end of FY 22.

### **Target: Training Processing Interference with Crew and 49 USC 46318 Enforcement Actions.**

Prepare and deliver additional training material to all Enforcement Practice attorneys, including detailed attorneys, on processing unruly passenger enforcement cases and related actions as the Agency's and Federal law enforcement partners work progresses to address the unruly passenger problem.

### **Target: Appellate reporting**

Within 45 days of end of a quarter, provide practice attorneys with written summaries of judicial decision in enforcement cases where the FAA is a party to the litigation or where the decision may have a direct impact on future enforcement actions from AGC-300.

### **Activity: Developing a Prompt Settlement Policy for the VA Disability OIG Investigation Enforcement Actions.**

Prepare and publish a prompt settlement policy for certificate actions resulting from the OIG VA Disability-Medical Certificate Holder investigation. Work with the Office of Aerospace Medicine on policy development and implementation and training of their staff. Prepare templates, job aids, and train enforcement practice attorneys and detailees on completing prompt settlements. Make adjustments to the program as necessary.

### **Initiative: Provide Legal Analysis of Agency Regulations and Documents Associated with Existing Regulations**

Provide legal analysis of agency regulations to Office of Rulemaking and program offices and provide the regulated community with timely guidance.

### **Activity: Provide Legal Services on Agency Rulemaking**

Provide legal advice, representation, policy guidance, and legal sufficiency reviews relating to rulemaking.

#### **Target: Rulemaking**

The division meets the milestones approved by the Rulemaking Council, unless projects are placed on hold for AGC due to prioritization of other projects.

#### **Target: Training and Professional Development**

Develop plan for attorneys to work on projects outside their respective branches that facilitates cross-training and professional development.

#### **Target: Timely Legal Review**

AGC-200 will respond within 30 days to 80 percent of the petition for exemption projects submitted by ARM with either concurrence or return the package with explanation of why concurrence cannot be given.

### **Initiative: Provide Internal Recurrent Training to AGC-400 Staff**

Conduct regular and internal Training for AGC-400 Staff.

#### **Activity: Establish Yearly Training Sessions**

Continue In-House Training Sessions in AGC-400.

#### **Target: Annual Training Sessions**

Using the internal 400 staff and relevant stakeholders, continue providing yearly training on the various topics that the staff handles to the full 400 staff (e.g., Aircraft Accident investigations; Tort Analysis and Litigation; FOIA processing, exemptions, and litigation; Privacy Act; Part 9 Subpoenas; E-discovery Searches, etc.). Topics will vary year to year based on need. Continue yearly training sessions to reoccur each year thereafter.

#### **Activity: Litigation Skills Training**

Develop litigation skills training and provide it to AGC counsel, in various areas of litigation, including, direct examination, cross examination, opening statements, closing statements.

#### **Target: Develop the training, in coordination with litigation attorneys across AGC**

By June 2022 – develop the training, in coordination with litigation attorneys across AGC

#### **Target: Schedule and provide the training to AGC attorneys involving in litigating matters before administrative tribunals**

By September 2022 – schedule and provide the training to AGC attorneys involving in litigating matters before administrative tribunals

### **Initiative: Inter-Agency Cybersecurity Task Force**

Coordinate and assist in the FAA's response to DOT, DHS, and NSC requests pertaining to cybersecurity.

### **Activity: Coordinate with the Inter-Agency Cybersecurity Task Force**

Coordinate and assist in the FAA's response to DOT, DHS, and NSC requests pertaining to cybersecurity.

#### **Target: Inter-Agency Cybersecurity Task Force**

Coordinate and assist in the FAA's response to DOT, DHS, and NSC requests pertaining to cybersecurity initiatives and policy documents, reports to congress, hearings, round tables and other inter-agency policy matters.

### **Initiative: Employment and Labor Law**

In support of the agency's objective of building and enhancing our high performance workforce, AGC continues to support the numerous agency-wide strategic initiatives and provide legal services in support of the administrative activity of the agency. The largest legal practice group within this goal area is our employment and labor law office (AGC-100) Attorneys represent the agency before the Equal Employment Opportunity Commission (EEOC), Merit System Protection Board (MSPB) and assist with federal litigation at all stages. AGC-100 attorneys provide advice and guidance to the Administrator and primary client offices on personnel, labor, civil rights, and equal employment opportunity matters. They also counsel on ways to minimize the legal risks relating to employment decisions and policy. Moreover, AGC-100 supports employee indebtedness proceedings, FOIA and ethics.

### **Activity: Air Traffic Control Specialist (ATCS) Hiring Process**

Provide advice to continuously improve the ATCS hiring process to deliver innovative and defensible strategies to recruit, assess, hire, and train ATCS.

#### **Target: Air Traffic Control Specialist (ATCS) Hiring Process**

Provide timely legal support for FAA efforts in FY20210 to recruit, assess, hire and train ATCS. Support focuses on internal management, administrative processes, and improvement for the FY2021 ATCS recruitment.

#### **Target: Collaboration with HR and ATO**

Collaborate with Human Resources and ATO to innovate recruitment and hiring process. Participate in the executive steering committee to discuss ATCS hiring initiatives.

### **Activity: Training for Managers, Attorneys and Staff**

Make training available to managers, attorneys and staff to increase and continuously improve the skills, level of knowledge and professional development.

#### **Target: Establish Team**

Establish a team of employment managers and attorneys to review and evaluate existing training options and develop a plan for future options. The team will consider the source (i.e. internal, external), method, frequency, and value of different training options focusing on the needs of the employment practice. Identify a team leader

#### **Target: Workgroup Deliverable**

The team will provide a recommendation to the Assistant Chief Counsel and Deputy Assistant Chief Counsel regarding skill and knowledge based training.

**Activity: Identify and Monitor Emerging and Key Areas of Law**

Ensure highest quality of service and knowledge. Provide growth and developmental opportunities for attorneys. Hone analytic and presentation skills.

**Target: Emerging and Key Areas of Law**

Establish process within each of the three teams (HQ, EAST and WEST) to identify and monitor emerging and key areas of law.

**Target: Meeting Schedule**

Schedule at least bi-monthly Employment Law Updates ("MELT") to share a concise overview of emerging and key areas of law. Each team will provide an overview of one emerging or key area.

**Activity: Track Adverse Administrative Decisions (FAA Specific)**

Continue to track and review EEOC findings of discrimination and MSPB decisions that failed to sustain the Agency's action. Share these topics with the training team.

**Target: Track Adverse Administrative Decisions (FAA Specific)**

Track adverse EEOC and MSPB decisions on a quarterly basis. Due September 30, 2021

**Target: Lessons Learned**

Brief decision and any lessons learned during monthly Employment Law Team meetings.

**Activity: Training for Client Offices (External)**

Continue and Improve Collaboration with Client and Support Offices.

**Target: Client Outreach**

Establish and schedule quarterly meetings with key clients and support offices. AGC Managers will provide a briefing of trends and address concerns/issues of the key client and support offices.

**Target: Proactive Training**

Update and refine the catalog of specialized training offerings and proactively engage LOBs/SOs to participate in the trainings.

**Target: Internal Roster of Attorney-Trainers**

Identify and develop mid-career and experienced attorneys to provide training to LOBs/SOs.

**Target: Customer Service Feedback**

Bi-annually engage the five LOBs for a high-level discussion of client satisfaction with legal services provided by AGC-100.

**Activity: Monitor and Maintain Effort to Reduce Use of Outside Counsel.**

Reduce reliance on outside counsel for administrative class actions and complex litigation

**Target: Reduce Use of Outside Counsel**

Continue to monitor, implement and modify, as necessary, plan to reduce use and role of outside counsel

**Target: Develop and Train Internal Resources**

Develop in-house attorney(s) charged with representing the FAA in the class action and complex litigation. Continue to train and mentor internal resources (attorneys and support) staff) on the handling of class action litigation

**Initiative: Manage Ethics Program and Related Legal Services**

Provide management of the Ethics Program and related legal services.

**Activity: Manage Ethics Program and Related Legal Services**

Provide training to Agency Ethics Program Coordinators (EPCs).

**Target: EPC Training**

Provide training as necessary to EPCs on their respective program management duties under Order 3750.7B throughout the calendar year; with a special training emphasis on their duties and responsibilities prior to the opening of the annual confidential financial disclosure reporting cycle. December 31, 2020 and September 30, 2021.

**Activity: Order Update**

Update Order 3750.7A - Ethical Conduct and Financial Disclosure Program.

**Target: Order Update**

With the rapid commercialization of new technologies that continue to bring new business interests, business arrangements, products, and services within the purview of the agency's regulatory authority, conduct an internal review of the agency's list of prohibited financial investments (a.k.a. "the 6001 list") applicable to all 45,000 plus agency employees to determine its completeness. Recommend to the Agency's Deputy Ethics Official and Chief Counsel updates to Order 3750.7A and its various appendices based upon this review and other changes to the Agency's organizational structure.

**Activity: Ethics Training**

Train and educate employees on the Standards of Conduct for Employees of the Executive Branch and their implementing orders, regulations, and policies.

**Target: Ethics Training**

Provide ethics training and education to specifically targeted and requesting lines-of-business.

**Activity: Recurring Event Topic Sheets**

Identify and develop topic sheets to address common ethics issues arising from invitations to recurring events.

### **Target: Recurring Event Topic Sheets**

Identify and develop topic sheets to address common ethics issues arising from invitations to recurring events. Review existing, and where necessary develop, general ethics topic information guidance used to address the most frequently occurring questions regarding ethical initiatives and events.

### **Initiative: Acquisition & Commercial Law Services Division Support of Strategic Initiative: Workforce of the Future**

Provide legal support for acquisition workforce training needed to achieve the Workforce of the Future Strategic Initiative and other high priority goals. In particular, this Core Initiative supports the Workforce of the Future Aspiration to drive results and deliver on services and assignments. The Division's staff provides training to the FAA's Acquisition Workforce.

### **Activity: Training in Key Acquisition Disciplines**

Train and develop personnel in key acquisition disciplines to ensure FAA has sufficient numbers of skilled acquisition professionals (current and pipeline) to successfully manage acquisitions.

### **Target: Acquisition Training**

Provide localized, topic-focused training to designated acquisition professionals on specific topics of interest at least once per quarter (December, March, June and September). The topics and format of training will be determined in consultation with Acquisition and Contracting (ACQ).

### **Target: Develop Training**

Develop a training program for new and experienced attorneys involving the unique flexibilities of the Acquisition Management System (AMS). Draft a list of topics (curriculum) and provide at least one course.

### **Initiative: Legislative Legal Services**

Provide management of timely legislative legal services to senior leadership.

### **Activity: Legislative Legal Services**

Advise and assist agency leadership with appropriate response to congressional requests. .

### **Target: Congressional Hearings and Roundtables**

Assist in agency preparations for Congressional hearings and roundtables, including drafting and reviewing of witness testimony, participating in witness preparation meetings, and drafting or coordinating responses to questions for the record (QFR), inserts for the record, and correcting the formal transcripts.

### **Target: Legislative Implementation Plans**

Assist in monitoring the execution of the legislative implementation plan for the 2018 Reauthorization Act. Provide legal advice on requirements imposed by the legislation and assist in responding to congressional requests concerning status of specific legislative items.



**Target: Tracking Legislative Proposals**

Track pending congressional legislative proposals, stay apprised of legislative activities and priorities of authorizing committees, and advise agency leadership on potential impacts of pending legislation.

**Target: Advise Agency Leaders**

Advise agency leaders about legal and resource implications regarding legislative proposals and enacted laws.

**Target: Technical Assistance Requests**

Respond to all requests for technical assistance and provide follow-up support as needed for member offices or committee staff as appropriate.

**Target: General Legislative Legal Services and Coordination**

Provide general legislative legal services and coordination support regarding any other congressional requests in the form of formal correspondence or informal request for information or documentation.

**Initiative: Identify and Develop Agency Legislative Priorities**

Coordinate with FAA offices to lead the development of legislative proposals to address agency priorities including program initiatives, gaps in authority and technical fixes to address errors and omissions in prior reauthorization acts.

**Activity: Provide Technical Assistance and Drafting Support for FAA Offices that Identify Specific Legislative Needs/Initiatives**

Coordinate with FAA offices to identify specific legislative needs to address potential legislative initiatives, gaps in FAA authority or technical fixes that should be addressed by draft legislation.

**Target: Coordination to Support Agency Priorities**

Support agency priorities by reaching out to FAA offices to identify and understand legislative support needs.

**Target: Develop Legislative Drafting**

Draft legislative proposals that respond to FAA program initiatives, identified gaps in FAA authority or technical fixes. Draft detailed sectional analysis to accompany each legislative proposal.

**Target: Identify Potential Legislative Vehicles**

Coordinate as necessary with committee staff, OST, and/or OMB to identify and engage the appropriate process and legislative vehicle to advance agency legislative proposals.

**Activity: Support the Department and Intra-Departmental Legislative Efforts**

Support the Department and Intra-Departmental Legislative Efforts

**Target: Coordination of Responses**

Coordinate FAA's response to requests from the Department pursuant to the Legislative Referral Memorandum (LRM) and other inter-agency processes.

**Target: Response to Other (non-LRM) Departmental Requests**

Coordinate and assist in the FAA's response to Departmental requests pertaining to Executive Branch policy documents, reports to Congress, hearings, round tables and other legislative policy matters.

**Initiative: Information Law Practice**

Provide Information Law Related Training to LOBs/SOs

**Activity: Develop Training on Initial FOIA Processing, and Provide Training to LOBs/SOs**

Develop, As Necessary, and Provide Training to LOBs/SOs

**Target: Continue Ongoing Training on FOIA**

Utilizing the Information Law Practice attorneys provide and/or participate in information law training internally and externally to other LOBs/SOs on a monthly basis.

**Initiative: National Airport Civil Rights Policy and Compliance Policy Development, Coordination, and Program Enhancement**

Provide guidance for external operations, airport operators and other stakeholders on the areas of DBE/ACDBE, ADA/ 504, Title VI/LEP/EJ, and other civil rights policies and regulations affecting airports.

**Activity: Policy Guidance**

Provide guidance for external operations, airport operators and other stakeholders in the areas of DBE/ACDBE, ADA/504 and Title VI/LEP/EJ by conducting training sessions, policy updates as warranted, reviewing existing programs and activities in policies and regulations affecting airports.

**Target: Review Part 23**

Initiate drafting of 49 CFR part 23 guidance documents as a result of stakeholder listening sessions conducted in FY21 and pending rulemaking to Parts 23 and 26 if needed.

**Target: Conduct Stakeholder Focus Group Meetings**

Conduct three stakeholder listening sessions on the DBE, ACDBE, Title VI and/or ADA Programs to engage stakeholders and collect input and feedback.

**Activity: Federal Interagency Working Groups and Committees**

Represent ACR by actively engaging in IWGs / committees/meetings, such as the Advancing Racial Equity & Support for Underserved Communities; NEPA & Health (Climate Change); NEPA and Title VI subcommittees.

**Target: FAA Title VI Order**

Initiate and complete LOB SO Coordination and publish FAA Order 1400.11A (Title VI).

**Target: Recipient Title VI Guidance**

Per DOT Order 1000.12C, draft Title VI Recipient Guidance, including Title VI Plan templates.

**Target: Community Participation Plan Requirements**

Per DOT Order 1000.12C, draft Community Participation Plan (CPP) requirements, including CPP templates.

**Target: FAA Language Access Plan**

Develop and/or publish agency Language Access Plan (Includes related activities, such as completing any remaining items for the LAP Data Call, participating in drafting the Policy Statement and the Administrator's Memorandum, and updating the existing draft LAP to a finalized version).

**Target: Novel Policy Initiatives**

Research and develop at minimum two policy initiatives that propose proactive solutions to issues identified across the external programmatic areas.

**Initiative: Alternative Dispute Resolution (ADR) Participation**

Encourage the FAA workforce to engage in the ADR process as a method to resolve disputes in the EEO Complaint Process at the lowest possible level.

**Activity: ADR Coordination**

Coordinate with the LOBs/SOs to encourage its workforce to resolve disputes in an amicable way by utilizing the ADR process and ensure that managers engage in mediation when requested by employees.

**Target: Corporate ADR Engagement Goal-Shared**

Assist with Agency effort on ADR engagement by ensuring 75% of all managers engage in mediation when requested by employees.

**Target: ADR Tracking**

Track Agency mediation and resolution rates, present this data at the EAC meetings and produce a final ADR engagement and resolution report.

**Activity: Civil Rights Scheduler Tool**

Implement new civil rights scheduler tool that will ensure a customer-focused environment to better satisfy the needs of our customers and improve the quality of the organization's products and services through innovative programs, accountability in processes, services, and customer experience integration.

### **Target: Civil Rights Scheduler Tool - Develop and Build Software to Support ADR Services**

A scheduling tool mechanism to facilitate multi-person scheduling of appointments within an individual system. The system would work both in tandem and independently with the online complaint management system to ensure a more efficient means of tracking and streamlining all appointments and counseling case activities

### **Target: Civil Rights Scheduler Tool - Software Assurance Testing**

Collaborate with all relevant parties to design, build, and test the Civil Rights Scheduling Tool. Ensure accurate application configuration and user testing to deploy the system. Evaluate the tool for specific support provisions that also reinforce fundamental business processes.

### **Target: Civil Rights Scheduler Tool - Staff Training**

Administer comprehensive ACR staff training for the Civil Rights Scheduling Tool. Coordinate secure application networking to all relevant Government Furnished Equipment and technology. Oversee procedural integration to ensure ISO process consistency.

## **Initiative: Management Directive 715 (MD-715)**

Prepare the annual Equal Employment Opportunity Commission (EEOC) MD-715 Report for submission to the EEOC and continue to monitor Agency accomplishments.

### **Activity: MD-715 Coordination**

Oversee the process for developing and reporting to the EEOC the Annual MD-715 Report.

### **Target: Collaboration**

Collaborate with LOB/SOs to receive input for the Part G and Part J Checklist of the MD 715 Report.

### **Target: Preparation**

Prepare FAA annual EEO MD-715 Report and submit to EEOC.

### **Target: State of EEO**

Prepare the annual State of EEO briefing and present to the EAC.

## **Activity: Civil Rights Directors MD-715 Assessments**

Civil Rights Directors (CRD) responsible for internal EEO will conduct EEO Assessments and follow-ups to ensure LOBs/SOs are complying with EEO laws, policies and regulations.

### **Target: Facility Selection**

Identify the four (4) facilities to conduct the MD 715 EEO assessments and conduct (4) facility follow-up assessments.

### **Target: Deploy**

Conduct four (4) MD 715 Facility Assessments and conduct the (4) follow-up assessments.

## **Initiative: EEO Complaint Services - Improved Customer Experience**

Ensure a customer-focused environment to better satisfy the needs of our customers and to improve the quality of the organization's products and services through innovative programs, accountability in processes and services, and customer experience integration.

### **Activity: Management of the ACR Customer Feedback Database**

Maintain ACR Customer Feedback Database to assess and ensure internal and external services provided are meeting customer expectations.

#### **Target: Customer Feedback**

EEO Specialists will provide customer service feedback link to their customers within 2 business days of service, and will have documented such occurrences via email.

#### **Target: Mid-Year Report**

Complete mid-year report on feedback.

#### **Target: Training**

Provide annual refresher Feedback Database training to ACR users.

#### **Target: End of Year Report**

Complete annual report for feedback.

### **Activity: ISO Certification**

National Complaint Services will maintain the ISO Quality Management System (QMS) for the National Intake and EEO Pre-Complaint process (EEO Counselling and Alternative Dispute Resolution (ADR)) to ensure consistent delivery of quality services and maintain conformance to QMS.

#### **Target: ISO Maintenance**

Complete internal audits for maintenance of International Organization for Standardization (ISO) 9001:2015.

#### **Target: ISO Training**

Conduct Quality Management System (QMS) training, as required to maintain quality standards.

#### **Target: ISO Audit**

Complete external surveillance audit for maintenance of International Organization for Standardization (ISO) 9001:2015.

### **Activity: Annual EEO Best Practices Information Exchange Forum**

Organize an exchange forum for collaborating with other government agencies, state government, and the private sector on EEO Complaints, Diversity, Equity, Inclusion and Accessibility Programs in an effort to discover best practices, methods, and tools to allow an opportunity to streamline the efficiency of EEOC requirements. ACT-9 will coordinate and host a one day EEO Complaint Services Information Exchange Forum with agencies and organizations external to the FAA. This will serve as an opportunity to voice best practices, share methods, and tools used to provide an effective EEO Pre-Complaint Process.

#### **Target: Annual EEO Best Practices Information Exchange Forum - Logistical Information**

Conduct the Exchange Forum

#### **Target: Annual EEO Best Practices Information Exchange Forum - After Action Report**

Provide a report highlighting the best practices discussed at the EEO Complaint Services Information Exchange Forum.

### **Initiative: External Operations Program Compliance- DBE/ACDBE**

ACR will conduct assessments, provide training and technical assistance, and build out functionalities for the existing FAA Civil Rights Connect System assessment tool to inform recipients of requirements and compliance status, and for ACR to identify trends.

#### **Activity: DBE/ACDBE Airport Assessments**

Conduct airport DBE and/or ACDBE program assessments to increase airport program compliance.

#### **Target: DBE/ACDBE Enrollment**

Enroll nine (9) airports for new compliance assessments for the DBE and/or ACDBE programs and provide feedback to the airports to assist them in becoming compliant.

#### **Activity: Conduct Training and Technical Assistance**

Deliver training, technical assistance, and consultations to airport sponsors or other DBE/ACDBE Program stakeholders to increase their program knowledge.

#### **Target: DBE/ACDBE Training**

Collaborate with national trade associations and other stakeholders to deliver four (4) DBE and/or ACDBE program trainings.

#### **Target: DBE/ACDBE Webinars**

Conduct four (4) new or updated DBE and/or ACDBE webinar trainings (live or pre-recorded).

#### **Target: DBE/ACDBE Technical Assistance Calls**

Offer six (6) DBE/ACDBE compliance program related question and answer teleconference sessions for all airport sponsors.



### **Activity: Utilize Technology**

ACR will enhance development of the FAA Civil Rights Connect System for airport sponsors to assist in meeting DOT regulatory requirements.

#### **Target: DBE Prompt Payment Complaints**

Continue to ensure that airport sponsors track and report information as to prompt payment complaints, analyze data from FY21, and produce annual report.

#### **Target: DBE/ACDBE Future Assessment Tool Enhancements**

Develop a list of desired future enhancements for the DBE/ACDBE section of FAA Civil Rights Connect and create an estimate of costs

#### **Target: DBE/ACDBE Compliance Program - Outreach to Raise Awareness of available technology**

Educate airport sponsors quarterly through various means on the educational products and services available to assist them from the DBE/ACDBE compliance program.

### **Activity: DBE/ACDBE - Implement FAA Office of Civil Rights Strategic Plan**

Implement new requirements for the DBE/ACDBE compliance program, per the FAA Office of Civil Rights Strategic Plan.

#### **Target: DBE/ACDBE Enhanced Customer Experience– Feedback Link**

Provide feedback link to customers within 5 business days of completion of each DBE/ACDBE compliance program complaint investigation.

#### **Target: DBE/ACDBE Enhanced Customer Experience – Complaint Status Updates**

Provide monthly status updates to complainants of each DBE/ACDBE compliance program complaint investigation.

### **Initiative: Airport and Environmental Law Services to Build the National Airspace System of the Future**

Provide legal advice and guidance to assist the Office of Airports (ARP), Air Traffic Organization (ATO), Office of Commercial Space (AST), Office of Aviation Safety (AVS), UAS Integration Office (AUS) and other lines of business to build the national airspace system of the future by completing review of environmental documents for projects to increase efficiency or capacity within 30 days of receipt of a technically adequate and complete document. Airport and other environmental legal services will be provided in accordance with agency strategic initiatives to make aviation safer and smarter and deliver benefits through technology and infrastructure. Collaborate across lines of business to provide excellent representational legal services and training to maintain the effectiveness of agency airport and environmental programs.

Support strategic initiatives to increase airport and system capacity and Next Generation system capability. Complete timely and effective legal reviews for infrastructure modernization and military special use airspace projects. Assist in formulating and implementing policies, strategies, and best practices to advance aviation in an environmental responsible and sustainable manner. Provide timely legal services to help the Office of Airports maintain the safety and sustainability of US airports and maintain airport infrastructure that benefits the National Airspace System.

**Activity: Client Priorities and Provide Timely Legal Services to Office of Airports, Air Traffic Organization, Office of Commercial Space, and the Office of Aviation Safety**

Ensure that airport and environmental law services are provided in a manner that reflects agency and primary client priorities.

**Target: Identify Priorities of Primary Clients**

Meet with primary clients (e.g. ARP, ATO, AST, AVS, AFS, UAS, AEE) to identify priorities, define the legal support needed to advance those priorities, obtain client feedback on support provided, and, as necessary, reassess services being provided. Provide summary report to AGC-1 and AGC-3.

**Target: Judicial Decision Summaries**

Within 30 days of a judicial decision, provide client offices with written summaries of judicial decisions in airport and environmental cases where the FAA is a party to the litigation or where the decision may have a direct impact on future FAA actions.

**Activity: Provide Timely Legal Review of NEPA Documents**

Support timely completion of NEPA documents to fulfill strategic initiatives to make aviation safer and smarter and deliver benefits through technology and infrastructure

**Target: Legal Review of Complete NEPA Documents**

Except as set forth in Targets 2 and 3 below, or in connection with the review of environmental assessments for proposed RNAV/RNP projects, complete legal review of technically adequate and complete NEPA documents within 30 days or within a mutually agreed upon time. If the program office has not provided sufficient time for adequate legal review, the assigned attorney will notify the program office and will complete the review no later than within 30 days of receipt.

**Target: Legal Sufficiency Review of EISs for Airport Projects**

Complete legal sufficiency review of 95% preliminary EISs and EAs for airport projects at core airports and capacity-constrained airports within 30 working days of receipt of a technically adequate and complete document.

**Target: Legal Sufficiency Review of Preliminary Environmental Documents**

Complete legal sufficiency review of preliminary environmental documents for all other airport projects will be completed within 30 working days of receipt of a technically adequate and complete document 75% of the time.

**Target: Legal Support - Metroplex Airport Development**

Provide legal support on the development of community outreach strategies associated with airport development, infrastructure, and RMAV/PBN procedure projects.

**Activity: Policy and Guidance Information for NEPA Compliance Support**

Provide legal support for policy and guidance on the requirements on the National Environmental Policy Act and related natural and cultural resource issues.

**Target: Legal Support - AEE**

Provide legal support for AEE's noise policy research. Assist AEE in developing responses to comments and provide legal sufficiency review for any order revisions that may result.

**Target: Internal Target: Legal Support—AEE**

Provide legal support for AEE's revision to Order 1050.1F, Environmental Impacts: Policies and Procedures. Assist AEE in ensuring that revisions to the order are consistent with new NEPA regulations and reflect case law.

**Activity: Provide Guidance and Coordinate FAA Sustainability Efforts**

Provide timely legal services that support remediation of sites where federal activities have resulted in environmental contamination.

**Target: Legal Services that Support Remediation of Sites**

Provide documentation for administrative orders on consent, consent decrees, settlement agreements, and other legal documents necessary to memorialize legal obligations and agreements entered into by the agency.

**Activity: Timely and Effective Provision of Representational Legal Services**

Provide timely and effective representational legal services to deliver benefits through technology and modernized National Airspace System infrastructure.

**Target: Petition for Review or Complaint**

Within 30 days of receiving a petition for review or complaint, contact the U.S. Department of Justice attorney assigned to the matter to provide an overview of the key issues in the case and to discuss the support to be provided by AGC.

**Target: Review of Petitioner's Initial Briefs**

Review petitioners' initial briefs within 2 weeks of receipt and provide written comments on the accuracy of the statement of facts, with references to the administrative record.

**Target: Department of Justice Coordination**

Assist the U.S. Department of Justice attorney in drafting respondents' briefs, as requested, within 10 business days of the request.

**Target: Review Petitioner's Reply Briefs**

Review petitioners' reply briefs and provide any appropriate additional analysis and comments, with references to the administrative record at least ten days before oral argument is held. Participate in moot courts to help the Department of Justice attorney prepare for oral arguments.

**Initiative: Ensure the Nation's System of Airports Has the Right Technology and Infrastructure to Support Evolving Needs**

Ensure the nation's system of airports has the right technology and infrastructure to support evolving needs.

### **Activity: Align Airport Infrastructure and Air Traffic Procedures with Current and Anticipated Demand**

Form strong relationships with clients to facilitate the provision of counseling and legal services that support and enhance the client's work. Create policy guidance.

#### **Target: Legal Support to ARP, ATO, AEEE, AVS and AST - Orders**

Provide legal support to ARP, ATO, AEE, AVS, AST and other lines of business on the revision of FAA Orders and similar documents, including advisory circulars and handbooks, as appropriate or as needed. Provide written comments within 30 days of receipt of a complete stand-alone section or within 90 days of receipt of the complete order.

#### **Target: Part 16**

Part 16. Complete legal review of 95% of draft Part 16 orders submitted to AGC within 30 days of receipt of a complete document.

#### **Target: Legal Support to ARP - Policies**

Provide legal support to ARP on the revision or promulgation of FAA policies that ARP desires to promulgate or update. Provide written comments within 30 days of receipt of a complete stand-alone section or within 90 days of receipt of the complete policy statement.

### **Activity: Legal Support to ARP, AUS, AVS, ATO and AST – New Entrants Guidance**

Provide legal support to ARP, AUS, AVS, ATO and AST in developing policies or guidance related to the integration of new entrants into the operations of airports.

#### **Target: Legal Support for New Entrants Guidance**

Provide legal support to ARP, AUS, AVS, ATO and AST in developing policies or guidance related to the integration of UAS, commercial space vehicles, and other new entrants into the operations of airports. Provide comments, approvals or legal opinions within 60 days of client submission or request.

### **Activity: Develop Airports & Environmental Law Training**

Develop internal recurrent training for Airports and Environmental Law.

#### **Target: Recurrent Internal Airports & Environmental Law Training**

Establish Biannual Internal Training for AGC-600 attorneys lasting two to three days, for Airports and Environmental Law, to ensure AGC-600 can address evolving needs of the nation's system of airports. The various topics should be related to AGC-600 current and future work.

### **Initiative: Telecommunications/Spectrum Law Services In Support of the Strategic Initiative: NAS and Deployment of Innovation**

In the area of telecommunications/spectrum law, provide strategic oversight for legal advice and represent the Agency interests relating to FAA, Federal Communications Commission (FCC), and National Telecommunications Information Agency (NTIA) rulemaking, reallocation and sharing of government spectrum, unmanned aerial systems, and FAA acquisition of systems and services.

**Activity: Executive Counsel telecommunications/spectrum law services in support of the strategic initiative: NAS and deployment of innovation**

Provide legal services to accelerate and expand deployment of new technologies and promote innovations that enhance the safety and performance of the Nation's air transportation system (NAS) such as integration of unmanned aircraft systems into the NAS.

**Target: Monitor, Comment and Support FCC Rulemaking**

Continue to monitor, comment on, and support FCC rulemaking petitions and coordinate as appropriate with industry representatives to ensure timely, sufficient spectrum for full system implementation of the Data Communications Program. It is one of FAA's major acquisition programs.

**Target: Government wide collaboration and assistance**

Assist the FAA in developing a potential enterprise wide spectrum policy and addressing FCC decisions relating to 5G wireless access with potential adverse impacts on aviation spectrum.

**Target: Legal Sufficiency of FAA Recommendations**

Assure the legal sufficiency of the FAA recommendations and strategy in, and stakeholder consultation for, the Report to Congress on use of spectrum by unmanned aircraft systems. This report is pursuant to Section 374 of the 2018 FAA Reauthorization Act.

**Initiative: Office of Adjudication (OADJ) Procurement and Acquisition Related Adjudication and Dispute Resolution Services (ODRA)**

As an independently operating adjudicatory authority comprised of a Director/ Chief Administrative Judge and other administrative judges, OADJ safeguards the quality and integrity of the Agency's acquisition and contract administration processes by deciding or resolving, on behalf of the FAA Administrator, all bid protests and contract disputes that arise under the FAA's Acquisition Management System. It provides timely, fair, responsive and efficient adjudication, alternative dispute resolution ("ADR") and dispute avoidance services in matters arising under the AMS, as well as in other designated administrative matters. It serves as the FAA's exclusive tribunal for adjudicating and deciding procurement and acquisition-related and other administrative disputes. It provides dispute avoidance and early resolution services to the Agency and its private sector contracting partners, assisting them through voluntary dispute resolution and dispute avoidance methods to the maximum extent practicable. For those matters that cannot be avoided or resolved through ADR, it convenes a flexible, efficient and transparent adjudication process. It educates Agency personnel and private sector stakeholders regarding the FAA's dispute resolution and adjudication processes.

**Activity: ADR and Adjudication Services**

Provide timely, fair, responsive and efficient dispute avoidance, ADR and adjudication services to the FAA and its contracting partners.

**Target: Educational Programs**

Conduct educational programs for Agency personnel and outside stakeholders on the FAA dispute resolution system. Participate in at least 4 programs and professional activities that promote knowledge and acceptance of the FAA acquisition process. Track, review and report interim status by March 31, 2022 and complete by end of FY22.

### **Target: Voluntary ADR**

Provide voluntary ADR and as the primary means of managing matters filed with the ODRA. Actively manage and establish appropriate timeframes for completion of adjudication processes in all cases. Based on a staffing level that includes four appointed adjudicators, complete Findings and Recommendations in typical adjudicated cases in the following average number of days from the date of closing of the administrative record: non-complex protests- 30 calendar days; complex protests- 60 calendar days; non-complex contract disputes-90 calendar days; complex contract disputes- 160 calendar days. Track, review and report interim status by March 31, 2022 and complete by end of FY22.

### **Initiative: Office of Adjudication Timely Civil Penalty Adjudication and Appeals Process and Decisions**

Civil Penalty staff prepares recommended decisions for the Administrator in appeals from decisions issued by DOT Administrative Law Judges and provide hearing officers in other civil penalty cases. Civil penalty staff also provides docket clerking services for the ALJs in all civil penalty adjudications.

#### **Activity: Civil Penalty Appeal Decisions**

Civil Penalty staff prepare recommended decisions for the Administrator in appeals from decisions issued by DOT Administrative Law Judges and provide hearing officers in other civil penalty cases. Civil penalty staff also provide docket clerking services for the ALJs in all civil penalty adjudications.

### **Target: Civil Penalty Appeals and Adjudications**

Prepare draft decisions for the Administrator for typical civil penalty appeals and adjudications in an average of 120 days from the closing of the record. Report interim status by March 31, 2022 and complete by end of FY22.

### **Target: Final Rule to Part 13 Procedural Rules**

Update the AGC-70 website after publication of the revised Part 13 Procedural Rules. The update will highlight the most significant changes to subpart D and G proceedings, with special emphasis on electronic Filing.

### **Initiative: Acquisition & Fiscal Law Services Division Support of Strategic Initiative: NAS**

Provide legal advice and represent the Agency interests relating to the FAA's acquisition of the systems and services needed to achieve the NAS Priority Initiative and other high priority goals. In particular, this Initiative supports the NAS Guiding Principle: Provide safe, secure, and efficient services to NAS users in the most cost effective and innovative manner. The Division's staff ensures the legal sufficiency of acquisition processes and documents; assists clients in developing a rational basis for acquisition and related decisions, and represents the agency when acquisition decisions are challenged.

#### **Activity: Provide Timely and Accurate Review of Acquisition Documentation**

The Office of the Chief Counsel will review 100% of documents within 15 business days, on average, of receipt of complete packages.



**Target: Review of Acquisition Documents**

The Office of the Chief Counsel will review 100% of documents within 150 business days, on average, of receipt of complete packages.

**Activity: Timely and Accurate Representation at the Office of Dispute Resolution (ODRA)**

Represent the Agency before the Office of Dispute Resolution for Acquisition (ODRA)

**Target: Agency Representation**

The Office of the Chief Counsel will represent the Agency in all matters before ODRA, AGC-70, meeting 100% of deadlines imposed.

**Initiative: Visual NavAids - Approach Lighting System Safety Enhancement - Landing and Lighting Portfolio**

The Approach Lighting System Safety Enhancement Program upgrades approach lighting systems built before 1975. The project upgrades the equipment to current standards and reduces the potential severity of take-off and landing accidents by replacing rigid structures with lightweight and low-impact resistant structures that collapse or break apart upon impact. The entire approach lighting system is replaced when rigid structures are replaced. The High Intensity Approach Lighting System with Sequenced Flashing Lights (ALSF-2) provides visual information on whether the pilot is aligned with the runway centerline, the aircraft's height above the runway plane, roll guidance, and horizontal reference for Category II and III Precision Approaches. The MALSR provides visual information on runway alignment, height perception, roll guidance, horizontal references for Category I Precision, and Special Authorization Category II Approaches.

**Activity: Complete upgrades to Approach Lighting Systems.**

For FY22 the Approach Lighting System Safety Enhancement Program will complete activities to procure Light-Emitting Diode (LED) Lamps and install MALSR systems.

**Target: Award Light-Emitting Diode (LED) Lamps Contract**

Award Light-Emitting Diode (LED) Lamps Contract.

**Target: Complete activities to install Medium Intensity Approach Lighting System with Runway Alignment Indicator Lights (MALSR) Systems (CAM Goal)**

Install one (1) Medium Intensity Approach Lighting System with Runway Alignment Indicator Lights (MALSR) System.

**Initiative: Promote Implementation of Innovative Technologies**

Promote implementation of innovative technologies, such as machine learning and robotic process automation, and expand support for existing technology assisted programs (E Discovery, remote inspections, etc.) that create efficiencies for the ASH workforce.

### **Activity: e-Discovery Program Support**

The Office of Investigations Electronic Discovery (AXI e-Discovery) supports the FAA and DOT in their discovery requests through repeatable and defensible processes. The ability to preserve, collect, process, and present electronically stored information (ESI) in a review platform plays a critical role in helping to reduce the backlog of, and support continued requests for, FOIA, litigation, and other requests for documents. Support of special requests such as the Boeing 737 Max Congressional requests from 2019 and 2021 will continue to be provided to AFN and AGC. AXI e-Discovery will provide e-Discovery support to FAA and DOT through the use of repeatable and defensible document collection processes and grow an e-Discovery program that can service the discovery requirements of ESI.

#### **Target: Draft e-Discovery Program Documentation**

Develop program and governing documentation that can service the discovery requirements of ESI.

#### **Target: e-Discovery Requests**

Respond to e-Discovery requests requiring collection from all sources based upon established guidelines. This includes requests to collect, process, cull, analyze, and produce e-Discovery matters assigned to AXI-400. Develop a method for calculating cost estimates for all e-Discovery requests. Case updates and data statistics will be presented in a quarterly report that will be used to make data driven decisions appropriate for the program.

### **Activity: Investigative Detection and Response**

Improve investigative efficiency and enhance security on endpoints by intelligently monitor, detect, investigate, and respond to threats wherever they originate, internal or external to the FAA enterprise. Protect and enhance the resilience of the FAA's cyber infrastructure by reducing the risk of damaging compromises to FAA systems by internal and external threats. Develop an investigative detection and response capability to intelligently monitor, detect, and respond to threats to the FAA enterprise.

#### **Target: Investigative Detection and Response Development**

Develop and implement a plan to enhance security on endpoints to monitor, detect, investigate, and respond to threats.

### **Activity: Security Solutions Development: Security Solutions**

Develop new security solutions or enhance existing solutions to meet new or changed business needs of ASH program offices.

#### **Target: Security Solution Deployment**

Deploy security solutions to meet ASH program office business requirements.

#### **Target: Data Management**

Develop and deploy operational activity dashboards to support decision making by ASH program offices and Senior Management Team.

#### **Target: Update ASH Web content**

Validate and update ASH web content on FAA.gov and My.FAA.gov in conjunction with AOC and ASH program offices.

### **Activity: Security Solutions Development: Automate Testing**

Implement comprehensive system testing based on the automation of continuous application and hosting test scripts.

#### **Target: Functional Testing**

Automate functional testing using Selenium (or similar products) for six (6) AXM web applications.

### **Activity: Security Applications Support: Mission Support**

Coordinate deployment and delivery of key systems and/or services to support ASH mission and programs.

#### **Target: Cloud Transition**

Work with FAA Cloud Services Program Office, Cloud vendor and ASH program office(s) to implement Phase 3 of AXM Cloud Deployment Plan.

#### **Target: Modernize the ASH's Conference Room Video Communications Platform**

Coordinate upgrade of video communications in ASH conference rooms nation-wide using FAA enterprise video service solutions in conjunction with AIT and FAVES.

#### **Target: Upgrade fingerprints transmission system**

Upgrade fingerprints transmission system used in ASH ID Media centers in conjunction with support from AXP and Defense Counterintelligence and Security Agency (DCSA).

## **Improve Sustainability, Mitigate Noise, and Reduce Emissions**

Lead aviation sector efforts to improve sustainability, mitigate the effects of aviation noise, and reduce emissions.

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### **Initiative: Climate Action, Improve Sustainability and Address the Effects of Aircraft Noise**

Ensure that the FAA continues to be a leader in addressing the environmental impacts of aviation, including on climate change and noise, and in improving the sustainability and resilience of the FAA as an agency.

#### **Activity: Improving Agency Sustainability and Resilience.**

Increase the resiliency of critical FAA facilities and assets.

#### **Target: Increase the resiliency of critical FAA facilities and assets.**

Initiate multi-year effort to increase resiliency by identifying high-priority FAA critical facilities and assets and creating an initial vulnerability assessment template.

#### **Target: Reduce Impact to climate change from FAA facilities and operations by lowering agency carbon footprint.**

Enhancing FAA's sustainability performance by reducing agency GHG emissions, such as ensuring FAA is using available contracting authorities to procure clean energy solutions, expanding its green fleet, as well as collecting more accurate procurement data (FDPS) regarding the GHG emissions FAA contributes along the supply chain. Update AMS clauses if needed.

**Activity: Addressing Aircraft Noise.**

Review of existing national civil aviation noise policies to address the effects of aviation noise (including impacts to EJ communities).

**Target: Initiate Review of the FAA National Civil Aviation Noise Policy.**

Initiate review of existing national civil aviation noise policies to address the effects of aviation noise (including impacts to EJ communities) by developing proposed noise policy review process and internal protocols for leadership decisions.

**Activity: Climate Action and Reducing Aviation GHG Emissions.**

Support technological innovation to increase fuel efficiency and reduce GHG emissions.

**Target: Support technological innovation to increase fuel efficiency and reduce GHG emissions.**

Utilize R&D programs, coordination activities and policies to accelerate the development and deployment of sustainable aviation fuels to take a holistic view in terms of reducing aviation GHG emissions.

**Activity: Sustainability – FAA Facilities and Operations.**

Demonstrate leadership on climate and sustainability by increasing the energy efficiency of FAA facilities and reduce the overall carbon footprint of the FAA.

**Target: New Construction/ Modernization Projects.**

Include all new construction/modernization projects impacting more than 25k square feet at FAA facilities in the Sustainability Report and Implementation Plan.

**Target: Designate at least 2 FAA facilities and 42,000 square-feet as Sustainable Federal Buildings.**

Designate at least 2 FAA facilities and 42,000 square feet as Sustainable Federal Buildings.

**Target: Assess five FAA facilities for “ISO 50001 Ready” certification pursuant to the Energy Act of 2020.**

Assess five FAA facilities for “ISO 50001 Ready” certification pursuant to the Energy Act of 2020.

**Activity: Global Leadership on Aviation and Climate Change.**

Demonstrate renewed global leadership on climate change through international engagement, action at the International Civil Aviation Organization, and preparation of a U.S. Aviation Climate Action Plan.

**Target: Incorporate interagency feedback received on the draft United States Aviation Climate Action Plan and brief OST leadership.**

Incorporate interagency feedback received on the draft United States Aviation Climate Action Plan and brief OST leadership.

**Target: Publish a revised United States Aviation Climate Action Plan.**

Publish a revised United States Aviation Climate Action Plan.

**Activity: Aircraft Noise.**

Lead efforts in collaboration with aviation stakeholders to address aircraft noise in the United States and ensure up-to-date and effective noise policies.

**Target: Establish a cross-LOB/SO team containing members with sufficient authority to represent their LOB/SO in noise policy discussions and deliberations.**

Establish a cross-LOB/SO team containing members with sufficient authority to represent their LOB/SO in noise policy discussions and deliberations.

**Target: Initiate public and stakeholder engagement in the FAA noise policy review process.**

Initiate public and stakeholder engagement in the FAA noise policy review process.

**Target: Complete initial noise policy review and identify potential policy options.**

Complete initial noise policy review and identify potential policy options.

**Initiative: Climate Action, Improve Sustainability, and Address the Effects of Aircraft Noise**

This initiative will ensure that the FAA continues to be a leader in addressing the environmental impacts of aviation, including on climate change and noise, and in improving the sustainability and resilience of the FAA as an agency. The FAA has played a lead role, both domestically and internationally, to carry out research and development (R&D) and develop policies to reduce the environmental impact of aviation. Through this initiative, the FAA will identify opportunities to strengthen its leadership role and ensure a coordinated agency-wide approach. There are three elements to this initiative: 1) improving agency sustainability and resilience, 2) addressing aircraft noise, and 3) climate action and reducing aviation greenhouse gas (GHG) emissions.

**Activity: Reducing environmental impact of aviation through the CLEEN Program by developing and maturing new aircraft technologies to reduce fuel burn, emissions and noise.**

Initiate and develop new aircraft technologies under the CLEEN Program that will reduce noise, emissions, and fuel burn, and enable the aviation industry to expedite integration of these technologies into current and future aircraft

**Target: Accelerate Aircraft Technology Maturation Under CLEEN**

Prepare for and perform high-level ground or flight tests and demonstrations of CLEEN technologies that reduce noise, fuel burn and emissions.

**Activity: Reduce emissions impacts attributable to U.S. civil aviation\_**

Advance rulemaking to support further reduction of emissions impacts attributable to U.S. civil aviation

**Target: Reduce emissions impacts attributable to U.S. civil aviation**

Publicly release the NPRM for the Fuel Efficiency standard

**Target: Reduce emissions impacts attributable to U.S. civil aviation**

Work with EPA to finalize EPA's nvPM Engine Emissions Rule, and initiate subsequent FAA engine nvPM emissions certification rule

**Activity: Path to Net Zero Emissions by 2050**

Reduce CO2 emissions from domestic aviation, as defined in the U.S. Aviation Climate Action Plan.

**Target: Path to Net Zero Emissions by 2050**

Reduce CO2 emissions from domestic aviation, as defined in the U.S. Aviation Climate Action Plan.

**Initiative: Community Engagement**

Continue to develop communication tools that increase transparency of Agency airspace actions and offer the opportunity for continued engagement.

**Activity: Advance Community Engagement with Artificial Intelligence (AI) Chatbot**

Increase FAA's Community Engagement activity by Launching a Web-Based Chatbot that will be used to create transparency and direct users to frequently asked questions about aircraft noise.

**Target: Advance Community Engagement with Artificial Intelligence (AI) Chatbot**

Launch a Community Engagement Frequently Asked Question Noise Chatbot that uses artificial intelligence software to understand conversational phrases and work autonomously to generate responses and collect data for process improvement.

**Target: Web-Based Chatbot Spanish Version**

Use Machine Learning to train the FAA Community Engagement Frequently Asked Questions Noise Chatbot that uses artificial intelligence software to understand Spanish conversational phrases and work autonomously to generate responses and collect data for process improvement.

**Target: Web-Based Community Engagement Chatbot**

Launch a Community Engagement Frequently Asked Question Noise Chatbot that uses artificial intelligence software to understand conversational phrases and work autonomously to generate responses and collect data for process improvement

**Target: Web-Based Chatbot Spanish Version**

Use Machine Learning to train the FAA Community Engagement Frequently Asked Questions Noise Chatbot that uses artificial intelligence software to understand Spanish conversational phrases and work autonomously to generate responses and collect data for process improvement.



### **Activity: Develop and Implement Communication Guidance Post Airspace Projects**

Develop and implement guidance for communication guidance with airports, elected local, state and congressional offices and other regional stakeholders after airspace projects are complete.

#### **Target: Parameters for Reporting Method of Communication with Service Centers**

Develop Standard Operating Procedures/guidance on communication with the airport/community Post implementation of airspace projects.

#### **Target: Parameters for Reporting Method of Communication for Regional Offices**

Develop Standard Operating Procedures/guidance on communication with the airport/community Post implementation of airspace projects.

### **Initiative: Commercial Space Transportation Environmental Stewardship**

Perform a comprehensive environmental review for each licensed or permitted activity for which an application is accepted and document the results appropriately, for compliance with the National Environmental Policy Act and Agency Directives.

### **Activity: Commercial Space Transportation Environmental Reviews**

Conduct environmental reviews for proposed launch, reentry and launch site operations in support of AST license, permit, and renewal evaluation timelines.

#### **Target: Improve Commercial Space Transportation Environmental Efficiency**

Update environmental review process guidance for applicants based on lessons learned, coordinate with AEE, and incorporate updates into AST's pre-application consultation process

### **Initiative: Boston Logan International Airport MOU with Massachusetts Port Authority**

Provide executive leadership, facilitate horizontal integration and conduct internal and external outreach as needed to bring to closure to the Boston Logan International Airport (BOS) MOU with the Massachusetts Port Authority. The MOU establishes a framework for cooperation by FAA and Massport in exploring, evaluating and advancing changes or amendments to PBN procedures that reduce impacts from aircraft overflight noise, while maintaining the safety and efficiency benefits of PBN procedures at BOS. The MOU was signed in 2016 and is drawing to a close with the issuance of final Block 2 procedure recommendations by MIT. Once the community selects procedures for consideration, Massport will request implementation by FAA and will formally launch FAA's 7100.41 process.

### **Activity: Sunset BOS MOU**

With the publication by MIT of the final Block 2 procedure recommendations, the MCAC will vote and request certain procedures be implemented. This request will be routed through Massport to FAA for evaluation of each change or new procedure for safety, operational and environmental impact. Acceptance by FAA for implementation will transition this effort from the MOU into the "normal" FAA process and will bring closure to the MOU.

**Target: Block 1 Procedure Implementation External Communication to Congressional and Community Stakeholders.**

Working with a cross-LOB team to include AOC, AJV-E and ARA, develop and execute a communication plan to notify Congressional and Community Stakeholders of the implementation of Block 1 procedures.

**Target: Block 2 Procedure Feasibility Assessment**

Once Block 2 proposed procedures are received from Massport, complete initial assessment of feasibility and communicate results to Massport and MCAC.

**Target: Sunset MOU**

Working with Massport, formally terminate MOU and gain Massport CEO agreement on next steps for future collaboration on community noise concerns.

**Target: Lessons Learned for BOS MOU**

Participate in an AEE led workshop with MIT, Massport and FAA stakeholders who were involved in the MOU to gather takeaways, lessons learned, policy or process implications or need for further research and development.

**Initiative: Service Area Community Engagement Forums**

Plan and execute Service Area Community Engagement Forums with participation of at least one airport from each region.

**Activity: Eastern Service Area (ESA) Community Engagement Meeting**

Execute an Eastern Service Area Community Engagement Forum to include participation from airports across the three Regions - New England, Eastern and Southern. Utilize best practices from Western Service Area (WSA) Noise Forum and Central Service Area (CSA) Communication Forum.

**Target: Establish Cross-LOB Planning Team**

Establish a cross-LOB planning team to include participation from ARA, AJV-E, and ARP senior leadership and community engagement officers (CEOs).

**Target: Select Meeting Date and Invite External Stakeholders**

Identify meeting date, invite external stakeholders and issue formal invitations.

**Target: Develop Agenda**

Working with the cross-LOB planning team, develop meeting agenda focusing on strengthening communication between FAA, Airports and Air Carriers and developing information sharing opportunities for community engagement to include topics such as aviation noise, new entrants and other topics of interest to communities surrounding airports.

**Target: Execute Meeting**

Execute ESA Community Engagement Forum.

**Activity: Central Service Area (CSA) Communication Meetings**

Execute a minimum of two Central Service Area Communication Forums to include participation from airports across the three Regions – Central, Southwest and Great Lakes. Utilize best practices from Western Service Area (WSA) Noise Forum and Eastern Service Area (ESA) Community Engagement Forum.

**Target: Select Meeting Date and Invite External Stakeholders**

Identify meeting dates, invite external stakeholders and issue formal invitations.

**Target: Develop Agenda**

Working with the cross-LOB planning team, develop meeting agenda focusing on strengthening communication between FAA, Airports and developing information sharing opportunities for community engagement to include topics such as aviation noise, new entrants and other topics of interest to communities surrounding airports.

**Target: Execute Meeting**

Execute CSA Communication Forum.

**Activity: Western Service Area (WSA) Noise Forum Meeting**

Execute a Western Service Area Noise Forum to include participation from airports across the three Regions – Northwest Mountain, Western Pacific and Alaska. Utilize best practices from Central Service Area (CSA) Communication Forum and Eastern Service Area (ESA) Community Engagement Forum.

**Target: Select Meeting Date and Invite External Stakeholders**

Identify meeting dates, invite external stakeholders and issue formal invitations.

**Target: Develop Agenda**

Working with the cross-LOB planning team, develop meeting agenda focusing on strengthening communication between FAA, Airports and developing information sharing opportunities for community engagement to include topics such as aviation noise, new entrants and other topics of interest to communities surrounding airports.

**Target: Execute Meeting**

Execute WSA Noise Forum.

## **Agile Services Across the NAS**

Develop a comprehensive and agile set of requirements and processes to integrate traditional and emerging users of the National Aerospace System to determine appropriate infrastructure and operational needs of any given facility or airspace.

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### **Initiative: Establish a Framework for a More Agile Structure of Services and Service Levels across the NAS.**

Establish a Framework for a More Agile Structure of Services and Service Levels across the NAS.

**Activity: Inventory a representative set of current processes, methods, and criteria currently used across the agency.**

Compile a synopsis of sample programs/initiatives and leverage findings to support this activity.

**Target: Compile a synopsis of the policies, processes and attributes for the following Use Cases: FAA Contract Tower (FCT) Program [AJT led], National Plan of Integrated Airport Systems (NPIAS) [ARP]], Performance Based Navigation (PBN) and other systems.**

Compile a synopsis of the policies, processes, and attributes for the following Use Cases: FAA Contract Tower (FCT) Program [AJT led], National Plan of Integrated Airport Systems (NPIAS) [ARP], Performance Based Navigation (PBN) Strategy [ANG], VHF Omni Direction Range (VOR) Minimum Operational Network (MON) [AJM], Space Integration Strategy [AST], ATO UAS Services Plan [AJV-S], and Advanced Air Mobility (eVTOL) [AVS]. Include assumptions, definitions, and criteria.

**Target: Identify existing Service Levels, System Services, and related criteria to develop a common definition for NAS services.**

Identify a preliminary set of aggregated existing NAS System Services and Service Levels assumptions, definitions, and criteria.

**Activity: Develop consensus among ATO executives on the initial structure of services/service levels framework.**

Leverage sample program/initiative findings from FCT, NPIAS, PBN, VOR MON, Space Integration Vision, ATO UAS Service Plan, and Advanced Air Mobility to support this activity.

**Target: Refine the preliminary set of NAS Service Categories; include assumptions, definitions, and criteria.**

Refine the preliminary set of NAS Service Categories; include assumptions, definitions and criteria.

**Target: Identify a preliminary set of NAS Service Categories with tiered NAS Services/Service Levels.**

Identify a preliminary set of NAS Service Categories with tiered NAS Services/Service Levels.

**Target: Draft a preliminary process outline for provisioning of agile NAS Services and Service Levels.**

Draft a preliminary process outline for provisioning for provisioning of agile NAS Services and Service Levels.

**Activity: Initial Service Level Analysis.**

Develop a common definition for NAS services that allows for better analysis of the varying levels of demand.

**Target: Identify existing Service Levels, System Services.**

Identify existing Service Levels, System Services, and related criteria to develop a common definition for NAS services.

**Target: Develop categories.**

Develop categories based on criteria identified in Target 1 and provide draft identification of NAS services into those tiers (considerations could include cost of system/service, demand at facility, forecasted future demand/new entrants, etc.).

**Initiative: Airport Technology & Infrastructure Research**

Conduct Airport Technology & Infrastructure research to assess and improve the infrastructure at airports and spaceports across the NAS.

**Activity: Continue research into alternatives to Aqueous Film Forming Foam (AFFF) in Firefighting Agents**

Pursue finding alternative for Aqueous Film Forming Foam (AFFF).

**Target: Off-The-Shelf Fluorine-Free Foam (FFF) fire testing**

Test non-commercial off the shelf/prototype FFF products.

**Target: Compressed Air Foam Systems**

Evaluate the effectiveness of CAFS technologies on the performance of FFF.

**Activity: Evaluate use of Geosynthetics in Pavement Structures**

Determine effectiveness of geosynthetics in pavement structures.

**Target: Geosynthetics Sections Testing**

Conduct full scale testing of geosynthetics sections at the National Airport Pavement Testing Facility.

**Target: Geosynthetics Effectiveness Report**

Provide report on first year testing of geosynthetics effectiveness.

**Initiative: Integration of UAS Operations into the NAS**

Integrate new entrants including Unmanned Aircraft System (UAS) and Urban/Advanced Air Mobility (UAM/AAM) operations into the National Airspace System (NAS) without introducing unacceptable levels of risk, while providing a secure and more efficient system.

**Activity: Enhance Awareness of UAS**

Enhance awareness of new activities through multi-platform efforts informing concerned/affected parties of changes to policies related to UAS.

**Target: Awareness of Current UAS Initiatives**

Develop topics and schedule briefings for impacted personnel at various levels to ensure awareness of current UAS initiatives, policies, guidance and trending topics. (Supports PA#1 Activity).

**Target: Training needs related to UAS and UAM/AAM**

Identify training needs related to UAS and UAM/AAM operational concepts and technologies. Support modification of current training products, and assist in the development of new training as required for Air Traffic operational personnel. (Supports PA#1 Activity)

**Target: Facility Support for UAS operational requests**

Provide facility support related to establishment of and updates to their UASFM altitudes, LAANC, DroneZone, security events, detection and mitigation equipment, and addressing any other UAS operational requests.

**Activity: Drive Integration of UAS**

Provide input during identification and development of updated rules, policies, standards, and procedures regarding UAS and UAM/AAM operations in the NAS.

**Target: Safety Risk Management Panels**

Safety Risk Management Panels – Participate in SRMP activities and provide assistance/guidance for local SRMP activities for UAS.

**Target: Support UAS Integration through Workgroup Participation**

Participate in workgroups supporting UAS integration and modernization through the development of airspace policies, concepts, procedures and systems utilized in the NAS.

**Target: Initiate Requests to Update Policies and Procedures**

Identify need for and initiate requests to update policies and procedures related to UAS operations.

**Target: Inform of Changes to Coordination Policies and UAS**

Assist in the development of rule updates and changes normalizing UAS operations. Enhance UAS awareness through multi-platform efforts to ensure that concerned/affected parties are informed of changes to coordination policies and UAS.

**Initiative: Special Activity Airspace (SAA)**

Develop a comprehensive and agile set of requirements and processes to integrate traditional and emerging users into the National Airspace System.

**Activity: Policy Guidance Update to Special Activity Airspace (SAA)**

Provide updates to policy to support modernization for the establishment and administration of Special Activity Airspace (SAA).

**Target: Special Activity Airspace Analysis**

Analyze the definition for Special Activity Airspace (SAA) to identify any updates which will support the modernization and administration of SAA. Submit draft Document Change Proposals (DCPs) for requirements validation, as appropriate.



**Target: Guidance on the National Environmental Policy Act (NEPA) Analysis Process for Air Traffic Control Assigned Airspace (ATCAA) and National Environmental Policy Act (NEPA) requirements for Air Traffic Control Assigned Airspace (ATCAA)**

Assess requirements set forth in the established guidance on the National Environmental Policy Act (NEPA) analysis process for Air Traffic Control Assigned Airspace (ATCAA) and National Environmental Policy Act (NEPA) for Air Traffic Control Assigned Airspace (ATCAA) for applicability to current processes. Submit draft Document Change Proposals (DCPs) for requirements validation, as appropriate.

**Target: Environmental Review Process**

Review the current environmental process that occurs when airspace proposals are submitted for environmental review. Identify efficiencies that will streamline the environmental review process. Submit draft Document Change Proposals (DCPs) for requirements validation, as appropriate.

**Initiative: Airport Facility Improvements**

Conduct timely research to allow for innovative solutions for improvement to airport facilities, equipment and/or construction materials.

**Activity: Future Vertiports**

Investigate and plan for the design of future vertiports.

**Target: Vertiport infrastructure**

Evaluate ground infrastructure required at vertiports for vertical take-off and landing (VTOL).

**Target: Vertiport Design**

Conduct conceptual vertiport simulations and modeling of a vertiport in multiple infrastructure environments and for different use cases.

**Activity: Evaluate Solar Power for selected lighting systems at airports**

Evaluate using solar power for various airport lighting systems.

**Target: Data Analysis of Proof-of-Concept Site**

Analyze data gathered for performance of solar powered light fixtures, signs, and wind cones at Proof of Concept GA Airport Site.

**Target: Construction and Installation of Solar Powered Devices and Data Acquisition (DAQ) Systems**

Install and initiate data collection on an array of Solar Lighting fixtures at a third general aviation airport.

## **Initiative: ATO UAS Services Plan Priority 5 – Standardize UAS Operations with Security Stakeholders**

The ATO must advance aviation and airport safety and security and work across industry and government on steps to safeguard airports from UAS incursions. With this focus area, the ATO places a heavy emphasis to address safeguarding airports from the threat of UAS while simultaneously ensuring that safe integration of UAS operations into airports can proceed. The FAA must ensure technologies associated with UAS operations maintain the utmost level of security (e.g. detection, mitigation, and risk management). The ATO must establish, develop, and maintain processes for engagement with stakeholders including Federal entities and support efforts associated with regulatory, policy, requirements and specifications for detection and mitigation of UAS hazards to the NAS. The ATO is defining processes for engagement with Federal entities who are deploying and using C-UAS technologies at sensitive locations and working with the Office of Airports (ARP) and the Office of NextGen (ANG) to deploy trial systems at U.S. airports to assess, test, and evaluate the impact of detection and mitigation systems on the NAS.

### **Activity: Unmanned Aircraft Systems (UAS) Operations Security**

Manage FAA concurrence of authorized federal security agency C-UAS technology integration into the NAS. C-UAS integration includes, but not limited to intra- and inter- agency stakeholder engagement, federal policy development, implementation, and improvement, and risk assessment evaluation. Manage ATO security equities as it pertains to the continued integration of UAS into the NAS.

#### **Target: UAS Planning**

Develop and finalize all standard operating procedures for Counter UAS (C-UAS) submission reviews.

#### **Target: UAS Detection and Mitigation**

Implement plans to leverage the recently completed Safety Risk Management (SRM) to streamline the coordination policy. Additionally incorporate the same SRM into the Hornet notification process to mitigate activation impact to the NAS.

#### **Target: UAS Security Operations Integration**

Develop and implement UAS security process for inclusion in UAS on airport Certificate of Authorization (COA) request safety reviews.

#### **Target: C-UAS Interagency Coordination**

Develop and implement SHORT-Cut Counter Unmanned Aircraft System (C-UAS) interagency notification process. Enable SHORT-Cut processes, which focus on those C-UAS systems determined in advance to pose minimal risk to the National Airspace System (NAS), including Air Navigation Services (ANS) systems and civil aircraft avionics, to streamline FAA efforts to deconflict C-UAS usage with the NAS' safety and efficiency requirements.

## **Initiative: ATO UAS Services Plan Priority 1 – Drive UAS Integration**

UAS concepts like UAS Traffic Management (UTM) and Advanced Air Mobility (AAM) are defining future NAS architectures to accommodate new NAS users. The ATO is looking at these concepts to identify the air traffic services required to enable these concepts and working with stakeholders early to ensure successful concept execution. The ATO is looking at its core services to identify the changes necessary to accommodate increased and varying UAS operational types. This includes looking at NAS infrastructure (e.g. spectrum, communications) to identify implications for UAS use of these along with ensuring the ATO's support processes are equipped to assess UAS (e.g. safety risk management processes and outreach/training).

### **Activity: Provide semi-annual UAS hot topic briefings**

Provide semi-annual UAS hot topic briefings at district/general manager meetings and a separate more thorough briefing to operational management.

#### **Target: ATM/OM Briefings**

Provide an annual briefing to a targeted audience of ATM/OM level attendees.

#### **Target: Provide semi-annual briefings**

Provide semi-annual briefings to a targeted audience of GM/AGM level attendees of current UAS initiatives, policies, guidance and trending topics.

### **Activity: As new concepts, policies and entrants enter the NAS, determine the training requirements for field personnel**

Identify the training needs related to UAS concepts and technologies as new policies or operational types enter the NAS. Engage with predetermined facilities to survey and interview workforce.

#### **Target: Ascertain potential training gaps**

Utilize processes such as Gap Analysis, surveys, forum feedback or other suitable methods to identify training needs.

#### **Target: Training products**

Support modification of current training products and assist in the development of new training as required for Air Traffic operational personnel.

### **Activity: ATO UTM Planning**

Support ATO planning of UTM services.

#### **Target: Assess BVLOS ARC Recommendations**

In collaboration with ATO stakeholders, assess BVLOS ARC recommendations and incorporate into UTM strategic planning.

#### **Target: Define the ATO UTM Operational Priorities, Objectives, and Outcomes**

In collaboration with ATO stakeholders, define the operational priorities, objectives, and outcomes that will drive strategic planning to enable required UTM ATO services.

**Activity: ATO UAM Planning**

Support NASA engagement to explore UAM concepts, and develop ATO plans to support integration of UAM services.

**Target: Develop UAM ATO Priorities**

Complete use cases and gap analysis to identify an initial set of UAM ATO equities.

**Target: Develop UAM ATO Corporate Plan version 1.0**

In collaboration with ATO stakeholders, define a strategy and action plan to enable required UAM ATO services.

**Activity: Safety Risk Management Activities on Drone Collisions**

Conduct Risk Analysis (URAAT)

**Target: Conduct Risk Analysis (URAAT)**

Further the FAA's mission of safe integration of UAS operations by facilitating SRM panels using the URAAT and providing safety documentation to inform decision-makers in alignment with strategic initiatives, through collaborating with stakeholders, coordinating data to support safety assessments, and setting national policy that improves upon the safety process specific to UAS. Conduct at least one SRM panel by March 31, 2022 using URAAT, and continue improvements throughout the fiscal year.

**Activity: Implement UAS Risk-Based Safety Management**

Develop Machine Learning Capabilities.

**Target: Develop Machine Learning Capabilities**

Investigate and implement machine-learning models to detect various types of events, such as UAS encounter detection and wrong surface detection by leveraging MITRE voice transcription data.

**Initiative: AJV - Airspace Modernization**

The goals of the modernization include using new technologies and procedures to increase the safety, efficiency, capacity, access, flexibility, predictability, and resilience of the NAS while reducing the environmental impact of aviation.

**Activity: Reduction of Legacy and Underutilized IFP's**

Complete National Procedure Assessment (NPA) activities supporting the reduction of legacy and underutilized IFPS and implementation of a resilient NAS navigational infrastructure under the PBN NAS Navigation Strategy.

**Target: Reduce legacy and underutilized Instrument Flight Procedures (IFP)**

Reduce legacy and underutilized procedures by at least 330.

### **Activity: Convert Publications to Single-Column Format**

Convert the Portable Document Format (PDF) version of four major AJV publications from the existing two-column format to single-column format to comply with FAA Order 1320.1E, FAA Directives Management. Per FAA Order 1320.1E, directives should use single-column format with the exception of tables.

#### **Target: Convert FAA Order JO 7610.4 to Single-Column Format**

Convert FAA Order JO 7610.4, Special Operations, to single-column format and post on the Air Traffic Procedures website.

#### **Target: Convert FAA Order JO 7340.2 to Single-Column Format**

Convert FAA Order JO 7340.2, Contractions, to single-column format and post on the Air Traffic Procedures website.

#### **Target: Convert FAA Order JO 7350.9 to Single-Column Format**

Convert FAA Order JO 7350.9, Location Identifiers, to single-column format and post on the Air Traffic Procedures website.

#### **Target: Convert the AIP to Single-Column Format**

Convert the Aeronautical Information Publication (AIP) to single-column format and post on the Air Traffic Procedures website.

### **Activity: Performance Based Navigation (PBN)**

Performance Based Navigation (PBN) delivers new routes and flight procedures that primarily use satellite-based navigation aids and on-board aircraft equipment to navigate with greater precision and accuracy. The FAA has completed or is at some point in the evaluation or implementation phase for 11 metroplexes—metropolitan areas with multiple airports and complex air traffic flows—to provide a successful way to de-conflict airspace in such locations, which expands efficiency gains that ripple to other areas.

#### **Target: Metroplex Program Close-out**

Complete close-out of the Metroplex program. Develop an executive summary close-out document detailing project site activities and accomplishments. Summarize financial costs including operations, overtime and F&E expenditures.

#### **Target: Metroplex at LAS: Post-implementation Phase Complete - NAC Recommendation**

Implement Metroplex at LAS: Post implementation phase complete.

### **Activity: Enhanced Air Traffic Services (EATS)**

Section 547 of the FAA Reauthorization Act of 2018, directs the FAA Administrator to establish an Enhanced Air Traffic Services (EATS) pilot program, which shall provide air traffic control (ATC) services on a preferential basis to aircraft equipped with certain NextGen avionics. This program shall take place for at least 2 years, at least 3 suitable airports, for at least 3 hours each day. This pilot program is meant to support the business case for aircraft operators to equip with these avionics by providing preferential service to capable aircraft. Implementation NLT September 2021–2023.

### **Target: Monitor Pilot Program Locations**

Track performance of the three pilot program locations.

### **Activity: Implement active referencing of Pilot/Controller Glossary (P/CG) terms in air traffic publications**

Convert all static references to the P/CG terms across major air traffic publications to active hyperlinks for better navigation, usability and enhancement of the web content. Publish the updated/improved publication content to the air traffic publications website.

### **Target: Implement P/CG terms linking in order JO 7110.10, 7110.65, and 7210.3**

Conduct analysis of the publication content to validate requirements and usability. Write code to make static P/CG referenced terms hyperlinks across the target publications. Run usability test on the result and publish to the air traffic publications website.

### **Target: Implement P/CG terms linking in AIM and AIP**

Conduct analysis of the publication content in coordination with AJV-P specialists and the publication team for input on requirements and usability. Write code to make static P/CG referenced terms hyperlinks across the target publications. Run usability test on the result and publish to the air traffic publications website.

### **Target: Implement P/CG terms linking in order JO 7400.2 and 7930.2**

Conduct analysis of the publication content in coordination with AJV-P specialists and the publication team for input on requirements and usability. Write code to make static P/CG referenced terms hyperlinks across the target publications. Run usability test on the result and publish to the air traffic publications website.

### **Activity: Low-level Helicopter IFR Routes in Maine**

Congress has recommended that the FAA design and implement a helicopter route system in the State of Maine for high-performance low-level Instrument Flight Rules (IFR) operations to connect to various hospital helipads and other locations in support of air ambulance emergency operations in Instrument Meteorological Conditions (IMC). This activity supports a National Transportation Safety Board (NTSB) recommendation for the development of a low-altitude airspace infrastructure for air ambulance helicopters

### **Target: Develop national strategy for RNP .3 IFR helicopter routes for Air Ambulance operations**

Establish a draft national strategy for Required Navigation Performance (RNP) 0.3 Instrument Flight Rules (IFR) helicopter routes.

### **Activity: IFP, Operations, Airspace Analytics (IOAA) tool enhancements and management**

IOAA is a web-based, interactive analytic tool for rapid and flexible analysis of airport operations, IFPs and utilization, and aircraft performance. IOAA integrates the functionality of the legacy PBN Dashboard and AFS Data Analytics Tool into one capability.



### **Target: IOAA tech transition plan for long term IOAA sustainment and evolution**

Plan includes Stakeholder agreement on the tech transition plan for long term IOAA sustainment and evolution and a draft planning document.

### **Target: Release of improved procedure conformance/usage, reroute, and shortcut/vector metrics within IOAA**

Improve the IOAA tool by enhancing procedure conformance/usage, reroute, and shortcut/vector metrics

### **Activity: Instrument Flight Procedure Dashboard**

Develop a comprehensive scoping and scheduling tool to determine workload, resources, and constraints associated with airspace modernization activities.

### **Target: Develop a Core 30 airport dashboard model for scoping IFP development work**

Develop an initial scheduling tool model for procedure development

### **Target: Streamline how data is collected and stored and accessed**

Determine how IFP data is collected, stored and accessed. Develop a process of monitoring the continuous IFP lifecycle. Identify how the data would ideally be produced in the future system.

Identify how the system would need to change to produce the data (requirements) and develop new or amended processes to produce data according to the needs (more completely, more frequently, more timely, etc.) in support of recurring health checks for non-Core 30 airports. Develop a plan to implement these requirements.

### **Activity: Update NOTAM Term in Air Traffic Publications**

Update Air Traffic publications to reflect the universal change of the term "Notices to Airmen (NOTAM)" to "Notices to Air Missions (NOTAM)."

### **Target: Update Cyclical Air Traffic Publications**

Update the Notice to Air Mission (NOTAM) term in the cyclical Air Traffic publications (FAA Order JO 7110.10, FAA Order JO 7110.65, FAA Order JO 7210.3, FAA Order JO 7340.2, FAA Order JO 7400.2, FAA Order JO 7610.4, Aeronautical Information Manual (AIM), Aeronautical Information Publication (AIP), and the Pilot/Controller Glossary (P/CG).

### **Activity: IFPA Sustainment 2**

Instrument Flight Procedures Automation (IFPA) Sustainment 2 (CIP#:A14.02-03): The FAA IFPA program is a mixed lifecycle information technology suite, including an upgrade of both commercial off-the-shelf (COTS) hardware and software. The IFPA tool suite provides functionality for aeronautical information specialists to design, develop and maintain instrument flight procedures for navigation of the NAS. The Terminal Area Route Generation, Evaluation, and Traffic Simulation (TARGETS) system will progress through a series of iterations to provide new capabilities to support design and development of Instrument Flight Procedures (IFP). The objective of each phase or iteration is to advance the software to a level that provides increased functional capability.

## **Target: IFPA Sustainment 2: IFPA Targets Initial Criteria Software Requirements Specifications**

IFPA (A14.02-03): IFPA TARGETS initial Criteria Software Requirements Specification (CSRS) for Instrument Landing System (ILS) Category (CAT) II/III and Special Authorization (SA) CAT I/II approach completion.

## **Activity: Airspace Modernization Roadmap**

Develop a process for scoping and executing airspace modernization projects to include regulated airspace, airspace re-sectorization, and instrument flight procedures to support the PBN NAS Navigation Strategy.

### **Target: Develop a draft airspace modernization roadmap document**

Develop a first draft of the Airspace Modernization Roadmap for coordination and review.

### **Target: Incorporate the PBN NAS Navigation Strategy goals into the Airspace Modernization Roadmap**

Develop a comprehensive plan for incorporation of the high-level Performance Based Navigation (PBN) National Airspace System (NAS) Navigation Strategy goals into the Airspace Modernization Roadmap. Coordinate the plan across the FAA Air Traffic Organization and ensure the current status and plan for the goals is reflected in the Roadmap.

## **Activity: Future Flow Management (FFM) Planning**

Future Flow Management (FFM) builds on the FAA's initial Trajectory Based Operations (iTBO), to evolve traffic flow management (TFM) towards TBO. The FFM ATO Corporate Plan provides the blue print for the transformation of today's TFM into a dynamic, flexible, and agile system of systems, providing for efficient, equitable management of NAS demand/capacity imbalances as they may arise in the Trajectory-Based Operations (TBO) environment, and as they affect increasingly diverse NAS user/stakeholders.

### **Target: TFM emerging needs**

Complete assessment on Alignment of ATO activities (e.g., PMO implementation programs, AJT TBO efforts) with FFM Action Plan

### **Target: Candidate concepts for streamlined future TFM services**

Conduct maturity assessment of candidate concepts (previous/current) to mitigate latent/emerging TFM shortfalls, recommendations for flexible and rapid functionality delivery, in alignment with FFM Action Plan.

## **Initiative: Enterprise Systems Engineering and Integration**

Develop and maintain Systems Engineering Guidance Material and conduct key National Airspace System (NAS) Enterprise Integration studies. Provide enterprise systems engineering expertise to execute NAS enterprise integration studies to realize the future of the NAS vision.

### **Activity: Sustain and Enhance the National Airspace System Enterprise Architecture**

Conduct a yearly update to the National Airspace System (NAS) Enterprise Architecture (EA) Roadmaps and NAS Segment Implementation Plan (NSIP). It also includes the addition of new content to the roadmaps and NSIP.

#### **Target: Annual National Airspace System Enterprise Architecture Roadmap and National Airspace System Segment Implementation Plan Update**

Spearhead the National Airspace System (NAS) Enterprise Architecture (EA) Roadmap and NAS Segment Implementation Plan (NSIP) annual update effort, ending with the NAS EA Products final publication on the NAS Systems Engineering Portal (SEP).

#### **Target: Integrate Info-centric National Airspace System Themes into Business and Technology Roadmaps**

Operations in an Info-centric National Airspace System (NAS) vision themes into the NAS Enterprise Architecture (EA) Business and Technology Roadmap artifacts and related data set. Coordinate and adjudicate draft business and technology roadmap related comments and update applicable artifacts and data during the 2022 NAS EA Update cycle.

#### **Target: Stakeholder Review of National Airspace System Enterprise Architecture Roadmaps**

Partner with the Air Traffic Organization's (ATO) service units (Program Management Organization, Mission Support Services, etc.), the Office of Finance and Management (investment planning and analysis), the Joint Resources Council (JRC) Secretariat, and other key stakeholders to conduct a senior stakeholder review of the draft National Airspace System (NAS) Enterprise Architecture (EA) Roadmaps.

### **Activity: Improve National Airspace System Engineering Portal**

Conduct annual stakeholder review, update of NAS Systems Engineering Portal Roadmap and deliver software changes.

#### **Target: Update National Airspace System, Systems Engineering Portal Roadmap**

Collaborate with stakeholders to prioritize required National Airspace System (NAS), Systems Engineering (SE) needs. Publish NAS Systems Engineering Portal Roadmap.

#### **Target: Deliver National Airspace System, System Engineering Portal Changes**

Deliver prioritized software changes to National Airspace System (NAS), Systems Engineering (SE) portal community

### **Activity: Readiness and Feasibility Assessment**

Perform readiness and feasibility assessment for FY22 in support of development of a more budget realistic National Airspace System (NAS) Enterprise Architecture (EA).

#### **Target: Develop and Publish FY22 Readiness and Feasibility Plan**

The plan will document the process for performing the readiness and feasibility analysis, and the programs to be analyzed.

### **Target: Publish FY22 Readiness and Feasibility Report**

The FY22 Readiness and Feasibility report will document the analysis done across the selected programs and investments to help with the development of a budget-realistic architecture.

### **Activity: Improve Usefulness of the National Airspace System Enterprise Architecture Model and Target NAS Requirements Document**

Using the FY21 improved change process for National Airspace System (NAS) Requirements and the Enterprise Architecture Model (EAM), incorporate results of analysis as they become available from stakeholder organizations.

### **Target: Converge Current (As-Is) and Target (To-Be) Requirements in DOORS**

Merge functional content from the 2013 NAS Requirements Document (NRD) (As Is) and the 2021 Target NAS Requirements Document (TNRD) (To Be) in Dynamic Object-Oriented Requirements System (DOORS) and use attributes to identify current versus target status.

### **Target: Implement Requirements Browser on the Systems Engineering Portal**

Conduct User Acceptance Test of the new Requirements Browser (Phase 1) on the Systems Engineering Portal (SEP) to include the content change process.

### **Target: Update Surveillance Requirements in the Target National Airspace System Requirements Document**

Revise accuracy requirements based on Surveillance Portfolio Analysis Working Group feedback and leverage the National Airspace System (NAS) Requirements Document (NRD)/Enterprise Architecture (EA) change process to issue the requirements via a Target NAS Requirements Document (TNRD) update.

### **Target: Capture Reference Architecture Concepts in the National Airspace System Enterprise Architecture Model**

Revise the Working Draft National Airspace System (NAS) Enterprise Architecture Model (EAM) to include an updated version of the Layered Services Description Diagram (SV-4b) that captures the concepts presented in the Reference Architecture Document and the Automation Evolution effort. The new artifact might have a new designation and title. Publish revised products to the Systems Engineering Portal (SEP).

### **Target: Demonstrate Proposed Application of the Reference Architecture Concept to the National Airspace System Enterprise Architecture Model**

Produce a sample Systems Interface Description Diagram (SV-1) that illustrates a proposal for applying the concepts from the Reference Architecture to the existing National Airspace System (NAS) Enterprise Architecture Model (EAM). Identify any changes to the architecture framework or modeling methodologies required to incorporate the Reference Architecture concepts. Generate a report and briefing package.

### **Activity: Sustain Enhance Replace Initiative**

Select, plan, and coordinate the second Pilot Program for testing the Sustain Enhance Replace Initiative (SERI) analysis algorithm.

**Target: Sustain Enhance Replace Initiative Pilot 2 Plan**

Publish and socialize the Pilot 2 Plan with stakeholders and management.

**Target: Sustain Enhance Replace Initiative Pilot 2 Results and Recommendations**

Publish and finalize the Pilot 2 results. Provide and implement lessons learned and algorithm updates.

**Activity: RTCA Aviation Internet Protocol Suite NextGen Satellite Communications**

Development of the Radio Technical Committee for Aeronautics (RTCA) Aviation Internet Protocol Suite (IPS) NextGen Satellite Communications (SATCOM) Minimum Operational Performance Standards (MOPS) and Minimum Aviation Performance Standards (MASPS).

**Target: RTCA Aviation Internet Protocol Suite NextGen Satellite Communications Minimum Operational Performance Standards**

Development and review of the draft Aviation Internet Protocol Suite (IPS) NextGen Satellite Communications (SATCOM) Minimum Operational Performance Standards (MOPS) for Iridium Certus (DO-262).

**Target: RTCA Aviation Internet Protocol Suite NextGen Satellite Communications Development of the Draft Minimum Aviation System Performance Standards**

Development and review of the draft Aviation Internet Protocol Suite (IPS) NextGen Satellite Communications (SATCOM) Minimum Aviation System Performance Standards (MASPS) for Iridium Certus (DO-343).

**Initiative: Remote Towers**

The FAA will work with commercial vendors to support approval of Remote Tower Systems. These systems will potentially provide more cost effective solutions to traditional brick and mortar towers, especially for smaller rural communities.

**Activity: Remote Towers**

In accordance with Section 161 of the FAA Reauthorization Act of 2018, Pub. L. 115–254, Remote Tower Pilot Program for Small and Rural Communities (the Act), the FAA is diligently investigating the use of Remote Tower technologies for use in the National Airspace System. FY22 is focusing on 1) developing technical requirements and evaluating the technology through Type Certification process, 2) evaluating operational feasibility at the 2nd pilot site, and 3) developing the policies and process for enabling Remote Tower system to be used in the NAS.

**Target: FAA Document Review for Remote Towers**

Document the sections of applicable FAA orders/documents that need to be updated to address remote towers in the FAA Contract Tower (FCT) Program.

**Target: Northern Colorado Regional Airport (FNL) Phase 1 Evaluations**

Complete Phase 1 Northern Colorado Regional Airport (FNL) remote tower passive operational evaluation.

### **Target: Remote Tower Technical Requirements Version 3**

Complete version 3 of the Remote Towers draft technical requirements document for systems providing Class D services in a visual flight rules environment at single-runway airports. This version will incorporate updates made as a result of comments received internally and from remote tower vendors on version 2. Version 3 is intended to be used as a key part of the approval basis for Remote Tower Systems type certification.

### **Target: Remote Tower Type Certification Compliance Matrix**

Complete Type Certification compliance matrix for Remote Tower (RT) systems providing Class D services in a visual flight rules environment at single-runway airports. The compliance matrix will be implemented in the DOORs requirements management tool, allow the FAA to map type certification requirements to applicant requirements and verification products, and will facilitate applicant compliance status reporting.

### **Target: Saab Remote Tower Type Certification Compliance Matrix Status Report**

Generate a Type Certification compliance matrix status report for Remote Tower (RT) systems providing Class D services in a visual flight rules environment at single-runway airports. The compliance matrix status report will provide a snapshot of the Saab RT system type certification compliance status.

## **Initiative: National Airway Systems Engineering AJW-14**

National Airway Systems Engineering provides second level engineering support to many organizations inside and outside the FAA through Field Support, Modification/Documentation, and New System Acquisition Support.

### **Activity: National Airway Systems Engineering Group Project Delivery**

Implementation of modifications, tech refreshes, software releases, sub-systems replacements, and implementations.

### **Target: Saab - Sensis SMR Implementation**

Replace Raytheon surface movement radar (SMR) subsystem with Saab-Sensis SMR subsystems at two (2) ASDE-X equipped airports.

### **Target: ATAP Implementation**

Complete ASDE-X Taxiway Arrival Prediction (ATAP) implementations at two (2) airports

### **Target: ASSC Software Release**

Complete ASSC Taxiway Arrival Prediction (ATAP) implementation at seven (7) airports

### **Target: Deploy enhanced ASR-9 False Target mitigation capabilities**

Successful Modification Testing at two key site locations.

### **Target: Reduce Mode-S False Targets and improve track position accuracy**

Release Mode-S Software with Multi-Purpose Radar Processing (MRP) enhancement via National SSM.



**Target: ATCBI-6 TDM to IP**

Successful Modification Testing at one beacon only key site location.

**Target: Improve ASR-8 CTD Weather Product for ATC**

Release SSM for CTD Software Build Upgrade.

**Initiative: Energy Cost Savings Management and Compliance F13.04-02**

Reduce operating costs related to energy and water consumption

**Activity: Energy Cost Savings and Compliance**

Facilitate ATO-wide reductions of energy and water use by adopting best industry practices and integration of cost-effective, energy-efficient technologies.

**Target: Energy Cost Savings**

Reduce ATO energy consumption and greenhouse gas (GHG) emissions by completing five (5) energy and water improvement projects.

**Initiative: AJW-13 NAS Integration and Support Group**

Oversee Capital Investment Programs along with NEXTGEN integration and implementation of systems in the NAS. We provide the policies, management visibility, and processes for Technical Operations lifecycle management support for NAS systems through initial acquisition, solution implementation, and receipt, installation, maintenance, and final disposition of equipment. We provide tracking and control, maintenance operational concepts, maintenance policies, sustainment requirements, Human Systems Integration, remote maintenance monitoring requirements and supply support requirements to the Program Management Office, NEXTGEN Office and Mission Support Organizations.

**Activity: Maintenance Support Program/Shared Service Partnership Agreement**

Spare parts are managed through the Field Spares Inventory Program (FSI) and Supply Chain Optimization (SCO).

**Target: Shared Service Partnership Agreement**

Complete alignments of 15 each ASR facilities to True North.

**Initiative: AJW-14 National Test Equipment Program M17.01-01**

The National Test Equipment Program (NTEP) is responsible for the purchase, calibration, maintenance, and management of FAA test equipment at over 41,000 sites. The program ensures the NAS equipment operates within technical and safety specifications. The test equipment is used by technicians to troubleshoot, repair, and certify new and legacy systems. Operational NAS systems must be certified by this test equipment before being returned to service.

**Activity: National Test Equipment Program (NTE)**

Test Equipment

**Target: National Test Equipment Program**

Purchase and delivery of 200 pieces of Test Equipment and the reduction of 400 units of obsolete test equipment across the Service Areas

### **Initiative: AJW-132 NAS Technical Perf & Analysis Team**

The Quality Assurance and Performance Division has two main functions -- Quality Assurance and Performance Analysis. We strive to ensure a safe and efficient National Airspace System (NAS) through the effective management and operation of the infrastructure, providing quality service delivery and optimal utilization of resources. We provide FAA management with information to make decisions supporting safe, effective, and efficient operation of the NAS.

#### **Activity: Improve NAS Performance Reporting Policies**

Develop and/or improve NAS performance policy compliance.

##### **Target: Improve NAS Performance Reporting Policies**

Complete Control Center & LF audits (1 OCC/OEC, 3 ARTCC SOC, 2 TRACON SOC) for NAS Policy compliance. Review and validate accuracy of 10% of all the National Airspace Performances Reporting System desk guides and Line Frequency (LF) example sheets.

#### **Activity: National Oversight to the RMLS Program**

Provide e-Technical Performance Record functionality in Remote Monitoring and Logging System tool.

##### **Target: National Oversight to the RMLS Program**

Develop and validate accuracy of 25% the GEMPOP equipment populated profiles for the RMLS Program. Populate & utilize FSEP standard data elements (FEQ/FMO/PMM) on NAS operational selected system records for each capability (TFMS/VSCS/VOR/PAPI/SX/ASR-9/TDWR/NASEB).

##### **Target: Improve NAS Operational System Physical Configuration accountability**

Complete FSEP validations (1% of NAS systems/services/infrastructures visited annually) for NAS Policy compliance.

##### **Target: Key Acceptance Test for NRN (M07.04.02)**

Key Site acceptance Test for NRN at first ARTCC completed.

### **Initiative: AJW-17 Communications, Flight Services & Weather Engineering Group**

Technical refresh for the remote monitoring and logging system (RMLS)

#### **Activity: Administer technical support to manage and maintain NAS systems.**

Administer technical support to manage and maintain NAS systems. Provide technical assistance for restoration/on-site requests when required.

##### **Target: Administer Technical Support to Manage and Maintain NAS Systems**

Complete testing of 2 Federal NOTAM System (FNS) releases in support of FNS Modernization. Complete test plan and procedures for Operational testing of the Single NOTAM system.

## **Initiative: Automation Evolution Strategy (AES)**

FAA is exploring a service-based approach to modernize its NAS automation, with emphasis on a more timely, cost-effective, and agile development approach to the delivery of NAS capabilities. The Automation Evolution Strategy's key vision is the transition to a layered, service-based architecture that take advantage of modern development methodologies and technologies.

### **Activity: Identify Requirements for Automation Evolution Strategy**

Identify key operational and infrastructure needs for the NAS computing, platform, and mission software layers to enable the proposed Automation Evolution Architecture. The activity will integrate Operating Environments, Information Security and Mission and Common Service perspectives.

#### **Target: Map the Automation Evolution Architecture**

Refine and classify the technical operating environments characteristics and operating principles. Map the automation evolution reference architecture computing resource elements to the operating environment technical operating principles.

#### **Target: Develop Initial Technical Architecture**

Develop the initial set of mission and common services technical architecture for the automation evolution strategy reference architecture platform and mission software layers and the operating environment principles architecture.

#### **Target: Develop Initial Set of Mission and Common Services**

Develop an initial set of mission and common services supporting the lifecycle of NAS operations as the operational requirements of Automation Evolution Strategy reference architecture platform and mission software layers including the Operating Environment Principles Architecture.

### **Activity: Architecture Risk Reduction Activities**

Conduct automation architecture risk reduction activities to validate the proposed automation evolution architecture by developing and utilizing a proof-of-concept environment (e.g. modeling and prototyping) to mitigate high priority risks and identify opportunities.

#### **Target: Proof of Concept 3**

Conduct risk reduction Proof of Concept#3 which includes the updates to current Flight Object Data Store and supported Data Model, interface with NAS Common Reference (NCR) for flight specific constraints, and support flight plan submission in mixed mode environment (i.e. flight plan in today's format and flight plan in Flight Information Exchange Model or FIXM format).

#### **Target: Deliver Initial Architecture Description**

Deliver initial architecture description that includes platform layer analysis for various operational environments to support the security and performance needs of selected service groups in the Automation Evolution Strategy.

#### **Target: Validate Operational and Technical Requirements**

Coordinate across risk reduction activities to capture activity results to support validation of operational and technical requirements.

### **Activity: Develop Acquisition, Budget, and Contract Strategy**

Develop a proposed acquisition, budget, and contract strategy to enable the investments needed to realize the automation evolution architecture and business processes, while ensuring competition and accountability.

#### **Target: Automation Evolution Strategy (AES) Investments**

Document the approach to move Automation Evolution Strategy (AES)-related investments through the acquisition process, leveraging the flexibilities of the AMS. Document the budget model to fund the enterprise and capability-(or “app”) specific elements needed to realize the AES. Document the strategy to procure contractors through competition to support the migration to AES.

### **Initiative: AJW-12 NAS Modernization Group**

Policy

#### **Activity: Disaster Preparedness - Develop National Airspace Resiliency Model**

Develop and update resiliency model to address hardening of the maintenance and operation of the NAS.

##### **Target: Develop National Airspace System Resiliency Model**

Deploy Version 2 (V2) of Contingency Requirements and Resource Tool (CRRT).

##### **Target: Resiliency Assessment and Analysis Model enhancement**

Add additional Key systems to the Resiliency Assessment and Analysis Model

##### **Target: Resiliency Assessment and Analysis Model Continuing Operations**

Add Continuity of Operations capabilities to the Resiliency Assessment and Analysis Model

#### **Activity: Expand the EC pilot program to the remaining facilities within the Boston District.**

Develop concepts and use case scenarios for RCM data use in Mx Optimization

##### **Target: Expand the EC pilot program to the remaining facilities within the Boston District.**

Expand implementation of EnRoute Communications Service Thread throughout the Boston District. . POC: Eli Velazquez

##### **Target: Develop concepts and use case scenarios for Reliability Centered Maintenance data use in Mx Optimization**

Develop concepts and use case scenarios for Reliability Centered Maintenance data use in Mx Optimization

#### **Activity: Update Non-Federal Policy Order**

Update Non-Federal Policy Order

**Target: Policy update**

Prepare draft Order 6700.20 Revision C for submission to the directives office for national review.

**Initiative: Spectrum Engineering AJW-1500**

Manages and coordinates the daily use of the aeronautical radio frequencies in the United States for all FAA, non-Federal, Military, and other Federal agencies. Manages and develops policies for the electromagnetic compatibility portion of the Obstruction Evaluation / Airport Airspace Analysis Program (OE/AAA). Performs electromagnetic analyses to protect NAS systems from DoD operations. Develops frequency engineering models and maintains the Automated Frequency Management System. Provides radio frequency assignment support of NextGen initiatives.

**Activity: Spectrum Planning and International Team AJW-152**

Spectrum Planning and International addresses standardization and policy for radio coverage analysis and radio frequencies to provide reliable, interference free service that safely supports aviation.

**Target: Sub-Orbital and Unmanned Aircraft Position Proposals to WRC-23**

Submit draft proposals for US Positions on WRC-23 Agenda Items 1.6 (Introduction of Sub-Orbital Vehicles), WRC-23 Agenda Item 1.7 (VHF ATC communications via satellite), and WRC-23 Agenda Item 1.8 (Unmanned Aircraft) to the Radio Conference Subcommittee of the IRAC.

**Activity: Spectrum Testing and Engineering Analysis AJW-153**

Spectrum Testing & Engineering Analysis provides for and protects the radio frequency spectrum that supports civil aviation communications, navigation, and surveillance services by conducting tests & studies on avionic equipment, developing radio frequency equipment & software, and researching and determining the causes of Radio Frequency Interference (RFI), and conducting RFI training classes

**Target: Crosswalk of interference frequencies and hardware assets**

Create a crosswalk of reported interference frequencies against the current hardware assets throughout the three service areas based on interference reports from the previous year.

**Target: Acquisition Plan for interference resolution**

Build a three year acquisition plan for equipment to track and resolve 90% of all reported interference incidents.

**Target: Threat Assessment of Aviation Frequency Bands**

Work with partners in APL and AGC to build a comprehensive band-by-band threat assessment of all aviation frequency bands.

**Activity: Spectrum Engineering Services AJW-156**

Evaluation and training for frequency engineering tools and methods.

**Target: Evaluation Model for HD FM bandwidths**

Work with Business Integra to get a universally accepted AAM model that can batch run a new FM station evaluation that takes into account HD FM bandwidths.

**Target: Air to Ground Communication Frequency eLMS course**

Establish a spectrum curriculum training course "Air-to-Ground Communications Frequency Engineering and Assignments" in eLMS.

**Target: Domestic and International Spectrum Planning eLMS course**

Establish a spectrum curriculum training course "Domestic and International Spectrum Planning" in eLMS.

**Initiative: ARTCC Modernization - F06.01-00**

Multi-year facility modernization and sustainment program that addresses physical plant requirements for the FAA's 21 ARTCCs as well as the Combined Control Facilities (CCF) at San Juan and Guam. These facilities were originally constructed approximately 50 years ago and have expanded in phases since then. Much of the plant equipment within these buildings has exceeded its life expectancy and must be replaced. This program replaces obsolete equipment and provides an efficient, reliable, and safe work environment for En Route air traffic control operations.

**Activity: ARTCC Modernization**

Multi-year facility modernization and sustainment program that addresses physical plant requirements for the FAA's 21 ARTCCs as well as the Combined Control Facilities (CCF) at San Juan and Guam. These facilities were originally constructed approximately 50 years ago and have expanded in phases since then. Much of the plant equipment within these buildings has exceeded its life expectancy and must be replaced. This program replaces obsolete equipment and provides an efficient, reliable, and safe work environment for En Route air traffic control operations.

**Target: ARTCC Modernization**

Complete Twenty-five (25) Major Modernization and Mission Critical Local Sustainment Projects.

**Target: Fire Alarm Replacement Project Design**

Complete Four (4) Fire Alarm Replacement Project Construction Task Order Awards.

**Target: Environmental Wing Design Project**

Complete One (1) Environmental Wing Project Design Project.

**Initiative: ATCT / TRACON Modernization**

ATCT/TRACON facilities will be modernized to address operational and safety issues, including improving the visibility of the entire airport surface from the cab, improving accessibility, removing hazardous materials and upgrading structures to meet current seismic standards. Facility improvements must be completed with minimal impact on existing operations.



**Activity: ATCT / TRACON Modernization**

ATCT/TRACON facilities will be modernized to address operational and safety issues, including improving the visibility of the entire airport surface from the cab, improving accessibility, removing hazardous materials and upgrading structures to meet current seismic standards. Facility improvements must be completed with minimal impact on existing operations.

**Target: ATCT / TRACON Sustainment F01.01-00**

Complete 25 improvement projects.

**Target: ATCT / TRACON Replacement F01.02-00**

Award two (2) Design Task Orders.

**Initiative: Environmental Cleanup (HAZMAT) F13.02-00**

Liability Mitigation: Reduce the FAA outstanding environmental remediation liability.

**Activity: Environmental Cleanup**

Perform environmental remediation activities at active and historic FAA and neighboring properties where environmental impacts occurred from FAA operations.

**Target: Environmental Cleanup**

Conduct environmental remediation actions that result in a reductions of 25 identified Areas of Concern.

**Initiative: NAS Facilities OSHA & Environmental Standards & Environmental and Occupational Safety and Health F13.03-00**

Design and implement engineered solutions to mitigate identified employee safety, employee health, and environmental impact risks.

**Activity: NAS Facilities OSHA & Environmental Standards Compliance Environmental and Occupational Safety & Health (EOSH)**

Design and implement engineered solutions to mitigate identified employee safety, employee health, and environmental impact risks.

**Target: Mitigate Fall Hazard Conditions**

Mitigate fall hazard conditions at 25 facilities.

**Target: Electrical Safety**

Mitigate electrical safety hazard at two (2) facilities by replacing pole mounted transformers with pad mounted transformers protected by enclosure.

**Target: Abate Asbestos**

Abate asbestos containing materials at six (6) facilities.

**Target: Fire Systems Electrical Generators**

Mitigate Fire Life Safety hazard by replacing outdated Emergency Generators for the stairwell pressurization system with UPS at six (6) ATCT's.

### **Initiative: Power Systems Sustainment Support 2 - F11.01-02**

The Electrical Power Systems Sustainment Support (PS3) (Power) program pursues the purchase and installation of components for backup electric power systems and power regulation and protection equipment. Backup electrical power systems are necessary to allow continued operation of air traffic control facilities when disruptions occur in commercial power sources. Reliable backup power systems are installed so air traffic control electronics can maintain required availability and capability and prevent disruptions. The Power program replaces, refurbishes, and renews components of existing power systems and cable infrastructure when necessary to maintain and improve the overall electrical power quality, reliability, and availability. The Power program is critical to both maintaining and increasing NAS capacity by improving the quality, reliability, and availability of electrical power provided to NAS electrical communication, navigation, and surveillance equipment.

#### **Activity: NAS Power Systems Repair and Replace (F11.01-02)**

The Power program will replace, refurbish, and renew components of existing power systems and cable infrastructure when necessary to maintain and improve the overall electrical power quality, reliability, and availability. The Power program is critical to both maintaining and increasing NAS capacity by improving the quality, reliability, and availability of electrical power provided to NAS electrical communication, navigation, and surveillance equipment.

#### **Target: Overall Power Systems Repair and Replace Projects**

Sustain existing NAS power systems by completing 50 projects.

#### **Target: Battery Systems Replacement**

Sustain existing NAS power systems by completing 155 battery replacement projects

### **Initiative: Fuel Storage Tanks - F13.01-00**

The FAA Fuel Storage Tank (FST) Program replaces active bulk liquid and pressure vessel storage systems that support FAA operations across the NAS. The FST program's inventory includes over 3,000 TANK systems primarily supporting engine generator operations. Replacements are managed in accordance with a published lifecycle guideline.

#### **Activity: Fuel Storage Tanks**

Conduct Replacement, Modernization, and Upgrades of the NAS Fuel Storage Tank Portfolio. Enhance operational readiness, attain regulatory compliance, and conform to life-cycle management goals for fuel storage tank (FST) systems at national airspace system (NAS) facilities.

#### **Target: Fuel Storage Tanks**

Replace, modernize, or upgrade 50 NAS storage tank systems selected in accordance with FST program and ATC Facilities' prioritization processes.

### **Initiative: FAA Buildings and Equipment Sustainment Support - Unstaffed Infrastructure Sustainment - F12.00-00**

The Unstaffed Infrastructure Sustainment (UIS) program supports NAS structures and equipment to ensure reliable delivery of air traffic control services and capabilities from the 36,293 unstaffed facilities within the NAS.

### **Activity: FAA Buildings and Equipment Sustainment Support - Unstaffed Infrastructure Sustainment**

The Unstaffed Infrastructure Sustainment (UIS) program supports NAS structures and equipment to ensure reliable delivery of air traffic control services and capabilities from the 36,293 unstaffed facilities within the NAS.

#### **Target: FAA Buildings and Equipment Sustainment Support - Unstaffed Infrastructure Sustainment**

Complete a combined total of 60 Ops and F&E funded unstaffed infrastructure sustainment projects

### **Initiative: Facility Security Risk Management (FSRM) - Two - F24.01-02**

The Facility Security Risk Management (FSRM) program provides risk mitigation at all FAA staffed facilities, such as centers, towers, and terminal radar approach control (TRACON) facilities. The program provides an integrated security system that includes access control, surveillance, x-ray machines, metal detection, and intrusion detection. Upgrades include those for guardhouses, visitor parking, fencing, perimeter hardening, window blast protection, and lighting.

#### **Activity: Complete Technical Refresh Upgrades**

Complete technical refresh modernizations at security level 1 and 2 facilities, per FAA Order 1600.69

#### **Target: Complete Technical Refresh Upgrades**

Complete technical refresh modernization at ten (10) sites.

### **Initiative: Mobile Asset Sustainment Program (MASP) - F31.01-01**

The Mobile Asset Sustainment Program (MASP) provides continuity of operations during facility outages and provides mobile asset support during facility modernization efforts. Mobile Assets provides for the continuity of restoral of air traffic control when an air traffic control tower (ATCT) or other NAS system is out of service due to a disaster, extensive repair, modernization, or upgrade.

#### **Activity: Mobile Asset Sustainment Program (MASP)**

Acquire Mobile Asset Facilities.

#### **Target: Design and build 2 Mobile Asset Staging Areas**

Design and Fabricate two (2) Medium (2 position) Mobile ATCTS (MMATCTS) Facility.

#### **Target: Design and build Medium Mobile Air Traffic Control Tower**

Procure and Fabricate one (1) Large (4 position) Mobile ATCTS (LMATCTS) Facility.

## **Initiative: Long-Range Radar Improvement - Infrastructure Upgrades / Sustainment - S04.02-03**

The Long-Range Radar (LRR) Infrastructure Upgrades/Sustainment program modernizes and upgrades the radar facilities that provide aircraft position information to FAA's en route control centers and other users (e.g., Department of Defense and Homeland Security). As facilities reach the end of their designed service life they require renovation and upgrades to maintain required level of service. The scope of the LRR Infrastructure Improvements Program includes renovation and upgrades of HVAC system, electrical system, building, tower structure, and facility ground and access.

### **Activity: Long-Range Radars**

Upgrade and sustain long-range radars.

### **Target: Upgrade and sustain long-range radars**

Complete 13 total sustainment projects.

## **Initiative: The Real Property Disposition Program - F26.01-01**

Plan and implement real property infrastructure dispositions and site restorations at legacy sites that were operational before April 1, 1996 and are now decommissioned and have no supporting program office. This includes infrastructure dispositions and real property site restorations, hazardous materials abatement and/or remediation, and disposition, termination phase one Environmental Due Diligence Audits, and cultural historic preservation and natural resource protection locations.

### **Activity: The Real Property Disposition Program**

Complete real property disposal for all service areas.

### **Target: The Real Property Disposition Program**

Complete 30 real property disposition projects.

## **Initiative: Charting Aviation's Future**

The National Airspace System (NAS) 2035 initiative includes activities for the research, development, concept maturation, and technology transfer of air traffic capabilities to build towards our goals for the NAS, including opportunities afforded by technology advances enabling changes to the future environment and the anticipated changes in the areas of operations, safety assurance, and infrastructure that modernize the NAS and facilitate the integration of new entrants. These activities are anticipated to deliver benefits in terms of efficiency, flexibility, throughput, safety, and predictability for all of air traffic management, including access for new entrants.

### **Activity: Assess and Evaluate Unmanned Aerial System Operating Environments**

This project will perform the engineering analyses required to incorporate UAM operations into the NAS. The UAM Engineering project will analyze unique traffic management needs to inform initial systems architecture, identify information exchanges, and highlight critical system interactions to support emerging UAM operations. This work will build on the UAM concept defined in UAM Concept of Operations v1.0, and in collaboration with National Aeronautics and Space Administration (NASA) and Industry stakeholders.

## **Target: Urban Air Mobility Corridors Placement Impacts on Air Traffic Control and Air Traffic Management Operations**

Target 1: Initial Urban Air Mobility Operations Analysis Report. The Urban Air Mobility Corridor Analysis work, performed to date, focused on the size and placement of Urban Air Mobility Corridors that both provided a benefit to the Urban Air Mobility community while minimally impacting Air Traffic Management (ATM) operations. Given the operating environments and probable size of the Urban Air Mobility Corridors, this report will determine internal operations (e.g., one-way, two-way, turns, passing, off-ramps) to assess whether Urban Air Mobility aircraft will be capable of such operations, and help determine Urban Air Mobility Corridor capacities. In performing the internal Urban Air Mobility Corridor operations analysis, performance, and participation requirements to traverse and cross a Urban Air Mobility Corridor will be considered and allocated.

## **Target: Develop the Urban Air Mobility Conceptual System Architecture document**

Initial Urban Air Mobility Concept Maturation Plan. This plan will identify an evolution of concepts to result in mature Urban Air Mobility Operations, breaking each concept element into open issues/questions. It will provide linkages between the elements that support a sequential progression towards more mature Urban Air Mobility operations. The expectation is that this plan can be referenced to understand required concept work, with its importance toward the mature state.

## **Target: Urban Air Mobility Concept of Operation 2.0**

This document expands on ConOps 1.0 by adding evolving concepts from both concept maturation and engineering tasks, as applicable, and will describe ATM vision to support initial Urban Air Mobility operations in the near-term. It will provide the foundation for ATM evolution that supports operations in the future. The document will define the concept, principles, and assumptions, describe key conceptual and operational elements, establish roles and responsibilities, and determine initial capability and technical requirements necessary to enable safe and efficient operations. Throughout the document development, the team will expand on existing Use Case and Scenario to drive key elements of the Urban Air Mobility ConOps 2.0, and engage in a series of tabletop and guided discussion activities with FAA internal and external stakeholders to refine, review, and vet the document content. This will ensure that all operational and integral aspects of Urban Air Mobility are considered and evaluated.

## **Activity: Advanced Air Mobility Beyond Visual Line of Sight National Airspace System Evaluation - Phase 2**

The Advanced Air Mobility (AAM) Beyond Visual Line of Sight (BVLOS) National Airspace System (NAS) Evaluation (BNE) Phase 2 will continue to evaluate the integration of BVLOS operations in the NAS using large (>55 lbs) unmanned aircraft systems (UAS) as a platform above 400ft Above Ground Level. This project will analyze, test, and evaluate (using live flights) multiple use cases and scenarios to identify gaps and associated impacts of BVLOS operations on Communication, Navigation, Surveillance (CNS) services and interactions among actors (Air Traffic Control, Unmanned Service Supplier, Remote Pilot In Command, manned aircraft pilots, etc.). Compared to Phase 1, Phase 2 research will evaluate scenarios with increased operational and environmental complexity, increased operational tempo, and variability of vehicles. This project will further advance the integration of BVLOS into the NAS.

### **Target: Operational Use Case Report - Phase 2.**

This report will illustrate specific examples of operational use cases that highlight The Advanced Air Mobility (AAM) Beyond Visual Line of Sight (BVLOS) National Airspace System (NAS) Evaluation (BNE) Phase 2 flight operations, and the required capabilities and interactions in live and simulated flight. It will consider existing and emerging capabilities, to formulate operational use cases with more complexities in the operations.

### **Target: Architecture and Capabilities Document – Phase 2.**

This document will describe the architectural design and capabilities required to support the AAM BNE Phase 2 live flight evaluation and comply with existing and future NAS standards, as well as identify key systems, data elements, and illustrate data flows to Phase 2 data exchange in live and simulated flight. The project team will coordinate with various program offices, standards committees, industry partners and key stakeholders in the planning and execution of this document.

### **Target: Live Flight Evaluation Execution Report – Phase 2.**

The Project Team must coordinate all demonstration activities with industry participants from the start to the end of demonstration. At the end of demonstration, the Project team must prepare AAM BNE Phase 2 Live Flight Evaluation Execution Report that shows compliance with the Live Flight Evaluation execution plan and capture all deviations with justifications. The AAM BNE Phase 2 Live Flight Evaluation Execution Report should also include lessons learned from the trials and propose future improvements based on the analysis of data gathered during the evaluation.

### **Activity: Cloud ERAM in a Box (Cloud-EIB)**

The Cloud En Route Automation Modernization in a Box (Cloud-EIB) prototype effort will finalize development and test planning documentation while continuing to seek EIB security authorization for a cloud deployment. In addition, a Gap Analysis document will be developed which highlights roadblocks to cloud implementation of command and control systems discovered while performing the activity.

### **Target: Complete Cloud-EIB Functional Requirements Final Draft**

Complete Cloud-EIB Functional Requirements Final Draft

### **Target: Complete Cloud-EIB Architecture Design Document**

Complete Cloud-EIB Architecture Design Document

### **Target: Complete Cloud-EIB Gap Analysis**

Complete Cloud-EIB Gap Analysis

### **Activity: Performance Based Flow Management (PBFM) eXtensible Traffic Management (xTM) Interactions**

Building on previous work which developed the Concept of Operations and Use Case documents, Performance Based Flow Management (PBFM) eXtensible Traffic Management (xTM) Interactions will investigate the interactions between traffic flow management (TFM) and xTM services within the PBFM environment. This will include development of operational scenarios and a series of tabletop exercises.



**Target: Complete Project Kickoff Report**

Complete Project Kickoff Report

**Target: Develop Operational Use Cases/Scenarios Initial Draft**

Develop Operational Use Cases/Scenarios Initial Draft

**Target: Perform Tabletop Exercise #1**

Perform Tabletop Exercise #1

**Activity: Flight Data Input/output Data/Message Analysis**

Following on from the previous Flight Data Input/output cloud capability analysis, this activity will perform a deep-dive analysis of the messages and data on interfaces between the Personal Computer RemoteControl Unit (PC-RCU) and En Route Automation Modernization (ERAM) and Terminal Flight Data Manager (TFDM) systems

**Target: Develop methodology and tools necessary to parse FDIO data**

Develop methodology and tools necessary to parse FDIO data

**Target: Complete FDIO Data/Message Analysis Initial Draft**

Complete FDIO Data/Message Analysis Initial Draft

**Target: Complete FDIO Data/Message Analysis Final Draft**

Complete FDIO Data/Message Analysis Final Draft

**Activity: Innovative Airports**

The Innovative Airports project will investigate the use of low-cost technologies (such as mobile data networks) to provide situational awareness to pilots at non-surveillance airports. The project will develop a concept of operations and conclude with a demonstration of the prototyped surveillance capability.

**Target: Complete Innovative Airports Project Kickoff Report**

Complete Innovative Airports Project Kickoff Report

**Target: Operational Scenarios Draft**

Complete Innovative Airports Concept of Operations Initial Draft

**Target: Complete Innovative Airports Concept of Operations Final Draft**

Complete Innovative Airports Concept of Operations Final Draft

**Activity: Unmanned Aircraft System Traffic Management /Unmanned Aircraft System Traffic Management Data Exchange**

Perform systems engineering functions to develop and analyze Uncrewed Aircraft System Unmanned Aircraft System Traffic Management data exchanges.

**Target: Integrated Unmanned Aircraft System Traffic Management Data Models**

Complete Initial Integrated Unmanned Aircraft System Traffic Management Data Models to align emerging Unmanned Aircraft System capabilities. These data models will help align functions such as FAA Recognized Identification Areas (FRIA), Data correlation, and Unmanned Aircraft System registration.

**Target: Complete Initial Unmanned Aircraft System Traffic Management Authentication Validation Report**

Complete Initial Unmanned Aircraft System Traffic Management Authentication Validation Report

**Target: Conclude initial Unmanned Aircraft System Traffic Management Evaluation: Risk Model, and deliver final report detailing findings for evaluation activities, methodologies, and results.**

Develop an Unmanned Aircraft System Traffic Management risk model capability to conduct evaluations for the purpose of validating the feasibility and requirements of the system.

**Activity: Charting Aviation's Future**

Charting Aviation's Future includes documenting the vision and high level concept of operations for an information-centric NAS. These activities will describe how technology advances will enable changes to the future environment in the areas of operations, integrated safety management, and infrastructure that modernize the NAS and facilitate the integration of new entrants. These activities are anticipated to deliver benefits for air traffic management in terms of efficiency, flexibility, throughput, safety, predictability, and access for new entrants.

**Target: Develop a Concept of Operations for the Info-centric National Airspace System**

Develop an initial level I concept of operations for an info-centric National Airspace System (NAS) that describe the processes, technologies and services envisioned in Charting Aviation's Future.

**Target: Mapping Connected Aircraft Evolution**

Develop initial mapping of connected aircraft evolution in support of Vision 2035.

**Activity: Socialize NAS Vision 2035 Workforce Development Roadmap**

Socialize NAS Vision 2035 Workforce Development Roadmap encompassing the learning and development activities required to prepare ANG employees for the future, throughout the ANG organization.

**Target: Evaluate Micro-credentialing Program - Essentials Level**

Obtain feedback from participants to evaluate the Essentials Level of the Micro-credentialing program.

### **Target: Optimize Micro-credentialing Program - Exploration and Experienced Levels**

Using provided feedback for improvement, complete the detailed design of the exploration and experienced levels of the Micro-credentialing program.

### **Target: Implement the Micro-credentialing Program - Exploration Level**

Utilizing pertinent data analytics, implement the Exploration Level of the Micro-credentialing program.

### **Activity: Flight Information Exchange Model (FIXM) Development**

Flight Information Exchange Model (FIXM) is the standard format of Flight Object data sent between systems, allowing more users to share flight information and coordinate on the various activities concerning a flight. The development will include U.S. specific extensions and core standard which is used internationally. FY22 work is aligned to maturing the NAS extension as well as progressing technical details of the international Core

### **Target: Flight Information Exchange Model (FIXM)**

Complete draft Flight Information Exchange Model (FIXM) National Airspace System (NAS) Extension Artifact file to include data schema and logical models.

### **Target: Global Unique Flight Identifier (GUFI)**

Complete Global Unique Flight Identifier (GUFI) structure technical proposal document. The proposal will include background of the problem, assumptions, and information supporting the proposed solution.

### **Target: Flight Information Exchange Model**

Flight Information Exchange Model Core Change Request documentation. FIXM development requires extensive change request documentation to progress FIXM. Key change request documentation will be included to capture additions to the FIXM model.

## **Initiative: Proactive Security and Safety**

Ensure the security and safety of U.S. citizens, both domestically and abroad, and mitigate negative impacts on the NAS by providing world-class threat monitoring and response.

### **Activity: Strategic Operations Security**

Manage significant incident response, planning and exercises; develop operational security procedures; protect sensitive flight data; lead interagency and international collaboration; and advance the security and emergency response automation tool suite.

### **Target: Significant Incident Management Operations**

Develop and implement standardized Joint Crisis Action Team (J-CAT) procedures, leveraging lessons learned during the 2021 hurricane season, which enable smooth, consistent transitions from steady-state operations for which Joint Air Traffic Operations Command (JATOC) is responsible to escalated, response operations, including J-CAT activations, for which System Operations Security is the lead.

### **Target: Operations Security Plans and Procedures**

Strengthen and sustain integrated Air Traffic Management (ATM) security policy, procedures, planning and programs in cooperation with other stakeholders within the FAA, with interagency security partners and with other international and private entities. Advance the Operational Security (OPSEC) of sensitive missions through the collaborative development of Memorandum of Understanding and Memorandum of Agreements (MOU/MOAs); ATM security related procedures; and the application of requirements for Sensitive Flight Data (SFD), sensitive or controlled unclassified information (SUI/CUI) security, and privacy protection on NAS data release programs. These last activities specifically include the efficient handling of requests presented to the NAS Data Release Board (NDRB) and the Limiting Aircraft Data Displayed (LADD) program.

### **Target: Operations Security Strategic Initiatives**

Deliver procedures and/or automation related solutions to transition from the current, FAA and Department of Defense (DOD) deconfliction process for Global Positioning System Electronic Attack (GPS EA) Test, Training and Exercise (TT&E) activities in the NAS. Specifically, implement improvements to promote increased parallel coordination among System Operations Security, Spectrum Engineering, and Air Traffic Services and improved 4D deconfliction between TT&E events and Air Traffic Control (ATC) field facility inputs.

### **Activity: Tactical Operations Security**

Manage the Domestic Events Network, serve as the FAA's tactical nexus linking Air Traffic Control (ATC) facilities, interagency operational coordination platform for aviation security incidents, design and establish all security and major disaster Temporary Flight Restrictions, manage airspace access waivers and authorizations, and supports many other Air Traffic Management related security and emergency operations measures.

### **Target: Joint Air Traffic Operations Command/Domestic Event Network**

Continue tactical support to JATOC and ATC facilities for aviation security incidents and provide tactical oversight and monitoring of appropriate NSSE/SEAR security activities, space launch and recovery events, C-UAS developments and support major disaster Temporary Flight Restriction responses.

Develop, implement and train internal coordination and space operations procedures with AJR-11. Collaborate with AJR-221 to update Air Traffic Security Coordinator Standard Operating Procedures and training program by end of FY22.

Conduct a minimum of 4 (four) in-person or virtual training/outreach sessions in FY22.

### **Target: System Operations Support Center**

Continue to collaborate with first responders during life threatening situations and emergencies which require UAS integration into the NAS. Increase user awareness and education of the SGI process for first responders and other system users during crisis response events, by conducting 2 special government interest (SGI) related webinars and 2 in-person invitational conferences in FY22.

Develop commercial space temporary flight restrictions (TFRs) and associated SGI waiver procedures with interagency partners.

### **Target: National Capital Region Coordination Center (NCRCC)**

Work with the Transportation Security Administration and Interagency partners to review, update, and implement new guidelines for operating small unmanned aircraft systems in the Flight Restricted Zone. Integrate the updated guidelines into the Airspace Access Program website allowing a streamlined process by the end of FY22.

### **Target: NORAD/NORTHCOM Command Center (N2C2)**

FAA NORAD will continue to support the NORAD/US NORTHCOM Command Center, Cheyenne Mountain Operations Center, and NORAD/US NORTHCOM command elements with operational Air Traffic Control and National Airspace System expertise. FAA NORAD will promote the development of FAA NORAD Air Traffic Security Coordinators operational skills and proficiency through quarterly assignments and Quality Assurance methods. FAA NORAD will conduct 4 NORAD/US NORTHCOM Command Center inter-domain collaborative sessions to promote more efficient communication protocols during global and domestic security events by the end of FY22.

### **Target: Continental U.S. North America Aerospace Defense Command Region (NORAD)**

Develop centralized CONR Knowledge Sharing Network (KSN) to capture Lessons Learned, Tactics, Techniques and Procedures (TTPs) and Standard Operating Procedures to ensure institutional memory is achieved. Systematically integrate with 601 Air Operations Center and the Air Component for U.S. Space Force, Air Force Northern (AFNORTH), to develop process and procedures for crewed/non-crewed space launches and other space operations within the NAS.

### **Activity: Air Defense Liaison Officer**

Develop and coordinate the air traffic role in dynamic programs for national defense joint operational planning through training, emergency war plans, Defense Support to Civil Authorities as well as counter-drug/ counter-terrorist contingencies and other sensitive Department of Defense missions.

### **Target: Air Defense Liaison Officer**

Develop Air Defense Liaison Officer (ADLO) procedures in conjunction with AJR-221, 24 and 26 to standardize interagency support with FAA/ATO objectives during crisis and National Security events.

### **Initiative: Comprehensive Contingency Planning**

Enhance the safety, security, and efficiency of airspace systems through contingency planning and exercises.

### **Activity: Improve ATO Operational Contingency Plans and Response to Significant Events**

Continue OCP rebuild efforts for all NAS facilities to include elaborated deployment to TRACONS & ARTCCs.

### **Target: Operational Contingency Plan Reviews**

Complete Operational Contingency Plan (OCP) Reviews and Reports for 20 sites to identify gaps within the OCPs.

**Target: Operational Contingency Plan Rebuilds**

Conduct Operational Contingency Plan (OCP) Rebuilds and submit final draft OCP revisions for facility negotiation at 3 (three) En Route and 2 (two) Terminal Facilities

**Target: Operational Contingency Plan Exercises**

Develop and conduct Operational Contingency Exercises at 10 (ten) Terminal facilities to ensure viability, familiarity and document any gaps that may exist within the Operational Contingency Plan (OCP).

**Target: Infrastructure Facility Capability Project**

Apply the Corporate Work Plan tool to develop and support the infrastructure / facility capability project data to address Contingency Service and Infrastructure Requirements (CSIR). Collaborate with Technical Operations National Contingency Planning Support Team (TONC) to address facility infrastructure needs. Report monthly on progress.

**Activity: FAA Order JO 1900.47 Publication and Awareness Campaign**

Publish and communicate the contingency policy revision (1900.47G) to improve operational readiness across the NAS by defining more roles and responsibilities; and requirements for contingency planning work and deliverables. Awareness communications will target a wide audience through various media outlets to ensure the ATO is prepared in the event of a contingency event.

**Target: 1900.47G Publication Communications**

Develop 1900.47G publication communications plan to incorporate promotion and awareness campaign and prepare the ATO for the upcoming operational contingency related policy updates.

**Target: 1900.47G Awareness Video**

Develop and release JO 1900.47G awareness video(s) and promotional material to re-engage the ATO on all things operational contingency and to ensure their awareness and understanding regarding the new policy requirements targeting key stakeholders across the ATO.

**Target: 1900.47G Changes Information Sessions**

Conduct at least 2 (two) web-based information sessions introducing the changes within the JO 1900.47G.

**Target: Publish 1900.47G**

Publish the JO 1900.47G to provide the ATO with clearer and more robust requirements regarding operational contingency planning.

**Activity: ATO Operational Contingency Strategy Plan**

Collaboratively develop an ATO Operational Contingency Strategy outlining the evolving operational readiness goals of the ATO while defining a high-level path forward.



### **Target: Strategy Document**

Develop the structure of the ATO Operational Contingency Strategic Plan and define the stakeholders to provide the vision regarding the future of operational contingency and provide the Operational Readiness Directorate with a path forward regarding, policy, guidance, tools, training and the role of the directorate.

### **Target: Stakeholder Brainstorming**

Conduct at least 2 (two) brainstorming sessions with stakeholders to define the ATO's vision regarding the future of operational contingency and gain buy-in across the ATO.

### **Target: ATO Operational Contingency Strategy Plan**

Initiate coordination of draft ATO Operational Contingency Strategy Plan review by stakeholder leadership across the ATO to define the ATO's vision regarding the future of operational contingency in order to gain feedback and awareness from leadership.

## **Initiative: Implement strategies to improve UAS exemption (non-precedent setting) processing time**

ARM coordinates the FAA's exemptions program, and works closely with the OPR and Office of the Chief Counsel (AGC) to process petitions for exemptions from 14 CFR.

### **Activity: UAS Exemptions (Non-precedent setting)**

ARM processes non-precedent setting UAS exemption requests, which comprise the vast majority of UAS exemption requests.

### **Target: UAS Exemptions (Operational)**

Grant, deny, or close out 75% of the non-precedent setting UAS exemption requests (received between October 1, 2021 through June 2, 2022) within 120 days of receipt.

## **Initiative: Integration of Transiting Operations into the NAS**

Integrate new entrants transiting to and from Space and Upper Class E into the National Airspace System (NAS) without introducing unacceptable levels of risk, while providing a secure and more efficient system.

### **Activity: Enable Safe and Efficient Growth for Space Launch and Reentry Operations that Optimizes Operations for All NAS Users**

Promote inclusion of Space Operations by providing input to efforts during establishment, refinement, and modification of standards, procedures, policy, automation development, Safety Risk Management Panel activities, and training related to operations transiting to and from Space.

### **Target: Standards to Integrate Transiting Operations**

Support efforts for refinement and development of standards and procedures to integrate operations transiting to and from Space with minimal impact to the NAS.

### **Target: Safety Risk Management Panels**

Participate in Safety Risk Management Panel (SRMP) activities for operations transiting to and from Space.

**Target: Training Required for Air Traffic operational Personnel**

Evaluate need to modify current training and assist in the development of new training as required for Air Traffic operational personnel.

**Target: Development of Automation Capabilities**

Support development of automation capabilities that lead to process and response enhancement for application to operations transiting to and from Space.

**Activity: Enable Routine Operations in Upper Class E/Higher Airspace Operations with Safety and Efficiency for All NAS Users**

Promote inclusion of Upper Class E Operations by providing input to efforts during establishment, refinement, and modification of standards, procedures, policy, automation development, Safety Risk Management Panel activities, and training related to operations transiting to and from Upper Class E.

**Target: Standards to Integrate Transiting Operations to and from Upper Class E**

Support efforts for refinement and development of standards and procedures to integrate operations transiting to and from Upper Class E with minimal impact to the NAS.

**Target: Inform Concept Development**

Engage in information and data gathering to inform concept development related to Upper Class E operations.

**Initiative: Employee Housing and Life Safety Shelter Systems F20.01-01**

Repair, Replace, Install employee and life safety shelter systems.

**Activity: FAA Employee Housing and Life Safety Shelter Systems**

Repair, replace, install housing and life safety shelters.

**Target: Life Safety Shelters**

Install five emergency shelters.

## Improve Performance of the NAS

Develop and implement a comprehensive roadmap to support the evolution of the National Aerospace System as the foremost air data-driven navigation provider in the world.

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**Initiative: Improve Reporting on Operational Performance of the NAS**

The overall goal of this initiative is to help move the FAA's operational performance data reporting towards better post-operational performance analysis, near-real-time data reporting, and decision-supported predictive analytics.

**Activity: Develop a Data Governance Structure.**

Create a governance and policy structure to ensure usage of a single enterprise-wide operational database.

**Target: Standardize and document data processes.**

Standardize and document processes to ensure data validation and correct processing.

**Target: Standardize and document metrics processes.**

Standardize and document processes to ensure metric validation and correct processing.

**Activity: Develop Near Real-Time Data Reporting and Single Operational Metric Database.**

Develop and implement the single near real-time data source and metrics operational database.

**Target: Implement near real time data repository for analyst use.**

Implement near real time data repository for analyst use.

**Activity: Operational Performance Reporting Roadmap.**

Develop an Operational Performance Reporting Roadmap to better align various reporting mechanisms.

**Target: Develop a roadmap.**

Develop a roadmap to success that includes documenting and validating current efforts, identifying gaps and critical milestones in the evolution of Operational Performance Reporting.

**Target: Implement an operational metric database.**

Implement an enterprise-wide authoritative operational metric database.

**Target: Develop and implement policy.**

Develop and implement policy that facilitates use of the enterprise-wide authoritative operational metric database.

**Initiative: Air Traffic Services – Operationalize NextGen**

Collaborate across service units to resolve field concerns and provide subject matter expertise as necessary.

**Activity: Initial Trajectory Based Operations (iTBO) Change Management**

Develop and execute the Change Strategy plan for TBO implementation by operating area. TBO is Time Based Management (TBM) complemented by Performance Based Navigation (PBN).

**Target: Plan and Execute Change Management Initiatives**

Sustain and enhance training of Change Management initiatives. This effort includes facility and associated district outreach for Northeast Corridor (NEC), Southwest (SW), and Northwest Mountain (NWM) Operating Areas.

### **Target: Prepare Facilities and Workforce for Using Initial Trajectory Based Operations (iTBO)**

Continue the training and support of the Field Implementation Teams in three operating areas: NEC, NWM and SW. Work with facilities on their TBO Evolution plans.

### **Target: Coordinate Initial Trajectory Based Operations (iTBO) Progress and Plans with Internal Stakeholders**

Support implementation and use of TBO capabilities by holding a TBO Summit, an annual FAA workforce collaboration event.

### **Activity: Initial Trajectory Based Operations (iTBO)**

Plan and execute deployment of iTBO capabilities as needed to improve efficiency and predictability of operations in the National Airspace System (NAS). Coordinate with internal and external stakeholders as needed. Support data-driven adjustments in iTBO roadmaps in response to changes in availability of FAA resources and operators' demand.

### **Target: Deployment of Initial Trajectory Based Operations (iTBO) by Operating Area**

North East Corridor (NEC) Operating Area: Improve departure management for flights destined to LGA. Multiple NE airports are targeted for enhanced IDAC departure participation and compliance.

NEC Operating Area: Improve departure management for flights destined to PHL. Multiple NE airports are targeted for enhanced IDAC departure participation and compliance.

Southwest Operating Area: Improve ZLA Metering System for arrivals to LAX.

Northwest Mountain Operating Area: Implement the last phase of improving Extended Metering System for arrivals to DEN.

### **Target: Coordinate Initial Trajectory Based Operations (iTBO) Progress and Plans with External Stakeholders**

Support use of existing TBO capabilities and expansion of TBO capabilities throughout the National Airspace System (NAS) by participating in at least one external customer forum. This may be accomplished via newly implemented TBO Industry Day initiatives, NAC and NAC SC briefs, NEC/PBN NIWG Briefs, CDM and/or NCF exchanges with external stakeholders.

### **Target: Support Initial Trajectory Based Operations (iTBO) Planning and Execution Through Data-driven Decision-making**

Support TBO planning and execution through customized analyses of performance as needed to support deployments at Northeast Corridor, Northwest Mountain and Southwest operating areas. Coordinate development of TBO dashboard with AJR, AJM and ANG.

### **Activity: Expand Availability and Use of Time Based Flow Management (TBFM)**

Enhance the FAA's efficiency and improve demand and capacity balancing through the support of the expanded use of TBFM, and its capabilities, to additional locations in the NEC.

**Target: Deployment of IDAC**

Expand availability and use of Integrated Departure Arrival Capability (IDAC) at two key sites.

**Activity: Nation-wide Deployment of Consolidated Wake Turbulence (CWT)**

Implement Wake Recategorization at planned sites by the end of Fiscal Year (FY) 2022. This will be accomplished in collaboration with AJV-P, AJM-2 and ANG-C

**Target: Expand Use of Consolidated Wake Turbulence (CWT)**

Implement Consolidated Wake Turbulence at two (2) facilities.

**Target: Expand Use of Consolidated Wake Turbulence (CWT)**

Implement Consolidated Wake Turbulence at three (3) additional sites.

**Initiative: Consolidation and Realignment of FAA Services and Facilities**

Examine existing services to implement a rebalancing of our operations. Reduce the infrastructure footprint by consolidating and modernizing facilities.

**Activity: Establish Consolidation Schedule and Relocate Fixed Airspace Volume**

Collaborating with AJW-2 and AJM to relocate fixed Airspace volume from one ARTCC to the adjacent ARTCC and to establish a Schedule timeline for Consolidating two TRACONS.

**Target: Relocate Peoria ATCT Fixed Airspace Volume from ZAU to ZKC (Section 804)**

Collaborate with AJW-2 and AJM, relocate the Peoria ATCT Fixed Airspace Volume from ZAU to ZKC in order to facilitate at a later the date the consolidation of Peoria ATCT to St. Louis TRACON.

**Target: Establish Consolidation Schedule to Relocate Peoria TRACON and Springfield TRACON into St. Louis TRACON (Section 804)**

Collaborate with AJW-2 and AJM to establish a Schedule timeline for Consolidating Peoria TRACON (PIA) and Springfield TRACON (SPI) into St. Louis TRACON (T75).

**Target: Create Adaptation to Relocate New York TRACON Newark Area Fixed Airspace Volume to Philadelphia TRACON**

Collaborate with AJM to create an adaptation for the relocation of the Newark Area (EWR) fixed airspace volume from New York TRACON (N90) to Philadelphia TRACON (PHL).

**Target: Develop Training Schedule for Philadelphia Newark Area**

Collaborate with AJI to develop training schedule for personnel relocating to new area at Philadelphia TRACON (PHL).

## **Initiative: Air Traffic Services Business Analytics – Use information to Improve System Performance**

AJT Business Analytics supports Air Traffic Services leadership through the development and implementation of Business Utilization and Resource Standardization Tools (BURST), Operational Planning and Scheduling Tool (OPAS) and Air Traffic Operations Management System (ATOMS), to standardize processes and conduct data analysis. Implementation of standardized processes and tools will provide Air Traffic Services the required data and analytical support to make informed data driven decisions.

### **Activity: Implementation of Facility Work Plan (FWP) in all FAA operated facilities**

Improve field site resource planning and utilization via web tool for all facilities to plan resource usage and allow for pay period monitoring of the usage. Tracking of OJT, Overtime, Time on Position, Leave, Other Training and Other Duties will be planned and tracked throughout the fiscal year.

#### **Target: Improve field site resource planning**

Review, assess and incorporate changes such as refining existing tabs and calculations in the Facility Work Plan (FWP) and reviewing FY22 plans through automated dashboards.

#### **Target: Improve field site resource planning**

Provide training to field and district personnel on new requirements or expectations for FY22. Finalize changes and training to ensure clear messaging of the requirement regarding the population of data in the revised Facility Work Plan (FWP).

#### **Target: Improve field site resource planning**

Complete quarterly review of Facility Work Plan (FWP) data through dashboards and publishing the analytical reports.

#### **Target: Integrate field site resource planning**

Complete a plan to incorporate a Business Analysis Tool Suite (BATS) module into the Facility Work Plan (FWP) as an enhancement.

### **Activity: BURST Field Representative Training Program**

Improve field site resource planning, utilization via regular training meetings and workshops, which will improve understanding of the processes and products that will improve Air Traffic Services business acumen.

#### **Target: Conduct BURST field training**

Conduct training meetings and workshops to improve field understanding of Business Acumen products and systems to improve Air Traffic Services efficiency and the required products that field facilities provide to AJT Headquarters.

### **Activity: Implement ATOMS**

Provide a platform/tool capable of improving controller scheduling and work assignment tracking, and capable of interfacing with other ATO tools. Replaces CRU-Art and integrates with Web Scheduler (WMT).



**Target: Implement ATOMS**

Complete development of Training Course(s).

**Target: Implement ATOMS**

Initiate training and implementation for approximately 133 ATC facilities (ATOMS Release 1).

**Target: Implement ATOMS**

Initiate training and implementation for 115 ATC facilities and 17 FSS facilities (ATOMS Release 2).

**Activity: Improved process to request field resources in support of programmatic needs**

Leverage technology to create an improved process to request field resources in support of high priority programmatic needs.

**Target: PMT Testing and Training**

Complete Release 2 of PMT version 2 with Incremental User Testing (IUT).

**Target: PMT Deployment**

Prepare nationwide plan for deployment of PMT.

**Activity: Develop the Abacus Tool**

Support development of the Abacus tool for Automated Traffic Count at Terminal and EnRoute facilities.

**Target: Test Playback Tool in Abacus**

Finalize testing of Functional Block 4 (Playback Tool) in Abacus.

**Target: Test Count Tool in Abacus**

Initiate testing of Functional Block 6 (Count) in Abacus.

**Initiative: Improve Reporting on Operational Performance of the NAS**

The overall goal of this initiative is to help move the FAA's operational performance data reporting towards better post-operational performance analysis, near-real-time data reporting, and decision-supported predictive analytics.

**Initiative: SWIM Segment 2C**

Develop Final Migration Plan for SWIM Cloud Distribution Services (SCDS).

**Activity: SWIM Segment 2C**

Develop Final Migration Plan for SWIM Cloud Distribution Services (SCDS).

**Target: System Wide Information Management (SWIM) 2C / Industry-FAA Team (SWIFT) Portal**

System Wide Information Management (SWIM) Industry-FAA Team (SWIFT) Portal V3 Initial Operational Capability (IOC).

**Target: System Wide Information Management (SWIM) 2C/ Tech Refresh**

Complete Tech Refresh of hardware in First and Second Tech Refresh Orders.

**Initiative: Spectrum**

As part of a cross-agency team, the FAA will assess the feasibility of making bandwidth available for reallocation for non-federal use through the Spectrum Efficient National Surveillance Radar (SENSR) program.

**Activity: Spectrum Efficient National Surveillance Radar (SENSR) program, S16.01-01**

Assess the feasibility to improve utilization of radio spectrum and make it available for shared or non-federal use through means such as consolidating surveillance radars through initiatives such as the Spectrum Efficient National Surveillance Radar (SENSR) whose goal is to provide up to 50 MHz of spectrum in the 1300-1350 MHz band for Federal Communications Commission (FCC) auction in support of the 2015 Spectrum Act.

**Target: Provide Spectrum Efficient National Surveillance Radar (SENSR) Program Manager comments on the NTIA identification of spectrum for auction.**

Provide Spectrum Efficient National Surveillance Radar (SENSR) Program Manager comments on the NTIA identification of spectrum for auction.

**Target: Complete the final Spectrum Efficient National Surveillance Radar (SENSR) feasibility report 2.0.**

Complete the final Spectrum Efficient National Surveillance Radar (SENSR) feasibility report 2.0.

**Target: Develop and complete the draft Spectrum Efficient National Surveillance Radar (SENSR) program transition plan.**

Develop and complete the draft Spectrum Efficient National Surveillance Radar (SENSR) program transition plan.

**Initiative: Tech Transfer**

Facilitate the transition of technologies and capabilities between ANG, FAA, other agencies, and industry.

**Activity: Complete Technology Transfer**

Create visibility around technology transfer work to ensure overall benefit to the NAS.

**Target: Complete Tech Transfer T2 Record of Activities**

Submit final T2 Record of Activities for executive review and approval.

### **Initiative: Terminal Doppler Weather Radar (TDWR)**

The Terminal Doppler Weather Radar (TDWR) is used by ATC to increase the safety of the NAS. TDWRs provide vital information and warnings regarding hazardous windshear conditions, precipitation, gust fronts, and microbursts to air traffic controllers managing arriving and departing flights in the terminal area. There are 45 commissioned TDWR systems protecting 46 high-capacity airports throughout the United States and Puerto Rico that are prone to wind shear events. Two additional TDWR systems at the FAA's Mike Monroney Aeronautical Center in Oklahoma City provide engineering support and training. There have been no wind shear accidents at any TDWR-protected airport since its TDWR was commissioned. TDWR weather data is transmitted to FAA automation systems and to 34 National Weather Service forecast offices. The current system has been in service since 1994 and requires updating due to equipment obsolescence issues. Reduce Aviation and Commercial Space Transportation-Related Fatalities and Serious Injuries in Commercial and General Aviation.

#### **Activity: Terminal Doppler Weather Radar (TDWR) Sustainment 2**

Terminal Doppler Weather Radar (TDWR) Sustainment 2

##### **Target: Terminal Doppler Weather Radar (TDWR) S2**

Complete installation of Transmitter Microwave Assembly Tech Refresh Solution at 3 sites.

#### **Activity: Terminal Doppler Weather Radar (TDWR) S3**

Terminal Doppler Weather Radar (TDWR) S3

##### **Target: Terminal Doppler Weather Radar (TDWR) S3**

Complete Initial Integrated Logistics Support Plan (ILSP) signed by Program Office.

### **Initiative: National Airspace System Laboratory Facilities and Services**

Provide a set of world class laboratory facilities and services to support research, engineering and development, test and evaluation and maintenance of air navigation, air traffic management, and future air transportation system capabilities

#### **Activity: William J. Hughes Technical Center Laboratory Facilities**

Sustain, maintain, and improve the William J. Hughes Technical Center (WJHTC) National Airspace System (NAS) laboratory facilities.

##### **Target: Implement Interval Management capability at the William J. Hughes Technical Center**

Implement the Interval Management (IM) algorithm into the Target Generation Facility (TGF) and Cockpit Simulation Facility (CSF) simulators. This is required for Trajectory Based Operations (TBO)

##### **Target: Execute Space and Infrastructure Master Plan Projects**

Initiate 70% of planned Space and Infrastructure Master Plan projects scheduled for FY2022. This will help ensure that the overall Laboratory Space and Infrastructure Master Plan and associated projects are kept on schedule.

### **Target: Maintain International Organization for Standardization (ISO) 9001 Certification**

Maintain International Organization Standard (ISO) certification by meeting or exceeding customer requirements by maintaining a customer feedback response rating of 3.5 out of a possible 5.0.

### **Target: Improve Tower Lab infrastructure**

Upgrade tower out the window software to latest version of Virtual Immersion Environment Workspace. Replace tower tables with true field Air Traffic Control tower consoles. Update tower computer hardware and ATC displays.

## **Initiative: Aerospace Planning and Performance**

Research and development investments are balanced between strategic research initiatives to enable transformative change, and tactical research initiatives aimed at incremental improvements to current systems, while maintaining or improving operational safety. The FAA's Research, Development, Test & Evaluation (RDT&E) function at the William J. Hughes Technical Center, and supporting laboratories, provide a comprehensive approach to discovering, validating, and advancing technologies for a safer, more efficient, and more economically accessible NAS.

### **Activity: Flight Deck Collaborative Decision Making (FD CDM)–Enhanced Digital Taxi Instruction(e -DTI)**

Speech recognition (speech-to-text) technology presents an opportunity not only to transform traditional voice radio communication but could be an enabling technology to bridge the gap between voice and digital environment. As part of the digital transformation, several initiatives have been established within the FAA to develop concepts and capabilities to leverage flight deck connectivity to enhance collaboration and air traffic management services. This effort will enable the development and integration of speech recognition technology to enable verbal entry of taxi instructions for digital delivery. It will develop a lexicon to define a collection of phraseology including standard procedures and other operational variants that ATC uses to communicate taxi instructions to flight crews, used for support development of speech recognition software logic and training. This milestone also includes technology demonstration, to be conducted upon completion of the software development and integration.

### **Target: Speech-To-Text Transcription Analysis Report**

This report will investigate and describe speech analysis framework for transcribing verbal taxi instruction into a digital format before it can be disseminated to Electronic Flight Bag for visualization. This report will include a data workflow on how the taxi instruction will be transcribed from voice to text, and then to be broken down into data elements in preparation for visualization and delivered to the On-Demand NAS Information (ODNI) portfolio team.

### **Target: Lexicon for Taxi Instruction Phraseology Report**

The Lexicon for Taxi Instruction Phraseology will support a speech decoding algorithm and allow for accurate conversion of spoken taxi instructions to texts. This deliverable includes analysis on standard taxi instruction phraseology and investigate possible variants that are used in operating fields. The Lexicon will contain a collective list of vocabulary, phrasal verbs, and other multi-word compositions of taxi instructions. This report will be delivered to the On-Demand NAS Information (ODNI) portfolio team.

### **Activity: Advanced Methods**

The FY22 Advanced Methods work focuses on expanding prototyping activities to further develop new technologies, record lessons learned, and describe use cases surrounding the use of the new technologies.

#### **Target: Complete Traffic Flow Management (TFM) Data Analytics Lessons Learned Document.**

This will collect lessons learned from both the technical and operational side during the development of this concept and prototype capability. The lessons learned will allow the FAA to identify information of value when technologies like this are used as well as general lessons learned about FAA systems, operations, and processes.

#### **Target: Complete Traffic Flow Management (TFM) Speech Recognition Use Cases Prioritization Document.**

The use cases will examine the use of the candidate technology across a variety of situations and with a variety of inputs. The team will then prioritize the use cases for prototype consideration based on input from the technical team and project stakeholders.

#### **Target: Complete Initial Machine Learning Prototype Development Report to detail the progress on the machine learning prototype design.**

Machine learning development reports will describe new functionalities, changes from the last report, challenges encountered, request for FAA operational insight, lessons learned, and recommendations for next steps.

### **Activity: Dynamic Airspace**

Proof of Concept Development: Dynamic Airspace will perform research and analysis for a toolset that allows dynamic reconfiguration of existing NAS automation infrastructure to meet the needs for changing demand and capacity in the NAS.

#### **Target: Proof of Concept Engineering Plan**

Proof of Concept Architecture Document. This document will leverage detailed operational scenarios and information exchange schemas to define a high-level architecture at the Florida Test Bed and will include functional requirements and relevant system workflows / data flows.

#### **Target: Airspace Identification and Scenario Development Report.**

Dynamic Airspace (DA) Capability Interface Control Document: This document will define message types and the data structure that needs to be transferred between the DA Reconfiguration Tool and other DA systems when initiating an airspace reconfiguration.

#### **Target: Proof of Concept Final Report.**

This report will summarize the findings of the Proof of Concept Demonstration and will document technical issues, alternative actions, benefits realized from prototyping, and next steps for additional Proof of Concept activities or DA concept development.

### **Activity: Flight Deck Data Exchange Requirements (Digital Systems and Technologies)**

Conduct hardware-in-the-loop exercises to validate and test effectiveness of the security mitigations identified in the cybersecurity risks assessment of EFB, AID, and IP datalinks, and the security analysis of safety critical data, and identify gaps that may exist. The exercise will be conducted with a partner proof-of-concept NextGen program(s) and leverage its prototype system to implement the identified mitigations and perform security testing.

#### **Target: Detailed Design of Security Test Integration Report.**

This report describes detailed design of the security test hardware and software, and how the components will be integrated with the candidate prototype system. This report encompasses required activities to perform systems integration, and the collaboration with partner program(s) to design and plan the security validation exercise. The design of the test components will consider the reusability factor to support future validation effort of the NextGen concepts. At a completion of the lab integration activity, the project team will document detailed design and integration, as well as challenges and lessons learned from the integration activity and deliver the report to the On-Demand NAS Information (ODNI) portfolio team.

#### **Target: Technical Report of a Lab Evaluation of Security Performance in a Networked Avionics Implementation**

This report will document the outcomes of the exercise to analyze every security risk and validate any corresponding mitigation(s) identified in the cybersecurity risks assessments for Electronic Flight Bag (EFB)/Aircraft Interface Device (AID), and Internet Protocol (IP) datalinks. The report will describe the ability of the mitigation(s) to successfully prevent intentional attacks and identify any new gaps that were not discovered during the paper-based exercise. The deliverable will document scope and assumptions that are used in the exercise, and describe lessons learned for potential next steps.

#### **Target: Initial Cybersecurity Considerations for Connected Aircraft Applications Report.**

This report will develop an initial set of cybersecurity considerations to support development of flight deck data exchange applications. The initial considerations will describe areas of security concerns, relevant threats, and vulnerabilities, and provide general guidance for effective mitigations that can be used to manage the risks. The document will determine a suitable implementation approach to accommodate a variety of future flight deck applications. The Cybersecurity Considerations will focus on securing Electronic Flight Bag (EFB)/Aircraft Interface Device (AID), and Internet Protocol (IP) datalinks, but they may touch on other components/ layers in the flight deck architecture for effective protection as data traverses through avionics. This report will be delivered to the On-Demand NAS Information (ODNI) portfolio team.

### **Activity: Surface Tactical Flow Program**

The Surface Tactical Flow (STF) program will provide the tools necessary to achieve a fully collaborative surface environment where the input of airspace users, airports, and air traffic controllers are all used to provide a shared surface situational awareness and improved predictability.



### **Target: Airspace Technology Demonstration (ATD-2)**

Airspace Technology Demonstration (ATD-2) Technology Transfer Analysis Phase 3 will summarize the technology transfer assessment and related knowledge management activities for ATD-2 Phase 3. The report will highlight key findings and relationships to applicable FAA research and organizations.

### **Target: Strategic Demand Applications Technical Transfer Package**

Strategic Demand Applications Technical Transfer Package of Pacer functions to industry. Pacer, is a web application that allows pilots and flight operators to securely submit their departure intent information to Traffic Flow Management System (TFMS) to help better predict departure demand.

### **Target: Final Shortfall Analysis Report on On-Demand Surface Management.**

The report will identify and analyze potential shortfalls for low to medium density facilities with limited or no Terminal Flight Data Manager (TFDM) capabilities where airport surface congestion may occur either regularly, seasonally, or event-driven and propose possible corrective actions and next steps.

### **Activity: Class E Upper Airspace Traffic Management**

The Class E Upper Airspace Traffic Management (ETM) project will demonstrate the feasibility of integrating new entrants into Class-E Airspace by developing ETM concepts, scenarios, and engineering analyses in conjunction with NASA and Industry to validate the overall approach to managing this airspace.

### **Target: Provide an updated ETM Technical Evaluation Plan**

Provide an updated ETM Technical Evaluation Plan

### **Target: Develop and updated ETM scenario support package.**

Develop and updated ETM scenario support package.

### **Target: Develop an ETM Paper Simulation Analysis report.**

Develop an ETM Paper Simulation Analysis report.

### **Activity: Conduct Aerospace Planning and Performance Research**

Conduct research in System Safety Management, Unmanned Aircraft Systems, Wake Turbulence, and Advanced Technology Development/Prototyping for air traffic management tools/systems to ensure necessary capabilities and tools are available to meet increasing capacity demands while enabling emerging operations.

### **Target: Adapt a NAS-wide, top-down Safety Risk Model to accommodate bottom-up Safety Risk Assessment**

Develop and document a data structure for ingesting safety risk concepts into the Integrated Safety Assessment Model (ISAM) format from accident/incident/mishap event reports such as Aviation Safety Reporting System (ASRS) and National Transportation Safety Board (NTSB) safety reports.

**Target: Develop and document Safety Performance Indicators**

Develop and document Safety Performance Indicators (SPIs) to monitor runway operations safety performance trends as part of an initial prototype proof of concept.

**Activity: Air/Ground SWIM Connected Aircraft**

This work pertains to the development of the Connected Aircraft (CA) concept, which describes a richer set of information to be exchanged with the aircraft and automation to improve operational awareness and decision-making; an integrated CA framework to further advance concepts that leverage the connected aircraft, including the exchange of information, based on applicable performance standards; the establishment of an Application Registry and Distribution Platform “App Store” that allows for the organization and distribution of relevant software applications; and a decomposition/categorization analysis of flight information tasks and decisions based on their use.

**Target: Create a Controller Decomposition of Flight Information Tasks and Decisions Report.**

Create a Controller Decomposition of Flight Information Tasks and Decisions Report.

**Target: Provide and updated Integrated Connected Aircraft Framework Report.**

Provide and updated Integrated Connected Aircraft Framework Report.

**Target: Provide and updated Data Distribution Concept Paper.**

Provide and updated Data Distribution Concept Paper.

**Initiative: Stakeholder Engagement & Outreach**

Enhance domestic and international stakeholder confidence in NextGen and engage stakeholders in NextGen through collaboration and messaging.

**Activity: Stakeholder Collaboration**

Enable and facilitate collaboration throughout the FAA, aviation community and interagency partners by sharing resulting actions, outcomes, and information.

**Target: 80 Percent NextGen Advisory Committee Commitments**

Achieve eighty (80) percent of NextGen Advisory Committee (NAC) NextGen Priorities Joint Implementation Plan commitments, excluding industry-controlled milestones, within a calendar quarter of their scheduled dates.

**Activity: Outreach Division**

Effectively communicate to stakeholders the NextGen initiatives in support of modernization for an information centric National Aerospace System (NAS).

**Target: NextGen Report for Fiscal Year 2022**

Deliver the draft NextGen Report for Fiscal Year (FY) 2022 to the Assistant Administrator for NextGen.

### **Target: Text Analytics and Data Visualization Reporting**

Provide at least five (5) text analytics studies or data visualization products to requesting lines of business (LOBs) or staff offices to support strategic messaging and provide insight into an information-centric NAS.

### **Target: NextGen in the News Newsletter**

Provide at least fifteen (15) issues per month of the 'NextGen in the News' newsletter. 'NextGen in the News' is a compilation of the latest media articles about the FAA's efforts to modernize the National Aerospace System (NAS). It provides awareness to ANG and FAA leadership about the topics that are worthy of media coverage, and which media sources are publishing it.

### **Target: Extending ANG Messaging Capabilities Using the Web**

Incorporate new external and internal web content to highlight ANG activities and ensure validity of existing ANG website content to effectively communicate with ANG stakeholders and provide ANG employees with information they need to execute the requirements of their positions. Monthly web content reviews by directorate are required per the ANG web policy.

### **Initiative: Operations and Cost Benefits Analysis and Reporting**

Inform FAA/NextGen Stakeholders on the Enterprise level shortfalls and potential benefits of new capabilities as well as assessing post-implementation benefits of key implementations to further inform NextGen Advisory Committee (NAC) and other Stakeholders on value. Improve data analysis, modeling and visualization capabilities to better inform stakeholders on implementations with more complex benefit cases.

#### **Activity: Post and Future Implementation Analyses to Support FAA Executive Leadership and NextGen Advisory Committee**

In support of the FAA, NextGen Advisory Committee (NAC), and other stakeholders key NAS implementations will be evaluated. Key implementations are those that are expected drive operational benefits to airspace users. Evaluations include support to the Joint Analysis Team (JAT) as well as other implementations with expected user benefits. Additionally, assessment of potential benefits from MCL equipage scenarios will also be completed as necessary.

### **Target: Joint Analysis Team North East Corridor Analyses**

Finalize collection of complex baseline data for normalization and begin post-implementation evaluation (as appropriate), to address key North East Corridor (NEC) implementations including Atlantic Coast Routes, Pre-Departure reroutes & Airborne Reroute (PDRR/ABRR), and work with Air Traffic Organization (ATO) on Time Based Flow Management (TBFM) at Philadelphia International Airport (PHL).

### **Target: Additional Post Operational Analyses**

Complete post operational analysis beyond what has been assigned to the Joint Analysis Team (JAT) and include normalizations necessary to adjust for COVID related demand changes. Also update NextGen's estimate of Implemented benefits as directed by ANG-1.

### **Target: Minimum Capability List Analysis**

Develop updated analyses of Minimum Capability List (MCL) benefits for Required Navigation Performance (RNP), DataComm, and other MCL avionics use in conjunction with TBO tools and procedures as requested by the FAA NIWG and NextGen Advisory Committee (NAC).

### **Activity: Trajectory Based Operation Shortfall and Benefit Analyses**

Conduct Trajectory Based Operation (TBO) shortfall and benefit analyses using historical data and modeling tools to inform dynamic TBO enterprise planning.

### **Target: Trajectory Based Operation Enterprise Level Shortfalls and Benefits for Arrivals**

Identify shortfall gaps between the integration of strategic and tactical systems, including contributions from departure conformance and flight time predictions including analyses of Time Based Flow Management (TBFM), Terminal Flight Data Manager (TFDM), and Traffic Flow Management System (TFMS), to inform future implementation prioritizations and research.

### **Target: Develop Trajectory Based Operation Initial 3T Shortfall/Benefits in Off-Nominal Conditions**

Develop refined benefit modeling and analysis at a minimum of 3 key sites during GDPs with focus on throughput, delay redistribution, and predictability.

### **Target: Departure Shortfall for Key North East Corridor Airports and Convective Weather**

Expand departure shortfall analysis during convective weather beyond North East Corridor (NEC). Potential study airports include: ORD, ATL, CLT, PHX, DEN, and SFO.

### **Target: Future Benefit Analyses**

Conduct future benefit analyses in support of ANG-C Air Traffic Management initiatives to inform implementation priorities and future research.

### **Activity: Analyses of Operational Shortfalls for National Airspace System Future Vision**

Conduct analysis of FAA research activities mapping to operational shortfalls including integration of Uncrewed Airspace Users (UAS) to understand baseline impacts on traditional airspace users.

### **Target: Conduct Low-altitude Operational Analysis**

Evaluate shortfalls and model impacts of low altitude traffic management initiatives as well as tripwires driving.

**Target: Impact Analyses of Space Vehicle Operations**

Collect historical Space Vehicle Operations (SVO) data and conduct impact analysis on traditional traffic.

**Target: ANG-1 Support for NextGen Benefits and Related Information Stakeholder Requests**

Provide ANG-1 continued support for answering stakeholder requests regarding NextGen benefits and related information.

**Initiative: National Airspace System Test and Evaluation**

Test, analyze, and evaluate systems and services to verify and validate that products meet specifications, satisfy requirements, and are operationally suitable and effective.

**Activity: Develop, Socialize, and Implement Verification and Validation Strategies and Practices.**

Conduct independent assessments of test work products and acquisition work products requiring verification and validation (V&V), based on established standards, in support of organizational and acquisition program objectives.

**Target: Conduct Test Standards Board (TSB) independent objective assessment of key test work products**

Conduct 90% independent review of the William J. Hughes Technical Center's (WJHTC's) test work products for projects following the Test and Evaluation (T&E) Handbook in order to deliver the annual T&E Performance Report (quality assessment of T&E services/products and process improvement recommendations).

**Target: Engage with Verification & Validation/Test & Evaluation community by hosting annual Verification & Validation Summit**

Host the Annual Verification and Validation Summit in order to engage the Verification and Validation Test and Evaluation community and industry to promote best practices, explore innovative, new and practical ways that support acquisitions of aviation systems and capabilities, and advance FAA missions and outcomes.

**Activity: Provide Test and Evaluation Services to Support Implementation of National Airspace System Systems and Services**

Provide quality test and evaluation (T&E) and analysis products and services to ensure that current National Airspace Systems (NAS) and future air transportation systems are verified and validated using best practices and quality standards.

**Target: Communicate test project status with sponsors/stakeholders**

Prepare for annual portfolio review as scheduled by Program Management Office executive leadership (AJM-2, AJM-3, AJM-4).

**Target: Implement Test and Evaluation fiscal year project agreements for the delivery of test services and products**

Deliver test documentation as specified in FY22 Project Scope Agreements (PjSAs) with Program Office sponsors and customers for acquisition programs and projects requiring test services (Aeronautical Info., Mission Support, Air Traffic Management, Communications, Decision Support Systems, Flight Service, Navigation, Surveillance, and Weather).

**Target: Maintain Test and Evaluation ISO 9001:2015 certified Quality Management System (QMS)**

Maintain International Organization for Standardization (ISO) certification by conducting management reviews in accordance with the T&E QMS.

**Initiative: ASTI Sustain**

Develop and implement a comprehensive roadmap to support the evolution of the National Aerospace System as the foremost air data-driven navigation provider in the world.

**Activity: ASTI Sustain**

Develop and implement a comprehensive roadmap to support the evolution of the National Aerospace System as the foremost air data-driven navigation provider in the world.

**Target: Alaskan Satellite Telecommunications Infrastructure (ASTI) Sustainment**

Installation of new Antenna Controller in the Alaskan Satellite Telecommunications Infrastructure (ASTI) Test and Training Facility.

**Initiative: Environment and Weather Impact Mitigation**

Conduct Environment and Weather Impact Mitigation research to develop mitigations to the environmental impacts of aviation operations as well as the impact of weather on air transportation safety and efficiency.

**Activity: Reduced Weather Impact-Weather Observations Improvement (RWI-WOI)**

WOI explores mitigating automated winter weather sensing shortfalls in the ground-based weather observation network via the vetting of technology solutions. WOI is completing a multi-year work package which aims to deliver a technical approach for improving the Automated Surface Observing System (ASOS) and Automated Weather Observation System's (AWOS) capability to report multiple simultaneous precipitation types and intensities as defined by an integrated product team including the solution implementer, the Weather Sensors Program Management Office, and key users, such as Flight Standards de/anti-icing research teams and aircraft certification stakeholders. Enabling the reporting of multiple simultaneous precipitation types will enhance winter weather information to support ground de-icing decisions. The final phases of this work package includes developing system design documents, engineering risk mitigation strategies, and mixed precipitation modeling and demonstration capabilities.



**Target: Impacts to Automated Surface Weather Observation Network (ASWON):**

Meteorological Aerodrome Report (METAR) Special Weather Report (SPECI) Generation Considerations. The subject report will document an analysis of potential increases in the number of METAR SPECI messages that are produced as a result of the addition of automated drizzle, freezing drizzle, and ice pellet reporting. Early engineering risk assessments indicate this number may be too high to efficiently support operational decision-making. This impact analysis will support the Safety Risk Management Process.

**Target: Report - Synergies of Proposed Deicing Holdover Tables and Evolved Automated Surface Weather Observation Network (ASWON) Present Weather Reporting.**

Flight Standards organizations are exploring new versions of deicing holdover and allowance tables that account for automated reporting of multiple precipitation types. This paper documents the relationship between these evolving policies and the evolving observation improvement strategy of ASWON. This impact analysis will support the Safety Risk Management Process.

**Target: Report - Present Weather Sensor as a Proxy for Temperature/Dew Point Measurement.**

Modern present weather sensors require temperature and dew point measurements to help discriminate precipitation identification and detection. The internal temperature and dew point measuring capabilities of the sensor rival the independent equipment used in the Automated Surface Weather Observation Network (ASWON) today. This paper documents the potential for equipment consolidation in this area and supports the ASWON sustainment business case.

**Activity: Reduced Weather Impact (RWI) - Weather Forecast Improvements**

The Weather Forecast Improvements (WFI) program addresses the need to improve weather prediction and the use of weather information in the future NAS. National Weather Service (NWS) forecast models will be integrated into models that forecast weather impacts for aviation purposes. In today's NAS, traffic managers and users must mentally interpret weather conditions and the potential impact of weather on ATC decisions. WFI will improve the accuracy of aviation weather information, to include the automated objective indication of the constraints placed on the NAS, and incorporate this data into collaborative and dynamic decision-making.

**Target: Complete Precipitation on the Glass Initial Requirements.**

Complete and submit draft FY24 RWI Enhancement 1 Resource Planning Document (RPD) and associated Capital Investment Team (CIT) updates using Spire BFM tool. Combined, these documents depict future aviation weather integration and/or aviation weather translation requirements, shortfalls and/or opportunities. The documents also prioritize work by correlating projected out year funding against the specified requirements, shortfalls and/or opportunities.

### **Target: Cloud Services for Aviation Weather -**

Offshore Precipitation Capability Architecture and Performance Description Document. This document will capture a cloud-based architecture in select Enterprise Architecture framework views as well as preliminary performance requirements. The architecture will consider analogous cloud service efforts of federal enterprise partners. The latest relevant documentation available for product generation of the Offshore Precipitation Capability will be utilized to define how a service-based implementation to OPC can be defined.

### **Target: Precipitation on the Glass Implementation Strategy Assessment Document.**

This document will outline the strategy and plan for NAS-wide implementation of the Precipitation on the Glass product considering dependent system states and investment schedule, facility limitations, and deployment assumption and constraints. Due September 1, 2022

### **Activity: New ATM - Weather Transition**

Identifies research concepts and capabilities that have appropriately matured and transitions them from RE&D to F&E funding. This PLA manages AMS Concept Maturity and Technical Development (CMTD) activities. It funds the development of Pre-CRDR AMS artifacts. It supports the transition of weather capabilities to FAA operational platforms. This program also supports the transition of aviation weather research to the National Weather Service (NWS) for operational production of weather capabilities to FAA platforms.

### **Target: Complete the Weather Requirements Service (WRS) Near-Term Roadmap**

Target 1: Complete the Weather Requirements Service (WRS) Near-Term Roadmap to include the FY21-26 As-Is and To-Be states to identify and analyze products in the R2O phases of development, weather needs identified via the Weather Needs Portal, and other established forums. This annual update will produce updated WRS near-term interagency roadmap recommendations by leveraging the work conducted to identify the weather needs in the FY20 Meteorology Technical Analysis and WRS Near-term Roadmap. This deliverable will continue to analyze and identify products in the R2O phases of development, and weather needs that are identified in the NAS via the Weather Needs Portal and other established forums.

### **Target: Complete the FY22 Emerging Weather Requirement Service Concept Operations Report**

Complete the FY22 Emerging Weather Requirement Service Concept Operations Report, which identifies the highest AJV-coordinated weather need. This Concept Definition deliverable will document an overarching list of newly-defined potential weather capabilities to provide to FAA operations and introduce steps in the evolution of the weather Enterprise Architecture to achieve performance capabilities supporting the National Airspace System.

### **Activity: Conduct Environment and Weather Impact Mitigation Research**

Conduct Weather, Icing and Alternative Fuels research to develop mitigations to environmental impacts of aviation operations as well as the impact of weather on air transportation safety and efficiency.

**Target: Conduct testing of Simulated Cold Soaked Fuel Frost for both Aluminum and Composite Wing Surface Models**

Complete testing of simulated cold soaked fuel frost (CSFF) in Baylor University Climatic and Aviation Frost Facility (CAFF) for both aluminum and composite wing surface models. Finalize and provide a database CSFF thickness and roughness evolution, a thermodynamic prediction analytical model for frost evolution, and a draft final report.

**Target: Conduct Aerodynamic Wind Tunnel Testing on an Iced Swept-wing Model at Wichita St. University Walter H. Beech Wind Tunnel**

Complete a two-week wind tunnel test campaign to determine how ice accretions affect 3D swept-wing aerodynamics, based on laser-scanned ice shapes from supercooled large droplet (SLD) tests in the Icing Research Tunnel at NASA Glenn.

**Activity: Aviation Weather Research Program**

The Aviation Weather Research Program performs applied weather research addressing the need to advance the state of weather forecast and diagnosis information such that it can be exploited for integration into Air Traffic Management decision-support processes. Hazardous weather phenomena such as turbulence, inflight icing, thunderstorms, and low ceilings and visibility undergo research in order to forecast the timing and intensity of these conditions better, or to mitigate the impacts of these conditions on the NAS. The new Rapid Refresh Forecast System being developed by NOAA and partially funded by the FAA will undergo validation testing for aviation purposes. A fast-time, ultra-high resolution model on the order of a few meters will be tested to evaluate the effects of a range of weather conditions and hazards on UAS/UAM operations using the Raleigh, NC area as a model. In addition, a Safety Risk Management panel will be convened to assess the benefits of adding a capability to estimate visibility using automated methods to the FAA Weather Camera operational website.

**Target: Report validating running of experimental Rapid Refresh Forecast System (RRFS)**

Report validating running of experimental Rapid Refresh Forecast System (RRFS) deterministic and ensemble weather forecast model output in near real-time for determination of final configuration in preparation of National Weather Service FY23 operational implementation.

**Target: Safety Risk Management Report**

Safety Risk Management Report assessing the feasibility and benefits of adding the Visibility Estimation through Image Analytics (VEIA) estimated visibility to the Weather Camera operational website.

**Target: Report from completed study on the development and capability of a fast-time, urban micro-scale weather model**

Report from completed study on the development and capability of a fast-time, urban micro-scale weather model to objectively evaluate a range of weather conditions and potential severity of weather hazards specific to candidate UAS/UAM operations.

### **Activity: Weather Technology in the Cockpit**

Address the need for enhanced cockpit weather technology, information, and human factors principals to achieve objectives of improved aviation operational efficiency and safety, reduced flight delays, and reduced gaseous emissions in or due to adverse weather.

#### **Target: Report on the effectiveness of using inverse modeling capabilities to produce an estimated power spectrum**

Report highlighting how the effectiveness of using inverse modeling capabilities to produce an estimated power spectrum of the vertical rate information capabilities will support development of innovative adaptive filtering techniques for improving the quality of the ADS-B turbulence algorithms.

#### **Target: Report defining the recommended output rate for the supplementary visibility information**

Report defining the recommended output rate for the supplementary visibility information provided by the prototype crowd sourcing architecture.

#### **Target: Report identifying the potential to create meaningful seasonal categories for a cockpit decision support tool**

Report identifying the potential to create meaningful seasonal categories for a cockpit decision support tool to determine the most likely approved weather source representative of the non-collocated region based on the seasonal category

### **Initiative: Eastern Service Area (AJW-E)**

Executes the mission of Technical Operations Services: ensures effective NAS operation; establishes service unit goals, strategies budgets and priorities; allocates and manages resources; meets performance targets, and supplies services, as requested, to meet the requirements of the service units. Develops technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operations of the NAS. Completes scheduled activities to ensure optimal system reliability.

#### **Activity: Maintain facilities in the Eastern Service Area to ensure NAS reliability**

Complete scheduled activities to ensure optimal system reliability.

#### **Target: Maintain facilities in the Eastern Service Area to ensure NAS reliability**

Track and maintain core airport NAS reliability of at least 99.7%.

### **Initiative: Central Service Area (AJW-C)**

Execute the mission of Technical Operations Services: Ensure effective NAS operation; establish Service Unit goals, strategize budgets and priorities; allocate and manage resources; meet performance targets, and supply services, as requested, to meet the requirements of the Service Units. Develop technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operation of the NAS. Complete scheduled activities to ensure optimal system availability and reliability.

#### **Activity: Maintain facilities in the Central Service Area**

Complete scheduled activities of preventive maintenance, equipment modifications and restoration activities.

#### **Target: Maintain facilities in the Central Service Area**

Track and maintain core airport NAS reliability of at least 99.7%.

### **Initiative: Western Service Area (AJW-W)**

Execute the mission of Technical Operations Services: Ensure effective NAS operation; establish Service Unit goals, strategize budgets and priorities; allocate and manage resources; meet performance targets, and supply services, as requested, to meet the requirements of the Service Units. Develop technical and maintenance requirements, standards, policies, procedures, plans, fiscal management and programs for the maintenance engineering associated with modernization, strategic planning, implementation, installation and operation of the NAS. Complete scheduled activities to ensure optimal system reliability.

#### **Activity: Maintain facilities in the Western Service Area**

Complete scheduled activities to ensure optimal system reliability.

#### **Target: Maintain facilities in the Western Service Area**

Track and maintain core airport NAS reliability of at least 99.7%.

### **Initiative: Surveillance Services (AJM-4)**

Surveillance Services (AJM-4)

#### **Activity: Surveillance Services (AJM-4)**

Surveillance Services (AJM-4)

#### **Target: Submittal of draft Surveillance Services Requirements Document.**

Submittal of draft Surveillance Services Requirements Document.

#### **Target: Submittal of Surveillance Architecture Alternatives Document Version 1.**

Submittal of Surveillance Architecture Alternatives Document Version 1.

#### **Target: Complete Surveillance 201 Training Series.**

Complete Surveillance 201 Training Series.

**Target: FAA terminal weather surveillance solution re-architecture analysis.**

FAA terminal weather surveillance solution re-architecture analysis.

**Initiative: Advanced Technologies and Oceanic Procedures (ATOP)**

The ATOP program replaced oceanic air traffic control systems, updated procedures, and modernized the Oakland, New York, and Anchorage Air Route Traffic Control Centers (ARTCCs), which house these oceanic automation systems. A support system was also installed at the William J. Hughes Technical Center (WJHTC). ATOP fully integrates flight data processing, detects conflicts between aircraft, provides data link and surveillance capabilities, and automates the previous manual processes. A technology refresh for the automation system was completed in 2009 for all three operational sites and the WJHTC labs. This technology refresh activity increased system performance, capacity, and usability at that time. The ATOP program continued to deliver safety and efficiency enhancements through FY 2018 for evolutionary improvements to the ATOP system.

**Activity: Advanced Technologies and Oceanic Procedures (ATOP) S2, A10.03-01**

The ATOP Sustainment 2 program, formally known as ATOP Tech Refresh 2, procured and replaced system hardware, upgraded the operating system from AIX to Linux, and integrated the new technology with the baseline ATOP applications. ATOP Technology Refresh reduces maintenance and logistics costs and supports incorporation of software changes and new capabilities to support future NextGen, Surveillance and Broadcast Service (SBS), and other NAS improvements.

**Target: Advanced Technologies and Oceanic Procedures (ATOP) Sustainment 2 - T28 Operational at last ATOP Site (ZNY).**

Advanced Technologies and Oceanic Procedures (ATOP) Sustainment 2 - T28 Operational at last ATOP Site (ZNY).

**Target: Advanced Technologies and Oceanic Procedures (ATOP) Sustainment 2 - In-Service Decision (ISD) Approval.**

Advanced Technologies and Oceanic Procedures (ATOP) Sustainment 2 - In-Service Decision (ISD) Approval.

**Activity: Advanced Technologies and Oceanic Procedures (ATOP) E1, A10.03-02**

The Advanced Technologies and Oceanic Procedures (ATOP) - Enhancement 1 program provides 5 large-scale capabilities to address the operational shortfalls of the current oceanic system. The program evolved the capabilities from the requirements validated by the Air Traffic Organization Mission Support Services International Office.

**Target: Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 1 (E1) - Release T29 Available for Operational Use.**

Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 1 (E1) - Release T29 Available for Operational Use.

**Target: Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 1 (E1) - Release T30 Available for Operational Use.**

Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 1 (E1) - Release T30 Available for Operational Use.



**Target: Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 1 - Release T31 Software Hand-Off to Test Complete.**

Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 1 - Release T31 Software Hand-Off to Test Complete.

**Activity: Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 2 - Activity 1**

Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 2 - Activity 1

**Target: Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 2 - Complete Directorate Approval of Preliminary Program Requirements Document (PPRD).**

Advanced Technologies and Oceanic Procedures (ATOP) Enhancement 2 - Complete Directorate Approval of Preliminary Program Requirements Document (PPRD).

**Initiative: Traffic Flow Management System (TFMS) Sustainment 3**

The Traffic Flow Management System (TFMS) program is requesting a new z-CIP beginning in FY23 to account for future work under Flow Management Data and Services (FMDS). FMDS will be a new investment to replace the current TFMS and its associated acquisition programs under a new contract.

The re-planned TFMS Sustainment 3 program will focus on sustainment to keep the current TFMS functional until it can be replaced by FMDS.

**Activity: Traffic Flow Management System (TFMS) Sustainment 3, A05.01-15**

The TFMS Sustainment 3 Investment Analysis Readiness Decision is planned for FY 2022 Q2. FMDS IARD is tentative for FY 2022 Q1.

**Target: Develop Flow Management Data and Services (FMDS) Enterprise Architecture products and amendments.**

Develop Flow Management Data and Services (FMDS) Enterprise Architecture products and amendments.

**Target: Complete the Preliminary Flow Management Data and Services (FMDS) Information System Security Assessment (p-ISSA).**

Complete the Preliminary Flow Management Data and Services (FMDS) Information System Security Assessment (p-ISSA).

**Target: Flow Management Data and Services (FMDS) Concept of Operations (CONOPS).**

Develop Flow Management Data and Services (FMDS) Concept of Operations (CONOPS).

**Target: Flow Management Data and Services (FMDS) Preliminary Program Requirements Document (pPRD).**

Develop Flow Management Data and Services (FMDS) Preliminary Program Requirements Document (pPRD).

**Activity: Traffic Flow Management Infrastructure (TFM-I) Sustainment 3 Interim Execution Plan; A05.01-16**

Traffic Flow Management Infrastructure (TFM-I) Sustainment 3 Interim Execution Plan - Activity 1

**Target: Execute the Traffic Flow Management System (TFMS) Sustainment 3 (S3) Interim Execution Plan Project Level Agreement (PLA) between TFMS and the Rapid Development & Deployment Product Team (RDDPT).**

Execute the Traffic Flow Management System (TFMS) Sustainment 3 (S3) Interim Execution Plan Project Level Agreement (PLA) between TFMS and the Rapid Development & Deployment Product Team (RDDPT).

**Initiative: Standard Terminal Automation Replacement System**

The Standard Terminal Automation Replacement System (STARS) is a joint Department of Defense and Department of Transportation (FAA) program to modernize terminal air traffic control automation systems. Air traffic controllers use the STARS automation and displays to ensure the safe separation of aircraft (both military and civilian) within the nation's airspace. STARS is expandable to accommodate future air traffic growth and new hardware. Planning for technology refreshment and sustainment enables identification and qualification of affected components before they become inoperable due to obsolescence. For example, the processor currently used in STARS is no longer available from the manufacturer. The consequences of obsolescence have collateral implications in the areas of engineering, training, maintenance and many other disciplines. STARS sustainment is needed to address changes in hardware and to address changes in hardware and to support the STARS upgrades needed for enhanced performance and capacity in support of new capabilities.

**Activity: Standard Terminal Automation Replacement System Sustainment 1, A04.01-01**

Complete critical activities to PMOs Marquee Programs.

**Target: STARS Sustainment 1 (SS1) – Complete Initial Operating Capability (IOC) at Norfolk (ORF).**

STARS Sustainment 1 (SS1) – Complete Initial Operating Capability (IOC) at Norfolk (ORF).

**Activity: Standard Terminal Automation Replacement System (STARS) Sustainment 2, A04.01-03**

Standard Terminal Automation Replacement System (STARS) Sustainment 2, A04.01-03

**Target: Standard Terminal Automation Replacement System (STARS) Sustainment 2 - Remote Towers: Last (5th) Site Initial Operating Capability (IOC).**

Standard Terminal Automation Replacement System (STARS) Sustainment 2 - Remote Towers: Last (5th) Site Initial Operating Capability (IOC).

**Target: Standard Terminal Automation Replacement System (STARS) Sustainment 2 - Operational Test (OT) Conduct Run-for-Record.**

Standard Terminal Automation Replacement System (STARS) Sustainment 2 - Operational Test (OT) Conduct Run-for-Record.

**Activity: Standard Terminal Automation Replacement System (STARS) Sustainment 3, A04.01-05**

Standard Terminal Automation Replacement System (STARS) Sustainment 3, A04.01-05

**Target: Complete 60 Standard Terminal Automation Replacement System (STARS) Sustainment 3 (SS3) Site Surveys.**

Complete 60 Standard Terminal Automation Replacement System (STARS) Sustainment 3 (SS3) Site Surveys.

**Target: Complete 60 Rapid Checklist Submissions for Standard Terminal Automation Replacement System (STARS) Sustainment 3 (SS3).**

Complete 60 Rapid Checklist Submissions for Standard Terminal Automation Replacement System (STARS) Sustainment 3 (SS3).

**Target: Complete all Standard Terminal Automation Replacement System (STARS) Sustainment 3 (SS3) Site Surveys.**

Complete all Standard Terminal Automation Replacement System (STARS) Sustainment 3 (SS3) Site Surveys.

**Initiative: Airborne Collision Avoidance System X (ACAS X)**

ACAS X is being developed to meet future collision avoidance requirements. The program will replace the existing Traffic Alert and Collision Avoidance Systems II (TCAS II) that is required in the U.S. airspace for all commercial aircraft with 30 or more seats and on all cargo aircraft greater than 33,000 pounds. ACAS X will reduce the number of nuisance Resolution Advisories (RA) in U.S. airspace and better support future operations.

The ACAS X system will address shortfalls in the legacy TCAS II system. First, the system architecture will be designed so that threat detection and resolution logic changes can be made quickly using an automated process, which will be useful for future adaptations to Next Generation Air Transportation System (NextGen) operations. Second, ACAS X will have enough flexibility to be able to accommodate a variety of sensor types, including new generations of sensors where necessary. Third, ACAS X will reduce the number of “nuisance alerts” while simultaneously providing a reduced probability of near mid-air collision. The ACAS X systems have three variants in active development:

- ACAS Xa: Will use active interrogations and replies in concert with passive reception of ADS-B information to perform surveillance; ACAS Xa is the variant of ACAS X most similar to TCAS II in its form and function
- ACAS Xo: For use with NextGen operations where other variants of ACAS X would generate unacceptably high rates of RAs if used; an example of such an operation would be Closely-Spaced Parallel Operations (CSPO)
- ACAS Xu: For use with Unmanned Aircraft Systems (UAS), it is a complete Detect and Avoid (DAA) solution and designed to facilitate the integration of UAS into civil airspace by maintaining or improving current safety while meeting International Civil Aviation Organization (ICAO) requirements for global interoperability

**Activity: Airborne Collision Avoidance System X (ACAS X), G01A.05-02**

Airborne Collision Avoidance System X (ACAS X)

**Target: Complete Airborne Collision Avoidance System X (ACAS X) sXu Minimum Operational Performance Standards (MOPS).**

Complete Airborne Collision Avoidance System X (ACAS X) sXu Minimum Operational Performance Standards (MOPS).

**Target: Complete Airborne Collision Avoidance System X (ACAS X) Xr Run 2 Logic Software Release.**

Complete Airborne Collision Avoidance System X (ACAS X) Xr Run 2 Logic Software Release.

**Initiative: Traffic Flow Management System (TFMS) Enhancement 4**

TFMS Enhancement 4 is developing two capabilities, Improved Demand Predictions (IDP) and Integrated Departure Route Planner (IDRP). IDP will improve TFMS demand prediction of air traffic NAS resources. IDRP will deliver strategic/tactical forecasts of departure route and fix status due to convective weather and volume for specific terminals. It provides traffic managers with semi-automated resolution algorithms to "solve" departure constraints.

**Activity: Traffic Flow Management System (TFMS) Enhancement 4, G05A.05-03**

TFMS adds new capabilities and improvements via the TFMS Enhancement process. TFMS Enhancement 4, approved by the FAA Joint Resources Council (JRC) on June 21, 2017, will provide new NextGen Midterm TFM/CATM capabilities between FY 2017 and FY 2022. Improved Demand Prediction (IDP) will improve TFMS demand prediction. Integrated Departure Route Planning (IDRP) will be adapted for six metroplex areas: New York (N90); Chicago (C90); Dallas (D10); Philadelphia (PHL); Potomac - DC Metro (PCT)); and Southern California (SCT). TFMS Ingestion of Weather Data will replace the legacy Corridor Integrated Weather System (CIWS) Data Distribution System (CDDS) prototype with the new System Wide Information System (SWIM) Common Support Services - Weather (CSS-Wx) service.

**Target: Complete Traffic Flow Management System (TFMS) Enhancement 4 (E4) ReRoute Impact Assessment (RRIA) Software Integration Test (SWIT).**

Complete Traffic Flow Management System (TFMS) Enhancement 4 (E4) ReRoute Impact Assessment (RRIA) Software Integration Test (SWIT).

**Target: Implement Departure Spacing Program (DSP) enhancements.**

Implement Departure Spacing Program (DSP) enhancements.

**Target: Implement Pre-Departure Reroutes/Airborne Reroutes (PDRR/ABRR) enhancements.**

Implement Pre-Departure Reroutes/Airborne Reroutes (PDRR/ABRR) enhancements.

### **Initiative: Airport Surveillance Radar Model 11 (ASR-11) - Sustainment**

The ASR-11 Technology Refresh program replaces and upgrades obsolete ASR-11 Commercial Off-The-Shelf (COTS) hardware and software to ensure the continued reliable and cost effective operation of the radar system through its designated lifecycle. This is an ongoing program to address obsolescence and maintenance issues and will be accomplished in separate sequential 5-year segments. The ASR-11 Sustainment 2 addresses the following shortfalls identified in the approved ASR-11 Sustainment 2 Implementation Strategy and Planning Document: 1) Site Control Data Interface (SCDI) /Operator Maintenance Terminal (OMT) obsolescence. 2) Uninterruptible Power Supply (UPS) capacitor at end of life expectancy. 3) Bring the ASR-11 Radar up-to-date in meeting current Occupational Safety & Health Administration (OSHA) safety regulations. The Sustainment 2 Final Investment Decision (FID) was approved in December 2013 and In Service Decision (ISD) was achieved on August 7, 2018. Sustainment 2 deployment activities are planned to be completed by September 2020. This initiative also includes planning for ASR-11 Sustainment 3. Sustainment 3 achieved IARD in Q1 of FY20 and FID is planned in Q1 of FY22.

#### **Activity: Solution Implementation for ASR-11 Sustainment 3, S03.02-07**

The Airport Surveillance Radar Model 11 (ASR-11) Sustainment 3 program will address parts obsolescence, maintenance issues, and current National Air Space (NAS) requirements to ensure continued reliable and cost effective operation of all ASR-11 configurations through their designated lifecycles.

#### **Target: Airport Surveillance Radar Model 11 (ASR-11) Sustainment 3 – Complete Final Investment Decision (FID) Joint Resources Council (JRC) Pre-Brief to AJM-4.**

Airport Surveillance Radar Model 11 (ASR-11) Sustainment 3 – Complete Final Investment Decision (FID) Joint Resources Council (JRC) Pre-Brief to AJM-4.

#### **Target: Airport Surveillance Radar Model 11 (ASR-11) Sustainment 3 – Initiate Check Point 2 with IP&A.**

Airport Surveillance Radar Model 11 (ASR-11) Sustainment 3 – Initiate Check Point 2 with IP&A.



### **Initiative: ASR-9 Sustainment**

The Airport Surveillance Radar Model 9 (ASR-9) provides aircraft target and weather information to air traffic controllers, which reduces delays and improves safety at high activity airports. The ASR-9 tracks all aircraft within its range and provides those tracks, as well as six-level weather intensity information, to terminal automation systems. Air traffic controllers utilize this information to safely and efficiently separate aircraft in the terminal environment. The ASR-9 also provides data to AMASS and ASDE-X to aid in the prevention of accidents resulting from runway incursions. Without modifications to the ASR-9, the system will continue to experience decreasing reliability and availability over time. The supportability of the ASR-9 system is at risk due to the lack of commercial availability of some components. The ASR-9 was procured in the mid-1980s and fielded between 1989 and 1994. The system is expected to remain operational until 2035; however, the radar systems are becoming difficult to maintain. The system uses hardware and software architectures which are becoming increasingly difficult to procure, and some of which are obsolete, resulting in cannibalization and re-engineering for short-term results as a means to repair or refurbish in order to maintain this vital system. The Sustainment 2 Final Investment Decision (FID) was approved on June 27, 2012 to address obsolescence and supply/support issues of system Lowest Replaceable Units (LRUs) and components within the ASR-9 system. The sustainment of the ASR-9 aligns with the NAS Enterprise Architecture Surveillance Roadmap Decision Points. Based on this strategy ASR-9 systems will remain in service through 2035.

### **Activity: ASR-9 Sustainment 3, S03.01-12**

The ASR-9 Sustainment 3 program replaces or upgrades obsolete ASR-9 hardware and software to ensure the continued operation of the radar system. This is an ongoing program that is accomplished in phases to address obsolescence and supportability issues. The Sustainment 3 program will sustain the service life of all 135 ASR-9 systems; 121 operational sites, seven (7) Department of Defense (DoD) sites, and seven (7) support systems. The ASR-9 system is a non-cooperative (primary) surveillance radar that provides aircraft position and weather information to automation systems for air traffic controllers in terminal airspace. The ASR-9 system supports aircraft separation standards, air traffic operational efficiency, and improves safety at congested airports. The ASR-9 also provides data under Memorandum of Agreements with the DoD and Homeland Security, through the Defense Radar Program, and to the Department of Treasury and National Weather Service through separate agreements. The DoD uses ASR-9 surveillance data to monitor and detect non-transponder equipped intruders in terminal airspace. The system was procured in the mid-1980s, fielded between 1989 and 1994, and has significantly exceeded the expected 20-year lifecycle. Future ASR-9 sustainment efforts are dependent upon ongoing supportability assessments to ensure ASR-9s remain operational through their designated lifecycle. The Final Investment Decision (FID) for ASR-9 Sustainment 3 was approved on March 28, 2018. Implementation is planned to begin in 2023 and continue through 2025.

### **Target: Airport Surveillance Radar Model-9 (ASR-9) Sustainment 3 - Hardline Cables and Connectors (HCC) System Support Modification Release.**

Airport Surveillance Radar Model-9 (ASR-9) Sustainment 3 - Hardline Cables and Connectors (HCC) System Support Modification Release.

### **Target: Airport Surveillance Radar Model-9 (ASR-9) Sustainment 3 - Data Communications Equipment (DCE) Local Site Development Test Complete.**

Airport Surveillance Radar Model-9 (ASR-9) Sustainment 3 - Data Communications Equipment (DCE) Local Site Development Test Complete.



**Target: Airport Surveillance Radar Model-9 (ASR-9) Sustainment 3 - Award the Multi Voltage Power Supply (MVPS) Contract.**

Airport Surveillance Radar Model-9 (ASR-9) Sustainment 3 - Award the Multi Voltage Power Supply (MVPS) Contract.

**Initiative: Time-based Flow Management (TBFM)**

TBFM uses Time Based Metering (TBM) system uses time-based metering to better utilize NAS capacity by improving traffic flow management of aircraft approaching and departing congested airspace and airports. TBFM has been deployed and is operational at the 20 Air Route Traffic Control Centers (ARTCCs) and adapted for most major airports served by those centers. TBFM enhances air traffic operations, by reducing delays and increasing efficiency of airline operations. Enhancements to the TBFM system directly supports NextGen Portfolio concepts. TBFM Enhancement 1 (G02A.01-06) will continue to provide time-based metering solutions across all phases of flight to include terminal airspace. TBFM Enhancement 1 will implement additional NextGen concepts, such as optimized descent during time-based metering and Terminal Sequencing and Spacing (TSAS) to provide efficient sequencing and runway assignment by making the metering plan visible to the Air Traffic Control (ATC) terminal and extending time based metering to the runway. The TSAS capability will extend the aircraft's trajectory plan into the terminal airspace up to the runway to enable better predictability and accuracy for support of advanced Performance Based Navigation (PBN) procedures such as Required Navigation Performance (RNP). Also in TBFM Enhancement 1 is the expansion of the Integrated Departure/Arrival Capability (IDAC) to additional locations. IDAC streamlines and automates the monitoring and scheduling process for aircraft departures. This increases efficiency for departure operations. TBFM Sustainment 1 will replace existing hardware with new hardware in the FY 2022 -2023 timeframe. The current hardware began to reach its end of service and maintenance in 2017. The TBFM investments are part of the Trajectory Based Operations (TBO) initiative which uses an integrated and holistic implementation approach of the capabilities.

**Activity: Time Based Flow Management (TBFM) Enhancement 1, G02A.01-06**

Time Based Flow Management (TBFM) Enhancement 1

**Target: Time Based Flow Management (TBFM) Enhancement 1 - Last Integrated Departure/Arrival Capability (IDAC) site deployed.**

Time Based Flow Management (TBFM) Enhancement 1 - Last Integrated Departure/Arrival Capability (IDAC) site deployed.

**Target: Time Based Flow Management (TBFM) Enhancement 1 - Integrated Departure/Arrival Capability (IDAC) deployed at Denver Center (ZDV) and Denver Tower (DEN).**

Time Based Flow Management (TBFM) Enhancement 1 - Integrated Departure/Arrival Capability (IDAC) deployed at Denver Center (ZDV) and Denver Tower (DEN).

**Target: Time Based Flow Management (TBFM) Enhancement 1 - Terminal Sequencing and Spacing (TSAS) Air Traffic (AT) Training Materials Delivered.**

Time Based Flow Management (TBFM) Enhancement 1 - Terminal Sequencing and Spacing (TSAS) Air Traffic (AT) Training Materials Delivered.

### **Initiative: Terminal Flight Data Manager (TFDM)**

The TFDM program will deliver to tower Air Traffic Controllers (ATC) and FAA traffic managers NextGen decision support capabilities that integrate flight, surface surveillance, and traffic management information. TFDM will provide an approach for the collection, distribution, and update of flight data information in the terminal area and to improve access to information for the safe and efficient control of air traffic. The use of Electronic Flight Data and Strips (EFD/EFS) will allow tower controllers to maintain an integrated view of the air traffic environment, improving situational awareness of airport operations. TFDM decision support capabilities will promote safe and efficient airport operations in managing airport surface traffic sequencing and scheduling. TFDM will automate the manual flight data processes to enable enhanced data sharing between the Tower, the En Route, and Approach Control ATCs, Traffic Flow Management (TFM), and Flight/Airline Operations domains. This eliminates the necessity of physical exchange of flight data, reduces telephone exchange of data between facilities, and reduces manual re-entry of data among multiple ATC systems. This will also facilitate data exchange with aviation partners (airlines and flight operators) to support collaborative decision making. In addition, there are a number of legacy systems that TFDM will replace which would lead to greater efficiency and cost avoidance. The systems included are Advanced Electronic Flight Strips (AEFS), Surface Movement Advisor (SMA), Airport Resource Management Tool (ARMT), Departure Spacing Program (DSP), and Electronic Flight Strip Transfer System (EFSTS). TFDM will deliver multiple NAS benefits; reduced surface delay, taxi time, fuel burn, and reduced CO2 emissions, improved airport utilization during times when demand exceeds capacity, improved shared situational awareness and enhanced safety.

### **Activity: Terminal Flight Data Manager (TFDM), G06A.03-01**

TFDM program will deliver to tower Air Traffic Controllers (ATC) and FAA traffic managers NextGen decision support capabilities that integrate flight, surface surveillance, and traffic management information. TFDM will provide an approach for the collection, distribution, and update of flight data information in the terminal area and to improve access to information for the safe and efficient control of air traffic.

#### **Target: Terminal Flight Data Manager (TFDM) - Build 2 Development Test (DT) Complete.**

Terminal Flight Data Manager (TFDM) - Build 2 Development Test (DT) Complete.

#### **Target: Terminal Flight Data Manager (TFDM) - Complete Build 1 Operational Test (OT) WJHTC Assessment.**

Terminal Flight Data Manager (TFDM) - Complete Build 1 Operational Test (OT) WJHTC Assessment.

#### **Target: Terminal Flight Data Manager (TFDM) - Begin Build 2.1 Post Development Test (pDT).**

Terminal Flight Data Manager (TFDM) - Begin Build 2.1 Post Development Test (pDT).

#### **Target: Terminal Flight Data Manager (TFDM) - Complete Build 2.1 Software Development.**

Terminal Flight Data Manager (TFDM) - Complete Build 2.1 Software Development.

**Target: Complete Terminal Flight Data Manager (TFDM) Waterfall Alignment with Industry.**

Complete Terminal Flight Data Manager (TFDM) Waterfall Alignment with Industry.

**Initiative: Offshore Automation (OA)**

The OA program will replace legacy automation systems at the four offshore facilities in Anchorage Air Route Traffic Control Center (ARTCC), Honolulu Control Facility (HCF), Guam Combined Center Radar Approach Control (CERAP), and San Juan CERAP with National Airspace System (NAS) standardized automation solutions. The current automation systems include Surveillance Data Processing (SDP) Microprocessor En Route Automated Radar Tracking System (Micro-EARTS) at all four sites, and Flight Data Processing (FDP) systems currently provided by three unique systems: FDP System (FDPS) at Anchorage, Offshore Flight Data Processing System (OFDPS) at HCF with a data feed to Guam; and Miami ARTCC's En Route Automation Modernization (ERAM) connection that uses unique software adaptation to San Juan.

The OA program plans to address a current sustainability concern associated with the OFDPS system being used in HCF and provide nationally supported NAS standardized platforms that will bring the four facilities into strategic alignment with the Contiguous United States (CONUS) NAS. The benefits of this effort will allow for future Next Generation Air Traffic System (NextGen) development, automation redundancy and resiliency, ease future lifecycle challenges associated with the legacy systems, including reducing the number of automation platforms requiring separate maintenance and training support, and allow for greater workforce flexibility.

**Activity: Offshore Automation (OA), A38.01-01**

Offshore Automation (OA)

**Target: Award Offshore Automation prime contract to vendor.**

Award Offshore Automation prime contract to vendor.

**Target: Complete Offshore Automation (OA) Final Implementation Strategy Planning Document (ISPD).**

Complete Offshore Automation (OA) Final Implementation Strategy Planning Document (ISPD).

## **Initiative: En Route Automation Modernization (ERAM) Enhancements 2**

The ERAM Enhancements 2 (EE2) program provides software enhancements for the en route sector controller team. This multi-year effort improves efficiency and effectiveness of en route sector operations through enhanced trajectory management and improved collaboration between Radar Position (R-Side) and Radar Associate Position (D-Side) controllers. It involves upgrades to flight data management and system support functions. Current automation capabilities are limited in providing the requisite accuracy, consistency, and usability needed during high demand scenarios which can result less efficient use of airspace. The EE2 will develop and implement improvements to en route automation and procedures, building upon existing ERAM capabilities and leveraging previous NextGen pre-implementation activities. Final Investment Decision (FID) was achieved in December 2016. Prime contractor system engineering, software development, and implementation activities are ongoing and per original baseline, were planned to complete in FY 2023; however due to recent funding adjustments a baseline change decision (BCD) occurred in December 2018 with revised program milestones, and the program will now be completed in CY2024. A preliminary allocation of each enhancement to a specific ERAM release has been determined, however refinements are ongoing. The specific enhancements are listed below and will be deployed as a series of ERAM releases throughout the program lifecycle. Conflict Probe Enhancements - Improve representation of adherence bounds used to determine the need for computing a new aircraft trajectory, minimize false alerts; International Common Harmonization - Expand the automated coordination of flight data and aircraft control with the Canadian Air Navigation Service Provider (NavCanada); ERAM Adaptation Refinements - Improve the ability of the Air Route Traffic Control Center (ARTCC) support personnel.

### **Activity: En Route Automation Modernization (ERAM) Enhancements 2, G01A.01-08**

En Route Automation Modernization (ERAM) Enhancements 2.

#### **Target: En Route Automation Modernization (ERAM) Enhancements 2 - Complete System Engineering Design and Requirements for Systems Issue Group (SIG) 1886 Aircraft Trajectory Modeling - Kinetic.**

En Route Automation Modernization (ERAM) Enhancements 2 - Complete System Engineering Design and Requirements for Systems Issue Group (SIG) 1886 Aircraft Trajectory Modeling - Kinetic.

#### **Target: En Route Automation Modernization (ERAM) Enhancements 2 - Complete System Engineering Design and Requirements for Systems Issue Group (SIG) 2017 - International Civil Aviation Organization (ICAO) Equipment Template Enhancements.**

En Route Automation Modernization (ERAM) Enhancements 2 - Complete System Engineering Design and Requirements for Systems Issue Group (SIG) 2017 - International Civil Aviation Organization (ICAO) Equipment Template Enhancements.

#### **Target: En Route Automation Modernization (ERAM) Enhancements 2 - Complete Nav Canada Automated Handoff Enterprise Testing.**

En Route Automation Modernization (ERAM) Enhancements 2 - Complete Nav Canada Automated Handoff Enterprise Testing.

## **Initiative: Internal Work Initiative: ADS-B NAS Wide Implementation**

Air Traffic Control (ATC) surveillance and aircraft separation services are currently provided using primary and secondary surveillance radar systems in the U.S. National Airspace System (NAS). A need to improve the FAA's surveillance capabilities, in the surface, terminal, en route and oceanic airspace, must be balanced with a more efficient and affordable solution to accommodate the projected capacity demands. The Federal Aviation Administration (FAA) determined that Automatic Dependent Surveillance-Broadcast (ADS-B), with Traffic Information Services-Broadcast (TIS-B) and Flight Information Services-Broadcast (FIS-B), is a viable technology solution to meet the challenges of the future. This ability to use the ADS-B technology as a surveillance source is made possible due to advancements in surveillance techniques, satellite-based navigation, avionics, and communication data links.

### **Activity: ADS-B NAS Wide Implementation**

Automatic Dependent Surveillance-Broadcast (ADS-B) is a cornerstone technology for NextGen. It reduces delays and enhances safety by using an aircraft's broadcasted position, instead of position information from traditional radar. ADS-B is an advanced surveillance technology that provides highly accurate and more comprehensive information. Aircraft position (longitude, latitude, altitude, and time) is determined using the Global Navigation Satellite System (GNSS), and/or an internal navigational reference system, or other navigation aids. The aircraft's ADS-B equipment processes this position information, along with other flight parameters for a periodic broadcast transmission, typically once a second, to airborne and ground-based ADS-B receivers. The information is used to display aircraft position on en route and terminal automation systems.

### **Target: Achieve Initial Operating Capability (IOC) for Wide Area Multilateration (WAM) expansion at Southern California TRACON (SCT).**

Achieve Initial Operating Capability (IOC) for Wide Area Multilateration (WAM) expansion at Southern California TRACON (SCT).

### **Activity: Automatic Dependent Surveillance-Broadcast (ADS-B) NAS Wide Implementation - G02S.01-02**

Automatic Dependent Surveillance-Broadcast (ADS-B) NAS Wide Implementation - G02S.01-02

### **Target: Commence Cockpit Display of Traffic Information (CDTI) Assisted Separation (CAS) Flights.**

Commence Cockpit Display of Traffic Information (CDTI) Assisted Separation (CAS) Flights.

### **Activity: Advanced Surveillance Enhanced Procedural Separation (ASEPS), G02S.04-01**

The Surveillance and Broadcast Services (SBS) ASEPS program, is exploring near, mid, and long-term enhancements in surveillance to support efficiencies in oceanic Flight Information Regions (FIRs). Enhancing surveillance, when coupled with improvements in communications, can provide significant improvements to air navigation services by reducing separation minima for optimum routing. New surveillance technologies and enhanced use of existing surveillance sources present the opportunity to develop new International Civil Aviation Organization separation standards at the global level which once implemented present the potential for improving the safety and efficiency of oceanic operations in U.S. managed airspace.



**Target: Identify Space-Based ADS-B (SBA) applications to bring forward for enhancing Oceanic operations in support of an Investment Analysis Readiness Decision (IARD).**

Identify Space-Based ADS-B (SBA) applications to bring forward for enhancing Oceanic operations in support of an Investment Analysis Readiness Decision (IARD).

**Target: Provide recommendation on whether to continue procurement of non-operational Space-Based ADS-B (SBA) data.**

Provide recommendation on whether to continue procurement of non-operational Space-Based ADS-B (SBA) data.

**Target: Complete draft artifacts to support Advanced Surveillance Enhanced Procedural Separation (ASEPS) Investment Analysis Readiness Decision (IARD).**

Complete draft artifacts to support Advanced Surveillance Enhanced Procedural Separation (ASEPS) Investment Analysis Readiness Decision (IARD).

**Activity: Automatic Dependent Surveillance-Broadcast (ADS-B) NAS Wide Implementation - Baseline Services Future Segments, G02S.03-06**

The Final Investment Decision (FID) for ADS-B BSFS occurred on May 15, 2019. The program plans to sustain baseline services and applications including continuing leased ADS-B services, implementing mitigations for spectrum congestion, and re-competing the ADS-B service contract. The ADS-B system has both airborne and ground-based elements, including an infrastructure to transmit data to pilots as well as ATC facilities across the NAS. Other services provided include Traffic Information Service – Broadcast (TIS-B), Flight Information Service – Broadcast (FIS-B), Automatic Dependent Surveillance - Rebroadcast (ADS-R), and Wide Area Multilateration (WAM). The program will also provide program management to support mitigations against jamming and spoofing, dedicated support for Gulf of Mexico platform owners, and upgrades to automation platforms.

**Target: ADS-B Baseline Services Future Segments - First radar shutdown completed.**

ADS-B Baseline Services Future Segments - First radar shutdown completed.

**Target: ADS-B Divestiture - Complete Radar Divestiture Safety Risk Management Panels (SRMP) for two (2) sites by March 2022.**

ADS-B Divestiture - Complete Radar Divestiture Safety Risk Management Panels (SRMP) for two (2) sites by March 2022.

**Target: ADS-B Divestiture - Complete Radar Divestiture Safety Risk Management Panels (SRMP) at a total of four (4) sites by September 2022.**

ADS-B Divestiture - Complete Radar Divestiture Safety Risk Management Panels (SRMP) at a total of four (4) sites by September 2022.

**Target: Transition 2 ARTCCs to Track Based Display Mode (TBDM) with ADS-B adapted for 3NM separation.**

Transition 2 ARTCCs to Track Based Display Mode (TBDM) with ADS-B adapted for 3NM separation.



**Target: Conduct coordination briefings with 6 ARTCCs to facilitate utilization of ADS-B to expand 3NM separation within En Route airspace to enhance operational efficiencies.**

Conduct coordination briefings with 6 ARTCCs to facilitate utilization of ADS-B to expand 3NM separation within En Route airspace to enhance operational efficiencies.

**Target: Complete ADS-B Baseline Services Future Segment (BSFS) Phase 2 Investment Analysis Readiness Decision (IARD) Artifacts.**

Complete ADS-B Baseline Services Future Segment (BSFS) Phase 2 Investment Analysis Readiness Decision (IARD) Artifacts.

**Target: Complete Wide Area Multilateration (WAM) Implementation Service Acceptance Testing (ISAT) for 1 constellation.**

Complete Wide Area Multilateration (WAM) Implementation Service Acceptance Testing (ISAT) for 1 constellation.

**Target: Complete Automatic Dependent Surveillance - Broadcast (ADS-B) testing and commissioning of the Automated Weather Observation System (AWOS) and Remote Communication Air-Ground (RCAG) facilities on the Eugene Island 251A platform in the Gulf of Mexico.**

Complete Automatic Dependent Surveillance - Broadcast (ADS-B) testing and commissioning of the Automated Weather Observation System (AWOS) and Remote Communication Air-Ground (RCAG) facilities on the Eugene Island 251A platform in the Gulf of Mexico.

**Target: Install Automatic Dependent Surveillance - Broadcast (ADS-B), Remote Communications Air/Ground (RCAG), and Automated Weather Observation System (AWOS) equipment onto Chevron's Anchor Platform in Ingleside, TX.**

Install Automatic Dependent Surveillance - Broadcast (ADS-B), Remote Communications Air/Ground (RCAG), and Automated Weather Observation System (AWOS) equipment onto Chevron's Anchor Platform in Ingleside, TX.

#### **Activity: ADS-B In Applications - Interval Management (IM) Planning, G01S.02-01**

ADS-B In Applications – Interval Management (IM) consists of a set of ground and flight-deck capabilities and procedures that are used in combination by air traffic controllers and flight crews to more efficiently and precisely manage spacing between aircraft. An air traffic controller can issue an IM clearance that allows flight crews to manage spacing through speed adjustments generated by onboard IM avionics until reaching a planned termination point. New flight-deck functions implemented in Flight Interval Management (FIM) avionics will provide speed guidance to a flight crew to achieve a relative spacing interval from another aircraft. IM is a component of the future Trajectory Based Operations (TBO) vision, where air traffic controllers may opt to provide IM clearances to flights to manage their spacing intervals relative to other aircraft. The use of IM clearances in a TBO environment supports the controller in more precisely meeting time-based meter times or other spacing objectives. IM is applicable to en route and terminal airspace and will require investments in air traffic management and decision support automation systems, as well as flight-deck avionics.

**Target: Develop a strategic plan for ADS-B In outlining the revised scope of work to be executed in FY22 and FY23 based on the available funding.**

Develop a strategic plan for ADS-B In outlining the revised scope of work to be executed in FY22 and FY23 based on the available funding.

**Activity: Automatic Dependent Surveillance-Broadcast (ADS-B) NAS Wide Implementation - Enhancements, G02S.06-01**

TBD

**Target: Submit ADS-B Enhancement Information System Security Assessment (ISSA).**

Submit ADS-B Enhancement Information System Security Assessment (ISSA).

**Target: Automatic Dependent Surveillance-Broadcast (ADS-B) - Enhancements - Complete technical evaluation of security proposal in collaboration with AJW/ACG.**

Automatic Dependent Surveillance-Broadcast (ADS-B) - Enhancements - Complete technical evaluation of security proposal in collaboration with AJW/ACG.

**Target: ADS-B Enhancements - Submit Selected Altitude Significant Issues Group (SIG) whitepaper for review.**

ADS-B Enhancements - Submit Selected Altitude Significant Issues Group (SIG) whitepaper for review.

**Target: ADS-B Enhancements - Conduct Air Traffic Subject Matter Expert (SME) Computer Human Interface (CHI) meetings for Selected Altitude.**

ADS-B Enhancements - Conduct Air Traffic Subject Matter Expert (SME) Computer Human Interface (CHI) meetings for Selected Altitude.

**Target: ADS-B Enhancements - Conduct Early User Involvement Event (EUIE) for ADS-B In Indicators.**

ADS-B Enhancements - Conduct Early User Involvement Event (EUIE) for ADS-B In Indicators.

**Target: ADS-B Enhancements - Complete service expansion assessment and preliminary site coverage.**

ADS-B Enhancements - Complete service expansion assessment and preliminary site coverage.

**Initiative: Surveillance Acquisition and Sustainment (SAS) (AJM-41)**

The Surveillance Acquisition and Sustainment (SAS) Group will provide programmatic excellence in the acquisition, deployment and sustainment of radar surveillance systems to support safe and efficient air traffic management by the FAA and DoD. In addition, AJM-41 will sustain radar surveillance services by implementing safety, security and technological enhancements to bridge critical system capabilities until replaced or divested; and acquire cooperative radar systems, non-cooperative radar systems and other specialty solutions to sustain radar surveillance capabilities beyond 2035.

### **Activity: Infill Radar**

The purpose of the Infill Radar program is to establish a validation process for infill radars to permit the U.S. Air Force (USAF) to deploy and operate them in the National Airspace System (NAS). The Infill Radar is a non-cooperative radar that can provide coverage in locations where wind turbine radar interference occurs.

Infill Radar program objectives are to:

- Determine and define necessary validation processes, including testing of infill radars
- Determine and develop necessary documentation and artifacts
- Provide subject matter expertise for the review and revisions of the necessary documentation.

#### **Target: Infill – Obtain ANG-B1, ANG-C5, and AJV-S approval/signature on Concept of Operations (ConOps)**

Infill – Obtain ANG-B1, ANG-C5, and AJV-S approval/signature on Concept of Operations (ConOps).

#### **Target: Infill – Complete Infill Radar Qualification Process Document.**

Infill – Complete Infill Radar Qualification Process Document.

### **Activity: Air Traffic Control Beacon Interrogator Model 6 (ATCBI-6) Mode 5**

The Air Traffic Control Beacon Interrogator Model 6 (ATCBI-6) cooperative radars located at Air Route Surveillance Radar Model 4 (ARSR-4) non-cooperative radar sites operate with a Mode 4 Interrogator Friend or Foe (IFF) capability to support the Department of Defense (DoD) mission and NATO requirements. The ATCBI-6 Mode 5 program is fulfilling a DoD requirement to install Mode 5 capabilities at the 51 sites that currently have Mode 4 capabilities, primarily located on the U.S. borders and in Hawaii and Alaska.

#### **Target: Air Traffic Control Beacon Interrogator Model 6 (ATCBI-6) Mode 5 - Milestone 4: Successful Completion of Development Test (DT) Test Readiness Review (TRR).**

Air Traffic Control Beacon Interrogator Model 6 (ATCBI-6) Mode 5 - Milestone 4: Successful Completion of Development Test (DT) Test Readiness Review (TRR).

#### **Target: Air Traffic Control Beacon Interrogator Model 6 (ATCBI-6) Mode 5 - Obtain Air Traffic Control Radar Beacon System (ATCRBS) Identification Friend or Foe (IFF) Mark XIIA Systems (AIMS) Box Level Certification.**

Air Traffic Control Beacon Interrogator Model 6 (ATCBI-6) Mode 5 - Obtain Air Traffic Control Radar Beacon System (ATCRBS) Identification Friend or Foe (IFF) Mark XIIA Systems (AIMS) Box Level Certification.

### **Activity: Airport Surveillance Radar - Replacement (ASR-R), S03.06-01**

Ground based Non-cooperative (primary) surveillance systems determine an aircraft's position independently, without the use of on-board avionics. There are two types of non-cooperative surveillance systems in the National Airspace System (NAS); Long Range (NAS Defense) and Terminal. The Long Range systems include the Air Route Surveillance Radar (ARSR-4) and the Common Air Route Surveillance Radar (CARSR). Terminal Surveillance Radars include the Airport Surveillance Radar (ASR) – 8, ASR-9 and ASR-11. Non-cooperative surveillance is needed for surveillance of non-equipped aircraft (aircraft without transponders and/or Automatic Dependent Surveillance-Broadcast (ADS-B)), aircraft with failed avionics, and determination of weather.

Currently there are 368 non-cooperative surveillance systems in the NAS (245 Terminal and 123 Long Range). Thirty-two terminal systems are expected to be divested by 2025. The ASR-R program will analyze and acquire the long-term solution to meet the FAA's terminal non-cooperative surveillance requirements.

The ASR-R program will evaluate:

- Continued sustainment through Lowest Replicable Unit (LRU) replacement
- Incorporating new functionality/efficiencies

The ASR-R program is in the planning and investment analysis phase. Investment Analysis Readiness Decision (IARD) is planned for 3rd quarter FY 2024, Initial Investment Decision (IID) planned for 1st quarter FY 2026, and the Final Investment Decision (FID) is planned for 1st quarter FY 2028.

#### **Target: Airport Surveillance Radar - Replacement (ASR-R) - Create ASR-R Shortfall Analysis Report.**

Airport Surveillance Radar - Replacement (ASR-R) - Create ASR-R Shortfall Analysis Report.

#### **Target: Airport Surveillance Radar - Replacement (ASR-R) - Submit Acquisition Category (ACAT) Determination Form.**

Airport Surveillance Radar - Replacement (ASR-R) - Submit Acquisition Category (ACAT) Determination Form.

#### **Target: Airport Surveillance Radar - Replacement (ASR-R) - Complete Concept and Requirements Definition Readiness (CRDR) Plan for submission to FAA Enterprise Architecture Board (FEAB).**

Airport Surveillance Radar - Replacement (ASR-R) - Complete Concept and Requirements Definition Readiness (CRDR) Plan for submission to FAA Enterprise Architecture Board (FEAB).

### **Activity: Terminal & En Route Surveillance Technology Refresh Portfolio (TES TRP)**

The Terminal and En Route Surveillance (TES) Technology Refresh Portfolio (TRP) is planning for an Investment Analysis Readiness Decision (IARD) in November 2021. The TES TRP will provide required sustainment and maintenance for the following cooperative and non-cooperative surveillance systems to continue their operational use until 2035:

- Cooperative – ATCBI-5, ATCBI-6, Mode-S, MSSR (ASR-11)
- Non-Cooperative – ASR-8, ASR-9, ASR-11

**Target: Terminal & En Route Surveillance Tech Refresh Portfolio (TES TRP) - Submit final Execution Plan to IP&A at Checkpoint 4.**

Terminal & En Route Surveillance Tech Refresh Portfolio (TES TRP) - Submit final Execution Plan to IP&A at Checkpoint 4.

**Target: Terminal & En Route Surveillance Portfolio (TES TRP) - Stakeholder Governing Body (SGB) approves FY+1 Plan.**

Terminal & En Route Surveillance Portfolio (TES TRP) - Stakeholder Governing Body (SGB) approves FY+1 Plan.

**Target: Terminal & En Route Surveillance Portfolio (TES TRP) - Stakeholder Governing Body (SGB) reviews Portfolio Performance.**

Terminal & En Route Surveillance Portfolio (TES TRP) - Stakeholder Governing Body (SGB) reviews Portfolio Performance.

**Activity: Surveillance Acquisition & Sustainment (SAS)**

Surveillance Acquisition & Sustainment (SAS)

**Target: Surveillance Acquisition & Sustainment (SAS) - Develop AJM-41 response plan and execute action plan for FY20 FedView Survey.**

Surveillance Acquisition & Sustainment (SAS) - Develop AJM-41 response plan and execute action plan for FY20 FedView Survey.

**Target: Surveillance Acquisition & Sustainment (SAS) - PROPEL - expand to include additional development approaches and Stakeholders.**

Surveillance Acquisition & Sustainment (SAS) - PROPEL - expand to include additional development approaches and Stakeholders.

**Activity: NAVAIDS Monitoring Equipment (NME), M08.41-02**

The Nav aids Monitoring Equipment (NME) program will replace or upgrade legacy air traffic control and monitoring systems operating in the NAS. Two legacy systems are used in the NAS, ICMS and FA-30000 (Universal Interlock Controller). These systems, which are typically located in the tower and equipment room, are used by air traffic control specialists (ATCS) and airway transportation system specialists (ATSS) for controlling and monitoring a predefined set of Nav aids such as instrument landing systems (ILS), Airport Lighting Systems, runway visual range (RVR) equipment, runway end identifier lights (REIL), precision approach path indicator (PAPI) light arrays, and other Nav aids located at an airport. The program will establish a common requirements baseline and provide a streamlined software, training and logistics support across all systems to approximately 32 airports. An Investment Analysis Readiness Decision (IARD) was approved in December 2016; and an Initial Investment Decision (IID) approved on September 18, 2019. The Final Investment Decision (FID) was approved in December 2020.

**Target: Nav aids Monitoring Equipment (NME) - System Specification Document completed.**

Nav aids Monitoring Equipment (NME) - System Specification Document completed.

**Target: Nav aids Monitoring Equipment (NME) - Complete Disposition Plan.**

Nav aids Monitoring Equipment (NME) - Complete Disposition Plan.

**Target: Navais Monitoring Equipment (NME) - Complete Development Test (DT) Plan and Procedures.**

Navais Monitoring Equipment (NME) - Complete Development Test (DT) Plan and Procedures.

**Target: Develop Approach Lighting System with Sequence Flashing Lights (ALSF) interface for the FA-30000 V3+.**

Develop Approach Lighting System with Sequence Flashing Lights (ALSF) interface for the FA-30000 V3+.

**Activity: Mode Select (Mode S) Beacon Replacement System (MSBRS) Phase 1A, S03.01-15**

The legacy Mode S System is a Cooperative Surveillance Radar (CSR) that supports Air Traffic Control (ATC) in Terminal and En Route airspaces. The Mode S also interrogates and receives aircraft identification and altitude information from equipped aircraft. There are currently 137 operational and 11 support Mode S systems in the National Airspace System (NAS). The legacy Mode S System will be more than 25 years old by the year 2020 and is suffering from a shortage of replacement parts and/or repair capabilities.

The Mode S Beacon Replacement System (MSBRS) Program will replace unsustainable portions of the legacy Mode S system with a design that incorporates modern surveillance interfaces, defends and mitigates cyber security threats, and provides modifications needed to ensure supportability and sustainment of the systems through at least 2035. Phase 1 of the MSBRS Program will address critical obsolescence and end of service life issues for terminal CSR systems that will remain in the NAS for the foreseeable future. Phase 1 is divided into two phases. Phase 1A will include design, development and test, and limited production with a total number of 9 systems. Phase 1B will include at least 41 systems to fulfill minimum NAS Surveillance requirements. The existing antenna, encoder, and rotary joint will be retained.

**Target: Mode S Beacon Replacement System (MSBRS) Phase 1A - Software In Plant Development Test Start.**

Mode S Beacon Replacement System (MSBRS) Phase 1A - Software In Plant Development Test Start.

**Target: Mode S Beacon Replacement System (MSBRS) Phase 1A - Installation of First Article System at WJHTC.**

Mode S Beacon Replacement System (MSBRS) Phase 1A - Installation of First Article System at WJHTC.

**Target: Mode S Beacon Replacement System (MSBRS) Phase 1A - Informal User Demonstration Event.**

Mode S Beacon Replacement System (MSBRS) Phase 1A - Informal User Demonstration Event.



### **Activity: Common Terminal Digitizer (CTD), A04.07-02**

The CTD Program purpose is to procure and implement primary and secondary radar digitizers to convert ASR-8 analog radar signals to the digital data format. These systems will digitize ASR-8 surveillance systems in support of the Standard Terminal Automation Replacement System (STARS), as a part of the Terminal Automation Modernization and Replacement (TAMR) Program. A total of 34 TAMR CTDs were planned to be procured under FFP contract option, 31 CTDs for ASR-8 operational sites and 3 CTDs for support sites. An additional 12 CTDs were procured with NDP and SIM funding to address additional operational ASR-8 sites.

#### **Target: Common Terminal Digitizer (CTD) - Achieve Initial Operational Capability (IOC) at 1st Microprocessor En-Route Automated Radar Tracking System (Micro-EARTS) site.**

Common Terminal Digitizer (CTD) - Achieve Initial Operational Capability (IOC) at 1st Microprocessor En-Route Automated Radar Tracking System (Micro-EARTS) site.

#### **Target: Common Terminal Digitizer (CTD) - Complete Deployment waterfall at all FAA-Owned ASR-8 Sites.**

Common Terminal Digitizer (CTD) - Complete Deployment waterfall at all FAA-Owned ASR-8 Sites.

### **Initiative: En Route Automation Modernization (ERAM)**

ERAM provides automation services for the En Route domain at the 20 Continental United States (CONUS) Air Route Traffic Control Centers (ARTCCs). National support and test capabilities for ERAM reside at the William J. Hughes Technical Center (WJHTC). The FAA Academy provides training services for Technical Operations and Air Traffic personnel. Equipment that constitute the ERAM computing platform must be periodically refreshed to sustain critical National Airspace System (NAS) operations. Much of the original ERAM system hardware and equipment has been in service since 2006-2008 and is now obsolete. The ERAM Sustainment 2 (ES2) program (2016-2022) is a multi-year effort addressing high priority ERAM sustainment issues. The ERAM Sustainment 3 (ES3) Program (2019-2026) is the third major technology refreshment investment of the ERAM system.

### **Activity: En Route Automation Modernization (ERAM) Sustainment 2, G01A.01-10**

The ERAM Sustainment 2 (ES2) program is a multi-year effort addressing high priority ERAM sustainment issues. This effort is the second major ERAM tech refresh addressing key sustainment shortfalls, stemming from critical ERAM display subsystem equipment end-of-service life and technology obsolescence. In addition, ES2 will address processing capacity limitations of the backroom data and surveillance processors. Display System (DS) equipment used to control traffic at ARTCCs must also undergo tech refresh. Current equipment used to display air traffic to controllers is based on outdated analog technology and must be replaced with digital display equipment. The Radar (R)-Position and Data (D)-Position processor will be replaced to include an operating system upgrade (LINUX). Related equipment upgrades such as display record/playback software/workstation and R-Position KVM switches are necessary to support the transition from analog to digital display technology.

#### **Target: En Route Automation Modernization (ERAM) Sustainment 2 - Complete Installation of "Full" Equipment Components at Last Remaining ARTCC.**

En Route Automation Modernization (ERAM) Sustainment 2 - Complete Installation of "Full" Equipment Components at Last Remaining ARTCC.

### **Activity: En Route Automation Modernization (ERAM) Sustainment 3, G01A.01-11**

The ERAM Sustainment 3 (ES3) Program is the third major technology refreshment investment of the ERAM system. The ERAM Sustainment 3 (ES3) program addresses shortfalls stemming from end-of-service life conditions for several key hardware and software components not covered by the System Enhancement and Technology Refresh (SE&TR) or the ERAM Sustainment 2 (ES2) programs. The mission-critical equipment for En Route air traffic management at the ARTCCs is beyond the operational support life cycle or is at end-of-life status and must be refreshed. Much of the original ERAM system hardware and equipment has been in service since 2006-2008 and is now obsolete. At a high level, shortfalls addressed by this next sustainment program includes both component obsolescence and failures as well as processor capacity limitations shortfalls. The targeted scope of this program includes the ARTCC Operations Backroom, Test and Training Lab (TTL), and Support network, WJHTC support maintenance/production facility and Test Labs, and FAA Academy Labs. Specifically, affected hardware include ERAM Enterprise Storage sub-systems, Application LANs, Servers (processors), Workstations and support side Commercial Off The Shelf (COTS) Applications. The execution of the program is planned from 2020 1st quarter through 2026 3th quarter.

#### **Target: Site Exit Brief for Keysite(s) - En Route Automation Modernization (ERAM) Software Release with ERAM Sustainment 3 (ES3) Enterprise Storage System (ESS) functionality.**

Site Exit Brief for Keysite(s) - En Route Automation Modernization (ERAM) Software Release with ERAM Sustainment 3 (ES3) Enterprise Storage System (ESS) functionality.

#### **Target: En Route Automation Modernization (ERAM) Sustainment 3 - Complete Keysite Hardware Installation.**

En Route Automation Modernization (ERAM) Sustainment 3 - Complete Keysite Hardware Installation.

#### **Target: En Route Automation Modernization (ERAM) Sustainment 3 - Complete 50% of Site Surveys for Enterprise Storage System (ESS) and associated hardware deployment.**

En Route Automation Modernization (ERAM) Sustainment 3 - Complete 50% of Site Surveys for Enterprise Storage System (ESS) and associated hardware deployment.

## **Initiative: Enterprise Information Display System (E-IDS)**

The Enterprise Information Display System (E-IDS) will provide an enterprise-level platform that replaces multiple types of Information Display Systems (IDS) in the En Route, Terminal, Traffic Flow and Offshore domains with standard functionality and common hardware/software in a virtualized environment. IDSs are separate from primary displays, and their purpose is to provide Air Traffic Controllers, Front Line Managers, and Traffic Management Coordinators with supplemental but operationally essential information for controlling aircraft. IDSs were introduced in the terminal domain in the 1990's and rely on obsolete technology and interfaces with facility-centric, inefficient data organization, and manual update methods. Access to information through trusted sources varies from facility to facility depending upon the type of IDS model and whether the facility has a direct interface to source data. The Terminal environment includes three distinct systems, each with a different hardware/software configuration: IDS-4, Automated Surface Observing System Controller Equipment-IDS and NAS Information Display System. En Route includes a system called En Route Information Display System that provides non-tactical information to FAA personnel in Air Route Traffic Control Centers (ARTCC). Traffic Flow domain is present in both Terminal and En Route environments consisting of large monitors that display real-time, high-level traffic and Traffic Flow Management information. The Alaska ARTCC has developed its own IDS, the ATC Automated Information Display. In some cases, vendor-supplied information may be the only source available. These limitations make it cumbersome for users to search, retrieve, and display information. It adds additional workload to both controllers who use the systems and data managers who maintain the systems. Multiple types of information retrieval and display systems create inefficient maintenance activities necessary to sustain all system variations.

### **Activity: Enterprise Information Display System (E-IDS) Phase 1, A03.06-01**

Enterprise Information Display System (E-IDS).

#### **Target: Enterprise Information Display System (E-IDS) - Conduct Display & Mount Evaluation at WJHTC.**

Enterprise Information Display System (E-IDS) - Conduct Display & Mount Evaluation at WJHTC.

#### **Target: Enterprise Information Display System (E-IDS) - Conduct Interim Design Checkpoint (IDC) 3.**

Enterprise Information Display System (E-IDS) - Conduct Interim Design Checkpoint (IDC) 3.

#### **Target: Enterprise Information Display System (E-IDS) - Complete Installation of Gaithersburg Lab.**

Enterprise Information Display System (E-IDS) - Complete Installation of Gaithersburg Lab.

#### **Target: Enterprise Information Display System (E-IDS) Phase 1 - Critical Design Review (CDR) completed.**

Enterprise Information Display System (E-IDS) Phase 1 - Critical Design Review (CDR) completed.

## **Initiative: Terminal Second Level Engineering (TSLE)**

Terminal Second Level Engineering

### **Activity: Terminal Second Level Engineering (TSLE)**

Terminal Second Level Engineering

**Target: National Release of Aegis Encrypted Thumb Drive, System Support Modification (SSM)-Standard Terminal Automation Replacement System (STARS)-300.**

National Release of Aegis Encrypted Thumb Drive, System Support Modification (SSM)-Standard Terminal Automation Replacement System (STARS)-300.

**Target: National Release of Redhat Maintenance Laptop System Support Modification (SSM) Standard Terminal Automation Replacement System (STARS)-317.**

National Release of Redhat Maintenance Laptop System Support Modification (SSM) Standard Terminal Automation Replacement System (STARS)-317.

**Target: National Release of Standard Terminal Automation Replacement System (STARS) Software Build S6.R9.**

National Release of Standard Terminal Automation Replacement System (STARS) Software Build S6.R9.

**Target: National Deployment of Standard Terminal Automation Replacement System (STARS) Archive052821.**

National Deployment of Standard Terminal Automation Replacement System (STARS) Archive052821.

**Target: Complete initial start up and configuration of Nimble storage system in AJM-24 Secure-Operational Support Environment (Secure-OSE).**

Complete initial start up and configuration of Nimble storage system in AJM-24 Secure-Operational Support Environment (Secure-OSE).

**Target: National Release of the Standard Terminal Automation Replacement System (STARS) Interactive Technical Publication (IETP) Version 4.**

National Release of the Standard Terminal Automation Replacement System (STARS) Interactive Technical Publication (IETP) Version 4.

**Target: Conduct the first keysite of Standard Terminal Automation Replacement System (STARS) Software Build S6.R10.**

Conduct the first keysite of Standard Terminal Automation Replacement System (STARS) Software Build S6.R10.

## **Initiative: Surface Surveillance Portfolio Sustain 1 (SSPS)**

The Surface Surveillance Portfolio Sustain 1 program has developed a portfolio implementation strategy for the technology refresh of Airport Surface Detection Equipment – Model X (ASDE-X), Airport Surface Surveillance Capability (ASSC), and Runway Status Lights (RWSL) systems and subsystems. The Portfolio consists of two programs – ASDE Sustainment and RWSL Sustainment. The portfolio has 36 projects that address aging systems and sensors obsolescence issues, security compliance, depleting spare parts inventory levels, and necessary technological updates. The ASDE Sustainment Program covers 44 airports and 6 support systems. The RWSL Sustainment Program covers 20 airports and 2 support systems

### **Activity: Runway Status Lights (RWSL) Sustainment, S11.01-04**

The Runway Status Lights (RWSL) Sustainment program will address maintainability and obsolescence issues associated with RWSL. RWSL is a system that provides situational awareness of runway occupancy without interfering with normal airport operations. RWSL systems reduce the number of runway incursions by indicating to pilots and vehicle operations that the aircraft or vehicle would be in conflict with another aircraft or vehicle if it crossed the hold line or began its takeoff. The system integrates runway lighting equipment with ASDE-X and ASSC surface surveillance systems to provide a visual signal to pilots and vehicle operators indicating when it is unsafe to enter, cross, or takeoff from a runway. RWSL systems are currently operational at 20 airports.

#### **Target: Install Runway Status Lights (RWSL) Field Lighting System (FLS) Master Light Controller (MLC) and Individual Light Controller (ILC) Sustainment equipment at Orlando International Airport (MCO).**

Install Runway Status Lights (RWSL) Field Lighting System (FLS) Master Light Controller (MLC) and Individual Light Controller (ILC) Sustainment equipment at Orlando International Airport (MCO).

#### **Target: Runway Status Lights (RWSL) Field Lighting System (FLS) Master Light Controller (MLC) and Individual Light Controller (ILC) Replacement Testing - System delivered to test and evaluation site (MCO).**

Runway Status Lights (RWSL) Field Lighting System (FLS) Master Light Controller (MLC) and Individual Light Controller (ILC) Replacement Testing - System delivered to test and evaluation site (MCO).

#### **Target: Release Runway Status Lights (RWSL) Field Lighting System (FLS) Replacement Component Screening Information Request (SIR).**

Release Runway Status Lights (RWSL) Field Lighting System (FLS) Replacement Component Screening Information Request (SIR).

### **Activity: Airport Surface Detection Equipment (ASDE) Sustainment, S01.05-02**

The ASDE Sustainment program will address maintainability and obsolescence issues associated with ASDE-X and ASSC systems. The existing ASDE-X systems at 35 airports and ASSC systems at 8 airports [1] are surface surveillance systems that use radar, multilateration, and Automatic Dependent Surveillance-Broadcast (ADS-B) to track aircraft and vehicles. By improving situational awareness, these systems help air traffic controllers prevent collisions and reduce runway incursions.

**Target: Complete Surface Movement Radar – Raytheon (SMRr) Replacement with Surface Movement Radar – Improved (SMRi) at 1 site.**

Complete Surface Movement Radar – Raytheon (SMRr) Replacement with Surface Movement Radar – Improved (SMRi) at 1 site.

**Target: Conduct Multilateration (MLAT) Divestiture Safety Risk Management (SRM) Panel.**

Conduct Multilateration (MLAT) Divestiture Safety Risk Management (SRM) Panel.

**Target: Complete Site Refurbishments on two Airport Surface Detection Equipment – Model 3 (ASDE-3) Remote Towers and Antennas.**

Complete Site Refurbishments on two Airport Surface Detection Equipment – Model 3 (ASDE-3) Remote Towers and Antennas.

### **Initiative: Space Data Integrator (SDI)**

The FAA will be deploying an interim operational capability, known as the Minimal Viable Product (MVP) as an operational evaluation under Commercial Space Integration Into The NAS - Space Data Integrator (SDI) program, M55.01-02. The MVP will leverage the existing PoC to validate and refine requirements, while allowing Joint Space Operations Group (JSPOG) to use and act on the data. The SDI program will provide initial capabilities that will receive and distribute launch and reentry data and make it available for NAS automation consumption to allow for improved situational awareness and improved airspace management decision making.

#### **Activity: Space Data Integrator (SDI), M55.01-02**

Space Data Integrator

**Target: Deploy a software release iteration of the Space Data Integrator (SDI) Minimal Viable Product (MVP) to support new operational procedures for space operations.**

Deploy a software release iteration of the Space Data Integrator (SDI) Minimal Viable Product (MVP) to support new operational procedures for space operations.

### **Initiative: En Route and Oceanic Second Level Engineering Support**

En Route and Oceanic Second Level Engineering Support

#### **Activity: En Route and Oceanic Second Level Engineering Support**

En Route and Oceanic Second Level Engineering Support

**Target: Complete En Route Communications Gateway (ECG) Operational LAN Switch (OLS) replacement (technical refresh) testing.**

Complete En Route Communications Gateway (ECG) Operational LAN Switch (OLS) replacement (technical refresh) testing.



**Target: Complete the Hardware installation at the En Route Data Distribution System (EDDS) Tech Refresh (TR) Keysite.**

Complete the Hardware installation at the En Route Data Distribution System (EDDS) Tech Refresh (TR) Keysite.

**Target: Complete the installation of the Offshore Flight Data Processing System (OFDPS) Sustainment Technical Refresh at the Honolulu Air Route Traffic Control Center (ARTCC) (ZHN).**

Complete the installation of the Offshore Flight Data Processing System (OFDPS) Sustainment Technical Refresh at the Honolulu Air Route Traffic Control Center (ARTCC) (ZHN).

**Target: Transition from Pilotweb to the Federal Notice to Airmen (NOTAM) Distribution Service (FNS-NDS) for Jamming and Interference NOTAM data.**

Transition from Pilotweb to the Federal Notice to Airmen (NOTAM) Distribution Service (FNS-NDS) for Jamming and Interference NOTAM data.

**Target: Traffic Flow Management System (TFMS) R14 install on B Operational Core B (BOCB).**

Traffic Flow Management System (TFMS) R14 install on B Operational Core B (BOCB).

**Initiative: NAS Voice Recorder (NVR)**

The NAS Voice Recorder (NVR) program will replace the aging digital voice recorders with a Commercial Off The Shelf (COTS) product that will resolve end-of-life supportability issues as well as provide improved digital voice recording functionality to meet new validated safety and audit requirements.

**Activity: NAS Voice Recorder (NVR)**

The NAS Voice Recorder (NVR) program will replace the aging digital voice recorders with a Commercial Off The Shelf (COTS) product that will resolve end-of-life supportability issues as well as provide improved digital voice recording functionality to meet new validated safety and audit requirements.

**Target: NAS Voice Recorder (NVR)**

Achieve In-Service Decision (ISD) for National Airspace System (NAS) Voice Recorder (NVR).

**Target: NAS Voice Recorder (NVR)**

Completion of Independent Operational Assessment (IOA) for National Airspace System (NAS) Voice Recorder (NVR).

**Initiative: Engineering and Infrastructure Services**

Develop Architecture Review Boards packages.

**Activity: Enterprise Engineering and Infrastructure Services**

Develop Architecture Review Boards packages.

**Target: Architecture Review Board Meetings**

Communications, Information, and Network Programs (CINP) will complete 12 Enterprise Infrastructure Solutions (EIS) Assessments and 6 CINP Architecture Review Board meetings.

**Activity: National Cloud Integration Service (NCIS)**

Create initial commoditized costing guide for PMO Cloud Services.

**Target: National Cloud Integration Service (NCIS)**

Establish connectivity, support, and security methodology for an Operations Internet Protocol (OPS IP) cloud that satisfies the principles identified in this new operating environment.

**Initiative: FTI Sustainment**

FTI Sustainment

**Activity: FTI Sustainment**

FTI Sustainment

**Target: FAA Telecommunication Infrastructure (FTI) Sustainment 2**

Complete FAA Telecommunication Infrastructure (FTI) Sustainment 2 Joint Resources Council (JRC) decision.

**Target: FAA Telecommunication Infrastructure (FTI) Sustainment 1**

Complete Implementation of Obsolescence Components.

**Initiative: New York TRACON (N90) Training Implementation**

Implement training at New York TRACON (N90).

**Activity: Training Programs at N90**

Collaborate with AJI and PMO to implement training programs at N90.

**Target: Develop curriculum**

Conduct Technical Training of personnel to build, teach and continuously update New York TRACON's training materials.

**Target: Monitor and Improve**

Continuously monitor the training program, starting with Academy training, and gather feedback that will help derive necessary adjustments to meet the Agency goals.

**Initiative: NextGen**

Support National Airspace System (NAS) modernization and evolution through infrastructure improvements, technology, information sharing, and community engagement.

### **Activity: Florida Metroplex Program**

The final Metroplex Program's project out of 11, is the only active project site. It will be completing its Post-implementation Phase. The Post-Implementation Phase includes the hand-off of the project site to the ATO Regional Service Center and an analysis of the implemented airspace and procedure changes to determine whether the changes resulted in the anticipated benefits and operational effectiveness. Upon completion of the Florida Metroplex project, the Metroplex Program will be completed and closed out.

#### **Target: Complete the Florida Metroplex Project Closeout Memo**

The Project Closeout Letter is a coordinated memorandum by the Project Manager and Program Manager stating that planned project activities have been completed. The project closeout letter informs the affected FAA facilities and associated Service Center of the completion as well as identifies any remaining actions to be accomplished by the Metroplex facilities

#### **Target: Complete the Florida Metroplex Post**

Implementation Benefits Analysis Final Report. This document is an analysis of the effectiveness of the airspace changes for the Florida Metroplex project. It will also detail any operational impacts and any required modifications

#### **Target: Complete the Metroplex Program Closeout Memo**

This memorandum documents the execution and completion of all the Metroplex Program project sites and associated deliverables as well as the submission to the ANG-C5 programs repository of all the required documentation upon program completion

### **Activity: Established on Required Navigation Performance**

Established on Required Navigation Performance (EoR) utilizes the accuracy of Required Navigation Performance (RNP) instrument approach procedures (IAPs) to call aircraft established earlier in the final approach. Once aircraft are established, standard separation of 3NM lateral or 1000ft vertical no longer needs to be maintained. During this Fiscal Year, the project will work on Concept Validation at Los Angeles International Airport (LAX), developing a strategy for upcoming safety analyses, and gather information on Simultaneous Dependent Operations candidate facilities that could potentially utilize EoR.

#### **Target: Concept Validation data at Los Angeles International Airport (LAX)**

Collect 12 months of Concept Validation data at Los Angeles International Airport (LAX) to inform Pure Duals Concept Validation.

#### **Target: Performance Based Navigation (PBN) Safety Analysis Strategy White Paper**

Complete Performance Based Navigation (PBN) Safety Analysis Strategy White Paper.

#### **Target: Established on Required Navigation Performance (EoR) Simultaneous Dependent Operations Survey White Paper**

Complete Performance Based Navigation (PBN) Safety Analysis Strategy White Paper

### **Activity: Trajectory Modeling Process Improvement**

Investigate the application of emerging technologies such as machine learning (ML), artificial intelligence (AI), and/or data analytics to propose an approach for obtaining input parameters in trajectory modeling that are flexible and require minimal approximation and substitution, as well as inferring or projecting mode of flight to improve accuracy of trajectory modeling in systems such as Time-Based Flow Management (TBFM).

#### **Target: Deliver a report that surveys TBFM trajectory modeling data flows**

Deliver a report that surveys TBFM trajectory modeling data flows and provide an initial prioritization for any areas of improvement in trajectory modeling that would be best suited to a data analytics/ML/AI application.

#### **Target: Trajectory Modeling Process Improvement**

Deliver a document outlining the steps for tailoring and cleaning data for selected trajectory modeling improvements, as well as any preliminary considerations in terms of data suitability. Types of proposed analysis will be included, as well as preliminary considerations and anticipated challenges for algorithm development

#### **Target: Deliver a report documenting NASA's application**

Deliver a report documenting NASA's application of industry best practices to prepare the data for the algorithm parsing and machine learning with the goal of minimizing manual processing. This report will document all steps taken to prepare for analysis and propose any methods by which the reparation and pre-processing of the data can be made into a repeatable process

### **Activity: Multiple Airport Route Separation**

Multiple Airport Route Separation (MARS) leverages is the Established on Required Navigation Performance (EoR) concept of considering aircraft established on a Performance Based Navigation (PBN) procedure and extends it to flows of traffic to and from multiple airports in close proximity. During this Fiscal Year, the project will work on a preliminary Benefits Analysis, the MARS Phase I safety analysis, and begin to develop a MARS Concept Video.

#### **Target: Complete MARS Benefits Analysis**

Complete MARS Benefits Analysis

#### **Target: Update MARS Phase I Human-In-The-Loop (HITL) Test Plan with post-COVID information**

Update MARS Phase I Human-In-The-Loop (HITL) Test Plan with post-COVID information

#### **Target: Complete MARS Video Script**

Complete MARS Video Script

### **Activity: Separation Automation System Engineering**

Separation Automation System Engineering (SASE) is a pre-implementation program that matures emerging NextGen Separation Management capabilities and develops automation enhancements for En Route, Terminal, and Oceanic domains to support NextGen. Separation Services Engineering (SSE) is a sub project within SASE and focuses on the emerging 2035 Vision. The team will continue to support the necessary update and coordination with the applicable program management office for En Route Automation Modernization (ERAM) Enhancement 3 (EE3) Investment Analysis Readiness Decision (IARD). In accordance with the goals of the future vision that seeks to leverage technological advancements and agile services, the FY21 effort will evaluate the feasibility of developing separation functions as independent services that can be tailored across multiple ATC domains and automation systems in a diverse ATM environment. The project will pursue the application of innovative technologies for separation management that include Artificial Intelligence (AI), Machine Learning (ML) and speech recognition. ATC Reimagined Immersive Experience Solution (ARIES) will allow air traffic controllers to safely manage larger traffic volumes including new entrants to the airspace in an integrated information environment.

#### **Target: Conflict Probe Service Analysis Report.**

This report will perform a technical analysis to evaluate the potential for deploying En Route Automation Modernization (ERAM) Conflict Probe (CP) function as an independent service that could be potentially applied to different domains. This task will assess the technical opportunities, alternatives, and functional requirements to support CP function, and provide recommendations for future work.

#### **Target: Application of Artificial Intelligence (AI)/Machine Learning (ML) to Separation Management.**

This report will address the application of AI/ML technologies to National Air Space (NAS) separation automation systems. The topics to be addressed include various levels of controller oversight vs. automation in the application of AI/ML to separation automation – e.g., from Human-In-The-Loop (HITL) AI/ML support in which the controller approves all decisions, to a Human-On-The-Loop (HOTL) role of monitoring the automation with an intervention capability. Other areas to be addressed include controller/automation analysis of how the controller is kept engaged based on the confidence with the level of automation and mechanisms to gain the controller's confidence, and to provide contingencies in case of automation failure/degradation. The task will evaluate ongoing developments and potential application of AI/ML technologies to separation automation, both within the U.S. and International Airspace Service Providers (ASPs).

#### **Target: Application of Automated Speech Recognition to Separation Management.**

This task will complete a report to address the application of automated speech recognition technologies to NAS separation automation systems. The task will evaluate ongoing developments and potential application of automated speech recognition technologies for separation automation, both within the U.S. and International Airspace Service Providers (ASPs). The deliverable will capture the outcomes of this analysis and provide recommendations for future work.

### **Activity: Flow Object**

Today's NAS has many exchanges of flow information, but there is no common reference for how that information is shared. Without a common picture of the flow domain, it will be difficult to modernize components of the National Airspace System (NAS) or to enable future technologies and information exchanges. The Flow Information Exchange Model (FLXM) supports information exchange for the Flow domain. A "Flow Object" concept developed in this project will represent a common reference for Flow information.

#### **Target: Flow Object initial concept definition**

Complete Flow Object initial concept definition to spell out the scope of the Flow Object concept, as well as underlying assumptions

#### **Target: Complete Flow Object initial requirements document**

Flow Object notional capabilities will be broken into underlying functions, which will be used to define initial functional requirements.

#### **Target: Complete Flow Object initial use cases**

The use cases will be used to describe the as-is state of NAS operations and data with the Flow Object concept

### **Activity: Flight Object**

This program further mature the Flight Object concept, which provide a common reference to flight information in the National Airspace System (NAS). This program also develop a collection of services and verify their capabilities through proof of concept activity. These services can be implemented in the future flight information management system to enable future flight plan filing, flight planning, and collaborative sharing of flight information.

#### **Target: Flight Object Data Store and supported Data Model**

Complete Proof of Concept#3 which includes the updates to current Flight Object Data Store and supported Data Model, interface with NAS Common Reference (NCR) for flight specific constraints, and support flight plan submission in mixed mode environment (i.e. flight plan in today's format and flight plan in Flight Information Exchange Model or FIXM format).

#### **Target: Deploy the Flight Object application and services in FAA Cloud Services (FCS) environment.**

The initial deployment will include matured services based on the Flight Object Proof of Concept#2. The integration with this FCS Flight Object will be validated by conducting interface test from the Florida Test Bed (FTB).

#### **Target: Deliver Flight Object Proof of Concept#3 Technical Transfer Package**

Deliver Flight Object Proof of Concept#3 Technical Transfer Package to AJM which will include software application code, application interface documents, data flow diagrams, and demonstration final report..



### **Activity: Information Management**

Information Management (IM) is performing engineering analysis on the information infrastructure to address future requirements for information management systems and national airspace system (NAS) architectures. IM will merge the information sharing needs with additional requirements from upcoming NextGen initiatives and capabilities.

#### **Target: Complete draft candidate microservice suitability assessment.**

Complete draft candidate microservice suitability assessment.

#### **Target: Complete Final candidate microservice suitability assessment**

Complete Final candidate microservice suitability assessment

#### **Target: Complete investigation report into barriers to mass cloud migration**

Complete additional analysis of Microservices and Cloud component considerations for deployment

### **Activity: Dynamic Routes for Arrivals in Weather (DRAW) Human in the Loop Simulation (HITL)**

Dynamic Routes for Arrivals in Weather (DRAW) is a trajectory-based decision support tool for traffic managers aimed at improving arrival traffic flow. In FY22, the DRAW prototype will be evaluated in the extended metering and couple scheduling environments.

#### **Target: Complete DRAW HITL**

Complete DRAW HITL

#### **Target: Complete DRAW HITL Report**

Complete DRAW HITL Report

### **Activity: Closely Space Parallel Operations**

CSPO explores concepts to increase airport capacity through reduced separation standards, expand applications of dependent and independent operations, and enable operations in lower visibility conditions. These improvements will develop and refine procedures that enable operations for closely spaced parallel runways (CSPRs) spaced less than 4300 feet laterally.

#### **Target: Complete Full Safety Study for Reductions in Minimum Radar Separation.**

Complete Full Safety Study for Reductions in Minimum Radar Separation.

#### **Target: Complete Site Assessment for Integrated Arrival And Departure Operations concept**

Complete Site Assessment for Integrated Arrival And Departure Operations concept

**Target: Develop preliminary artifacts to support Safety Risk Management (SRM) documents and Document Change Proposal(s) (DCP) for the Integrated Arrivals and Departures Operations concept**

Develop preliminary artifacts to support Safety Risk Management (SRM) documents and Document Change Proposal(s) (DCP) for the Integrated Arrivals and Departures Operations concept.

**Activity: Common Support Services Flight Data: The Common Support Services**

The Common Support Services - Flight Data (CSS-FD) program will enhance flight planning and filing capabilities, and provide enterprise-level services that support flexible, accurate, and timely access to common flight information across domains, flight operators, and the Air Traffic Management (ATM) community, via a new information exchange environment. The CSS-FD program is scheduled to reach its Initial Investment Decision (IID) milestone by FY-2022 Q2.

**Target: Business Case document support of CSS-FD**

Complete in Initial Business Case document support of CSS-FD Initial Investment Decision (IID) in FY-22

**Target: Complete the Risk Reduction Activity (RRA)**

Complete the Risk Reduction Activity (RRA) Requirements and Use Cases Package for Sprint 2

**Target: Initial Implementation Strategy and Planning Document (ISPD)**

Complete the Initial Implementation Strategy and Planning Document (ISPD) in support of CSS-FD Initial Investment Decision (IID) in FY-22

**Activity: Digital Twin Formulation**

Explore the concept of digital twins, complete the initial planning phase and concept development for a digital twin prototype that explores the application of digital twins to NextGen concepts and NAS systems.

**Target: Deliver a project schedule and all checkpoints**

Deliver a project schedule and all checkpoints associated with work to be completed in Year 1 of digital twin application in the NAS. The document will indicate sources for data culling and highlight the pathway for development of the use cases.

**Target: Deliver a report of at least two use cases and establish the methodology**

Deliver a report of at least two use cases and establish the methodology of how the digital twin will be built for these uses. Specifically, this report will establish what the digital twins will represent and how will they be used to benefit the NAS, and further solidify the process for architecture development and execution of a prototype.

**Target: Deliver a draft architecture for the selected digital twin prototype**

This deliverable will also document the use of the cloud environment, what the pipeline looks like, the origin and use of the data, how that data will be collected, and any other information pertinent to the development of the digital twin prototype

### **Activity: Notice to Airmen Aircraft Category Information**

Conduct additional analysis and develop strategies for additional updates to the NOTAM operating environment and apply modern techniques to support future capabilities.

#### **Target: Draft report on initial data analytics**

Draft report on initial data analytics, experimentation process, and findings for year 2 of work. Document the results of initial NOTAM analysis for year 2, including indication of how the clustering and trend identification work, as well as the predictive input exercise completed in year 1 were leveraged. It will also detail strategy for any development work.

#### **Target: Final Report on year 2 NOTAM data analytics**

Document the results of the second year of NOTAM analysis, including approach, findings and conclusions, recommendations for future improvements, and lessons learned.

#### **Target: Develop an update to the NextGen NOTAM Modernization Concept**

Develop an update to the NextGen NOTAM Modernization Concept of Use originally developed in FY2020. This will include a review of the document, incorporation of stakeholder feedback, an analysis on system challenges faced by the current NOTAM system, and advances made to new operating platforms, as well as needed updates to use cases and the process used for updates.

### **Activity: ANG Support of Runway Safety Technology Program Management Integration**

The Runway Incursion Reduction Program's (RIRP) objective is to continually discover, research, implement, maintain and innovate technologies that will detect the incorrect presence of an object in the Runway Safety Area and deliver a directive cue to the individual who can take corrective action.

#### **Target: Runway Incursion Reduction Program (RIRP)**

Runway Incursion Reduction Program (RIRP) will initiate installation of a Runway Incursion Prevention through Situational Awareness (RIPSA) technology at one identified candidate test site.

#### **Target: Runway Incursion Reduction Program (RIRP) will conduct lab demonstration**

Runway Incursion Reduction Program (RIRP) will conduct lab demonstration/testing of simultaneous use of Surface Taxi Conformance Monitoring (STCM) tower and flight deck prototypes.

#### **Target: Runway Incursion Reduction Program (RIRP) will deliver programmatic support to AJI**

Runway Incursion Reduction Program (RIRP) will deliver programmatic support to AJI as required for the Surface Safety Group (SSG), Data Analysis Team (DAT), and Surface Safety Initiatives Team (SSIT).

### **Activity: Flow Information Exchange Model (FLXM)**

The Flow Information Exchange Model (FLXM) is a new standard proposed by the FAA for Air Traffic Flow Management (ATFM) information exchange in support of the broader effort to implement enterprise-wide information exchange standards. The goal is to provide a standard for information in the Flow Domain, which has not previously had a standard of its own. The Flow Domain consists of information that describes a Traffic Management Initiative (TMI), or information that exists directly because of it.

#### **Target: Complete Flow Information Exchange Model (FLXM) Release 2 (R2) Package**

The release package contains the newly modeled Traffic Management Initiatives (TMIs) as well as logical model and schema.

#### **Target: Complete Flow information exchange Roadmap.**

This roadmap outlines flow information needs and stakeholders, and proposes a timeline to incorporate all flow needs.

#### **Target: Complete the Flow Information Exchange Governance Plan**

This plan will describes the rules governing the Flow Information Exchange Model, with topics such as versioning, change control, and interoperability

### **Activity: Facility Letter of Agreement Data Analytics**

Conduct additional analysis and develop strategies for a standardized digital template used in information exchange, for platforms and services such as Letters of Agreement (LOAs).

#### **Target: Document the results of the initial Letter of Agreement Data (LOA)**

Document the results of the initial Letter of Agreement Data (LOA) analysis for year 2 of work, as well as including experimentation, methodology, and approach for additional algorithm development.

#### **Target: Document the results of the second year of Letter of Agreement (LOA)**

Document the results of the second year of Letter of Agreement (LOA) analysis, including findings and conclusions, recommendations for future improvements, and lessons learned.

#### **Target: Complete Temporary Flight Restriction (TFR) Assistant Proof of Concept (PoC) exercise**

Document the historical analysis performed on the TFR data to identify the common data elements needed to create a schema and the most common TFR types. Include the development of a prototype to enter and process TFR requests against business rules. This final report will elucidate all work completed in the initial exercise and identify potential avenues for future proof of concept work

### **Activity: Wake Turbulence Enhancement Of Arrivals And Departures Collaboration**

International working groups are looking at enhanced methods of providing wake turbulence mitigation utilizing currently available technology. ANG-C will lead the development of wake turbulence mitigation separation standards, procedures, processes, and enabling technology research for near, mid, and far term NextGen era operations. ANG-C will assess the performance of the wake turbulence separation processes and utilize those assessments in the design of new NextGen era operations. Team will perform analysis, modeling, concept development, and data collection activities necessary to accomplish the NextGen Wake Turbulence research agenda.

#### **Target: Complete the final report for new aircraft type wake separation recommendations**

Complete the final report for new aircraft type wake separation recommendations delivered to the ATO for Boeing BT-7 Redhawk.

#### **Target: Complete white paper on validation of an absolute wake metric model**

Complete white paper on validation of an absolute wake metric model for use in enroute and terminal airspace, specifically in airspace where a relative assessment is not feasible.

#### **Target: Complete white paper on Dynamic Wake Proof of Concept**

Complete white paper on Dynamic Wake Proof of Concept activity to validate the concept in operational scenarios

### **Initiative: Improved Service Through Advanced Technology**

Deliver safe, efficient, cost-effective flight services and airspace system services by leveraging advanced and emerging technologies.

#### **Activity: Plan the future of Flight Service operations in Alaska**

Enhance operational effectiveness in Alaska Flight Service to meet user preferences by maximizing processes, people, and information delivery.

#### **Target: Installation of Multi-Touch Electronic Flight Strips (MTEFS)**

Complete the installation of Multi-Touch Electronic Flight Strips (MTEFS) at nine Alaska Flight Service Stations.

#### **Target: Expand FAA Weather Camera Operations to Hawaii**

Complete installation of 10 weather camera facilities in Hawaii. Host weather camera images on the FAA Weather Camera public website for access to the general aviation community.

#### **Target: Future Flight Service Program Voice Communication System (VCS) Interoperability Test (IOT)**

Completion of IOT for the FFSP VCS connectivity to the FAA's digital voice communication infrastructure.

**Target: Alaska Flight Service Training Operations**

Expand the number of Alaska Flight Service Training Academy classes to no less than five (5) in FY22.

**Target: OASIS II Two Way Communications**

Complete the implementation of the Two-Way Communications enhancement.

**Target: Future Flight Service Program (FFSP) Voice Communication System (VCS) Limited Deployment**

Completion of Limited Deployment predecessor activities to demonstrating initial operating capability of FFSP voice communications via connection to the FAA's Air to Ground Media Gateways (AGMGs) at designated ARTCCs.

**Activity: Enterprise System Operational Contingency Plan**

Begin initial development of the enhanced Operational Contingency Tool which will improve OCP documentation, event reporting, certifications, exercises, collaboration and information sharing.

**Target: Operational Contingency Tool Award**

Finalize contract award and begin initial development activities for the Operational Contingency Tool. Report monthly on progress.

**Initiative: Collaborative Traffic Flow Management**

Deliver outstanding traffic flow management in a collaborative environment for our stakeholders and customers.

**Activity: FIELD LEADERSHIP Critical Planning and Operational Capacity and Efficiency Performance Review**

Provides leadership to ensure NAS efficiency and safety issues are identified and prioritized on behalf of the ATO for appropriate action. Evaluates system performance and provides findings and recommendations to all pertinent ATO managers and ATO senior leadership. Coordinates with key representatives of the ATO, the military, other federal agencies, state and local governments, the aviation industry, the regulatory organizations of the FAA and the general public on traffic management and operational issues.

**Target: East North Corridor - Promote and evaluate Improvements to Safety and Efficiency**

As volume returns to normal levels, we will work closely with the East North Facilities to identify areas of opportunity to reduce Miles in Trail (MIT) / Minutes in Trail (MINIT) restrictions and reduce stringency to optimize the performance of the NAS.

**Target: East South Corridor - Special Event Planning**

Work with field facilities to ensure ideal Traffic Management Strategies are in place for efficient movement of air traffic. Coordinate/facilitate plans for special events throughout the East-South. Monitor the increased Rocket Launches that impact route closures.



**Target: Maintain Safety and Efficiency at LAX during rehabilitation of Taxiways B, C and D.**

Assist Los Angeles District facilities in determination of impacts to traffic at Los Angeles International Airport (LAX), development of contingency procedures and facilitate communication with aviation user groups. Monitor and report on overall effect of rehabilitation activities.

**Target: Promote efficiency at Chicago O'Hare International Airport (ORD) during ongoing stages of the Chicago O'Hare Modernization Program (OMP).**

Assist Chicago District facilities in determining effect OMP will have on rates at ORD and facilitate communication with aviation user groups to include the monthly Chicago Focus Group. Monitor and provide reports of overall effect on efficiency at ORD.

**Target: Efficiency and Special Event Planning**

Assist the Los Angeles District in the planning and execution of initiatives for the increased traffic in the Los Angeles Basin and Las Vegas due to Super Bowl LVI.

**Activity: Oversight and Management of the National Airspace System (NAS)**

Management of the NAS to ensure safe and efficient use of available airspace, equipment, and workforce resources. Responsible for planning, directing, implementing, overseeing, and continuously monitoring all programs related to air traffic control systems used by the FAA at the Air Traffic Control System Command Center (ATCSCC) and throughout the United States. Oversees and manages the establishment of program directives, policies, standards, strategies, plans, quality assessments and management methods to support the operational requirements (current and future) of national and international flight operation while collaborating with aviation stakeholders for the conduct of business. The ATCSCC supports national defense activities as well as security initiatives to ensure stakeholders are timely apprised of pending changes.

**Target: NAS Oversight and Management**

Ensure effective execution of DCC mission and timely communication on the status of the NAS with FAA management and NAS stakeholders.

**Activity: Quality Control Operational Review and Analysis**

Review the operation on a daily basis to identify quality control issues that may impact system efficiency. Analyze data from sources including but not limited to: daily logs, voice recordings, FAA Tactical Operations (TACOPS) replays, NAS Operational Display (NOD), Traffic Flow Management System (TFMS) tools, Air Traffic Operations Network (OPSNET), Aviation System Performance Metrics (ASPM), and interviews with operational personnel.

**Target: Post Event and Daily NAS Analysis**

Conduct and prepare Post Event and Quality Assessments of air traffic management services. Identify areas to continually improve the safety and efficiency of the NAS. Moderate the National System Review responding to customer comments. Improve the ATCSCC performance through the QC process with validations and checks in accordance with FAA Orders.

### **Activity: NAS Directives and Procedures Management**

Ensure agency directives, Letters of Agreement (LOA) and Standard Operating Procedures (SOP) are reviewed and updated for accuracy and compliancy with FAA Orders. Determine if a Safety Risk Management (SRM) analysis is required in compliance with the Safety Management System (SMS) and the Air Traffic Operations (ATO) Safety Guidance Order JO 1030.1A. Attend directive development and SRM meetings and conferences.

#### **Target: Review and Update Facility Directives**

Review and update Facility Directives, Letters of Agreements (LOA's), Standard Operating Procedures (SOP's), Safety Risk Management (SRM) updates etc., to ensure policies and procedures are documented and that changes are generated to reduce workload, comply with federal regulations, DOT orders/policies, and to maintain and improve the safety and efficiency of the NAS.

#### **Target: Update Appropriate Notices/Orders**

Update appropriate Notices/Orders to ensure Systems Operations is procedurally included in the coordination of Commercial Space events so that accurate systems impacts can be assessed and system safety ensured.

### **Activity: Provide National Traffic Flow Management (TFM) Training and Educational Briefings**

Conduct National Traffic Flow Management (TFM) educational Training, briefings, and tours to educate aviation employees, leaders and stakeholders.

#### **Target: Provide National Traffic Flow Management (TFM) Training and Presentations**

Provide 50113 Formal Traffic Flow Management (TFM) training and presentations in-house and virtually. Conduct Traffic Flow Management (TFM) guided facility tours and briefings to FAA personnel, non-FAA individuals, and groups with an aviation interest to improve agency information exchange and increase operational awareness of the Air Traffic Control System Command Center.

### **Activity: ATCSCC Simulation Training**

Simulation training is critical to ensure ATCSCC trainees are exposed to NAS demand and weather conditions that require actions such as Ground Delay Programs, Ground Stops, Airspace Flow Programs and reroutes. Simulation training reduces operational risks and allows the student to practice repetitive processes in a safe environment to build knowledge, skills, and abilities.

#### **Target: Provide National Traffic Flow Management (TFM) Training and Presentations**

Provide guidance and documentation as requested by the Civil Aerospace Medical Institute (CAMI) to facilitate the Flight Schedule Monitor and Traffic Situation Display simulation deliverables.

### **Activity: Integration of Security Operations**

Provide safe, efficient, and secure air traffic control and traffic management services to system stakeholders: Provides safe, efficient and secure air traffic management services; balancing safety and security with capacity and demand throughout the NAS. Collaborates with domestic and foreign system stakeholders to plan and regulate the flow of air traffic to minimize delays and congestion while maximizing overall efficiency.

#### **Target: Ensure and Oversee ALTRV Requests**

In collaboration with Department of Defense (DoD) and Air Traffic Services (ATS) plan, coordinate, and obtain approval for Altitude Reservation (ALTRV) requests. Ensure ALTRV requests within the NAS are approved according to guidelines.

### **Activity: Expand Advanced Planning to Surrounding Air Navigation Service Providers (ANSP's), Facilities and Stakeholder**

Continue to advance the PERTI principles by expanding advanced planning to surrounding ANSPs, FAA Facilities and stakeholder organizations.

#### **Target: PERTI – Include surrounding ANSPs in Advanced Planning Processes**

Continue to include and expand surrounding ANSPs involvement in the Advanced Planning process.

#### **Target: Improve Stakeholder Engagement**

Coordinate monthly with the Stakeholder Engagement Team (SET) on analysis/review activities for potential process improvement.

#### **Target: PERTI Website**

Work with MITRE on development of additional features and improvements to the DCC Continuous Planning website to provide enhanced continuous planning operations information to field facilities and stakeholders.

### **Activity: ATCSCC Trajectory Based Operations (TBO)**

Refine/update DCC procedures, training and operational floor layout for next phase of TBO.

#### **Target: Expand and integrate Trajectory Based Operations (TBO) processes and procedures**

The Air Traffic System Command Center (ATCSCC) will expand and integrate TBO operations/management/process and procedures. Site specific Time-Based Flow Management (TBFM) training will be developed for ATCSCC personnel. Establish draft/update operational floorplan. Draft/update operational procedures for terminal and severe weather specialists. Schedule and complete regular meetings with the program office to establish a standalone TBFM Facility operations string, appropriate equipment needed to conduct future training and operations. Draft and validate TBFM site specific course material. 7210.3CC/7210.65/7210.55 will continuously be updated to ensure appropriate TBO language is incorporated to align with current ATO/NAS Objectives.

### **Activity: Development/Improvement of airspace system tools**

Automation and integration of services will be used, as well as on exploring current and emerging technologies such as cloud computing, AI, machine learning, and serverless computing to enhance the efficiency and efficacy of Sys Ops data and analysis products. All activities under Goal #1 will be supported by sound business processes focused on planning, budgeting, and execution of funds and support contracts.

#### **Target: Traffic Flow Management System (TFMS) development/improvement**

Provide leadership for Traffic Flow Management Deployment Team, Operational Testing & Evaluation simulation and Key Site Acceptance Test for Release 14 - Oct 2021 and Release 15 - Oct 2022. Coordinate critical patches for Departure Spacing Program (DSP) and New York facilities - Oct 2021. Collaborate with NAS and ATO stakeholders on system enhancements involving Time-Based Flow Management (TBFM), Terminal Flight Data Manager (TFDM), Flow Management Data and Services (FMDS), and TFMS sustainment.

### **Activity: Contingency Planning**

Support and assist AJR-X with Contingency Plan development and implementation.

#### **Target: Contingency Plan Support System (CPSS)**

Develop and sustain Contingency Plan Support System routings.

#### **Target: Exercise Contingency Plan(s)**

As a minimum, complete a contingency exercise quarterly.

### **Activity: Global Collaborative Decision Making**

Provide leadership to the Global Collaborative Decision Making process. Support a customer-focused, safe, efficient, and affordable air transportation system that is environmentally responsible. Support global understanding and acceptance of the FAA mission, operations, and Air Traffic Organization modernization efforts. Promote global, regional, and cross-border acceptance of U.S. Air Traffic Management technology, procedures and processes. Provides joint government/industry initiative aimed at improving air traffic management through increased information exchange among the various parties in the aviation community. Oversees the Collaborative Decision Making program made up of representatives from government, general aviation, airlines, private industry and academia who are working together to create technological and procedural solutions to traffic flow problems that face the National Airspace System.

#### **Target: Flight Data Exchange Assessments**

Support the development of flight data exchange agreements between the FAA and other Air Navigation Service Providers (ANSP) through bilateral meetings as requested.

### **Activity: Provide Leadership to Collaborative Decision Making**

Ensure airport and airspace capacity are more efficient, predictable, cost-effective, environmentally sound, and matched to customer needs by providing leadership to Collaborative Decision Making (CDM) processes. Develop tools, guidance and procedures that match system capacity, efficiency and predictability to user demands while improving safety, accessibility while increasing the capacity of the nation's aviation system.

**Target: Provide ATFM Operational Expertise**

Provide provision of operational expertise for Air Traffic Flow Management (ATFM) software development, testing (i.e., Human in the Loop, End to End), Operational Testing & Evaluation (OT&E) simulation and Key Site Acceptance Test (KSAT) through the Collaborative Decision Making (CDM) Steering Group (CSG) process. Conduct CDM sub-team meetings to ensure projects provide efficient and cost-effective improvements to the NAS.

**Target: Revise Leadership Activities – VP+1, National Customer Forum, Collaborative Decision Making**

Revise/rework the leadership communication and collaborative stakeholder processes. The VP+1, NAS Collaboration Forum (NCF), and Executive Committee monthly meetings will all have specific agendas, objectives and processes, meeting goals and eliminating overlap.

**Target: Strategic NAS Efficiency**

Proactively identify gaps in system efficiency and develop new technologies and tools to improve operational performance. Collaborate with various user groups to include MITRE, Performance Analysis, NextGen, i Time Based Operations and other internal and external stakeholders to develop products that will improve NAS efficiency over the next several years.

**Target: Tactical NAS Efficiency**

Improve NAS efficiency on initiatives identified by the VPs of the ATO (Focus Five Efficiency Initiatives) and ad hoc initiatives identified by the Director of System Operations. Collaborate with AJT, ATSCC, AJR-G, DDSOs and other internal and external stakeholders to develop mitigations to efficiency short falls in the system in the near term. This initiative should target efficiency goals that can be accomplished within the next year.

**Activity: Provision of Real Time Operational Data**

Provide near real time and post operation traffic flow management data and analytical products to inform/improve the operation with actionable information.

**Target: Streamline AJR-G Data and Reporting Systems**

Identify Low Use or Duplicated Reporting and Establish Timeline for Sunsetting legacy data/tools.

**Activity: Improved Operations Plan to Stakeholders**

FAA provides stakeholders information on anticipated Traffic Management initiatives through the PERTI Plan the day prior to operation and though updates to the Operational Plan on day of operation. These plans are supported through regularly scheduled telcons with operators. Going forward, operators have requested more details in the plans that include runway configuration and rates. There is also an operational goal to have the both the advanced plan and operations plan updated more frequently.

**Target: Release Update to PERTI Planner**

Deliver new updates to Plan Execute Review Train Improve (PERTI) Planner based on FY22 requirements.

### **Target: Continuous Plan Accuracy Reports**

Develop capability for reporting the accuracy of FAA planning information using data recorded by the Continuous Planner.

### **Activity: Effective Slot Administration**

Slots, or limits on the planned aircraft operations, are a tool used in the United States and around the world to manage air traffic at extremely busy airports, and to prevent repeated delays that result from too many flights trying to take off or land at the same time. Aviation performance therefore depends on effective Rulemaking supported by thorough analysis. Effective administration is also enhanced by an ability to monitor and report how well operators comply with their assigned slot times.

### **Target: Slot Rulemaking**

Submit Rulemaking Application on Slot Management to Rulemaking Management Council.

### **Target: Slot Compliance Tracking**

Deliver compliance tracking for Slot controlled airports with improved Air Carrier Identification.

### **Activity: Develop an After Event Review (AER) "Hotwash"**

Improve contingency trends and metric data by developing an After Event Review.

### **Target: Tier 1 Facility Contingency Events Process**

Develop process and procedures for conducting analysis and review of specific contingency events at Tier 1 facilities.

### **Activity: Short-term, Pre-Divestment ARTCC ATC-Zero Events Conceptual Solution**

Collaboratively identify and validate short-term contingency routes through ATC Zero impacted airspace prior to airspace divestment.

### **Target: Establish Operational Contingency Routes**

Collaboratively identify existing NAS surveillance and communications capabilities to establish operational contingency routes and supporting local procedures at six (6) ARTCCs to provide continuous air traffic services through ATC-Zero impacted airspace prior to executing divestment actions.

## **Initiative: Integrated Command and Control**

Improve air traffic control operations by developing an integrated command and control capability for the NAS.

### **Activity: JATOC Coordination**

Joint Air Traffic Operations Command (JATOC) creates a single stream of operational reporting of events and air traffic incidents in the NAS to ATO leadership via information sharing.



### **Target: JATOC Training**

Provide ongoing familiarization training to on-boarding Joint Air Traffic Operations Command (JATOC) personnel with a more comprehensive training provided to all those standing watch as ATO Watch Officers. Training for SkyWatch, the JATOC shared communications platform, is being provided to the appropriate personnel. A Communication/Facilitation workshop and Building Leadership Capacity training module is available to all JATOC personnel. The JATOC Training Order is in the process of being finalized.

### **Target: JATOC Conduct Improvement Exercises**

Conduct exercises with JATOC elements to evaluate preparedness and to emphasize cross-functional roles and responsibilities during and after events. Goal is to complete 60 exercises per year, 15 per quarter to take action steps to address areas for improvement, and the need to review and revise current procedures.

### **Initiative: Integration of New Entrants**

Enable new entrants to access and utilize the NAS successfully while efficiently maintaining optimal safety and security.

#### **Activity: Integrate New Space Entrants**

Safely and efficiently, integrate new types of commercial space operations into the NAS and support the industry activities these operators present. Access and implement a planning and management process that supports improved integration of current space operations, including the strategic vision and collaborative solutions to operational conflicts. Use Traffic Flow Management System time based capabilities to improve efficiency gains.

#### **Activity: Integrate Commercial Space Transportation into the NAS**

Develop and implement Time-Based Launch/Reentry Procedures (TBLP) and Dynamic Launch/Reentry Windows (DLRW) for integrating launch complex commercial space launch and reentry operations into the National Airspace System (NAS).

### **Target: ATO Space Operations collaborates with industry partners and other stakeholders to streamline mission planning process**

Mature and evolve the pre-mission planning space operations portal by completing four releases.

### **Target: ATO Space Operations collaborates with industry partners to understand, evaluate and define the metrics of Operators**

Launch Space Operations Committee (SpOC) that includes inter and intra-agency partners.

### **Target: ATO Space Operations collaborates with industry partners to understand mission needs**

Conduct visits to Industry Operator locations to foster better operational understanding and collaboration.

**Target: ATO Space Operations utilizes CARF capabilities to manage and support Upper Class E Operations**

Complete tabletop with Central Altitude Reservation Function (CARF) and an Upper Class E operator, to explore and evaluate feasibility for CARF to provide strategic deconfliction in Upper Class E Airspace.

**Initiative: Data-driven Operational Efficiency**

Increase operational efficiency through innovative performance analysis, data management, and system integration.

**Activity: Field Office Analytical Support**

Fields offices as well as the four Deputy Directors of Systems Operations (DDSO) require analytic support and performance tools for conducting next day reviews and assessments of upcoming events that are anticipated to affect system performance.

**Target: Efficient DDSO Reporting**

Provide updated DSSO support based on FY22 requirements.

**Activity: 2021 NAS Initiatives**

For past several years, FAA senior leadership in collaboration with airlines have established annual goals for improving operational performance in the system. This has included goals such as improving departure throughput for New York airports as well as reducing miles in-trail restrictions by a target percentage. This activity will develop reporting tools used to track the FAA/Airline Initiatives for 2021.

**Target: Base Processing Trajectory Capability**

Deliver Base Requirements necessary to support AJR-G reporting tool and Analysis.

**Target: Base Processing Trajectory Capability**

Deliver Validation Reports for Delivered Base Processing Data Tables.

**Activity: Traffic Forecasting Tools**

FAA Planning requires analytical tools to provide the best estimate of traffic levels for next day planning or for strategic planning that looks ahead a month or longer term for a busy season such as summer or for winter destinations known as "Snowbird Traffic". This activity delivers traffic projections for end users that meet 2021 requirements.

**Target: NAS wide Near Term Projection Forecast**

Deliver Forecast Scoring Accuracy Report.

**Target: NAS wide Near Term Projection Forecast**

Consolidate Office Forecast Capabilities.

### **Activity: Mitigating Capacity Constraints**

Operational performance and the need to Traffic Management Initiatives is largely driver by demand/capacity imbalances. A portion of these are tactical and depend on daily variation of the weather and some are planned due to events such a runway construction. This activity assesses capacity constraints for planned activities. As required, the activity will assess benchmark capacity rates published for different operation conditions.

#### **Target: Capacity Constraint Analysis**

Deliver 3 assessments of Capacities to support facility construction, procedural changes etc.

### **Activity: DOT Reporting Metrics**

AJR-G is responsible for several metrics that have required reporting to the Department of Transportation or are tracked due to pay for performance targets. These include the Average Daily Capacity Metric, NAS On-Time Arrivals and On-Time Arrivals.

#### **Target: Average Daily Capacity**

Maintain an Average Daily Airport capacity of at least 58,962 arrivals and departures at Core airports.

#### **Target: Achieve NAS On-Time Arrivals**

Achieve a NAS on-time arrival rate of 88% at Core airports and maintain through FY 2022.

#### **Target: Monitor On-Time Arrivals**

Monitor On-Time Arrival rates at Core airports.

#### **Target: Enhance Airport Capacity Modeling**

Enhance Airport Capacity tools to include more advanced weather and TMI modeling.

### **Activity: Improved Quality and Standardization**

Performance Analysis (AJR-G) data and reporting tools support a diverse and growing array of end users from the Executive level to the field facility. Given the overlap in reporting for different users, there is a need for added oversight to insure efforts do not duplicate and report products give consistent results. To have confidence and to reduce costs associated with analysts reconciling errors in the data, this activity will perform validation testing on AJR-G performance reporting tools. It will also develop and staff a process for insuring all morning reports have completed with testing performed that assesses the accuracy and completeness of the data.

#### **Target: Quality and Standardization Validation/Verification**

Produce validation for 3 Performance Analysis reporting tools.

#### **Target: Morning Report Validation**

Initiate Morning Quality Check on Performance Analysis Services.

### **Activity: Weather Impact Metrics**

Most impact to NAS users in terms of delay, diversions and cancellations is due to adverse weather that reduces capacity and throughput in the system. Many resources are spent on developing both strategic and tactical plans to respond to weather and the limits of weather prediction accuracy. Performance analysis then depends on parameterizing actual and forecast weather impact metrics into performance reporting.

#### **Target: Enroute Weather Scoring Metric**

Integrate Weather Traffic Scoring metrics into Performance Reporting Dashboards.

### **Activity: Streamline Reporting Processes**

Performance Analysis supports many different systems for reporting flight counts and reporting metrics either through tools or standardized reports. Over time, some systems require are replaced by other reports. Streamlining or taking older reports out of service requires coordination with the affected offices while continued maintenance adds to cost and is not sustainable. Fields offices as well as the four Deputy Directors of Systems Operations (DDSO) require analytic support and performance tools for conducting next day reviews and assessments of upcoming events that are anticipated to affect system performance. These also need to be coordinated and streamlined where necessary.

#### **Target: Streamline Performance Analysis Data and Reporting Systems**

Complete the streamlining of the morning reporting process.

#### **Target: Efficient DDSO Reporting**

Deliver report with recommendations to standardize and streamline Deputy Director System Operations (DDSO) reporting for reviews and assessments.

### **Activity: Improved Data Provision**

FAA performance analysis utilizes data from several different sources including OPSNET, National Traffic Management Log (NTML) and the Traffic Flow Management System (TFMS). In 2020, performance dashboards were developed using other specialized data streams from TFMS, Time Based Flow Management (TBFM) and Surface Surveillance data. Performance Analysis will integrate the different data and reporting systems into an integrated collaborative operations research environment one single comprehensive operational analysis system. In addition to traffic data and data recording FAA actions, performance analysis also requires linkages to weather data, and sources that record outcomes such as delay, diversions and cancellations. Given the complexity of these sources, FAA will seek to improve system performance and scalability through the use of enterprise platforms such as Cloud Computing and Enterprise Information Management (EIM) Machine Learning. The task will promote the use of a Collaborative Research Environment (CRE) that will allow developers access to common data tables and insure consistency across development efforts.

#### **Target: Base Processing Requirements**

Deliver Report detailing the requirements for Base Processing that would allow current dashboards to transition from legacy tables to new Base Processing tables.

#### **Target: Master Flight Metrics FY22 Targets Report (Wilbur)**

Deliver report specifying the Master Flight Tables capabilities that Performance Analysis will deliver for FY22

**Target: Master Flight Metrics Database (Wilbur)**

Deliver Master Flight table for use that allows AJR-G to transition existing tools to the new data provided by Wilbur.

**Target: Base Processing Validation**

Deliver report that assesses the consistency of the delivered base processing tables to existing legacy tables.

**Target: MVP2 Definition for OPSNET-R**

Establish requirements and a roadmap for the improvement and replacement of the legacy Operations Network (OPSNET) and Performance DATA and Reporting System (PDARS) systems, including the identification of post-MVP1 milestones in partnership with the Program Management Organization and the Rapid Development and Deployment ("RDD") methodology.

**Target: Modernized AJR Collaborative Research Environment**

Establish a System Operations (AJR) collaborative operations research environment in partnership with Enterprise Information Management (EIM) platform, MITRE, and the NAS Data Warehouse to enable an analytical platform with access to an expanded data portfolio.

**Activity: Improved Analytical Capabilities**

FAA Planning requires analytical tools to provide the best estimate of traffic levels for next day planning or for strategic planning that looks ahead a month or longer term for a busy season such as summer or for winter destinations known as "Snowbird Traffic". This activity will develop an accuracy score that will represent the performance of the forecast at each facility for each date forecasted. This will serve as a reliability index for users of the forecast. Presently, there are two forecast tools managed by Performance Analysis, NASCast and the SnowBird Tool. This activity will consolidate both tools into one reliable tool that provides daily updates, anticipates seasonal changes, and incorporates impacts by special events. In addition to traffic forecast, this activity will deliver new capabilities for assessing flights affected by miles in trail restrictions and abilities to assess filed flight plans against actual flown trajectories.

**Target: Forecast Scoring Accuracy Report**

Deliver Forecast Scoring Accuracy Report.

**Target: Consolidate Office Forecast Capabilities**

Consolidate Office Forecast Capabilities.

**Target: Flights Affected by Miles-in-Trail Capability**

Produce Flights Affected by Miles-in-Trail restrictions capability to be used for office reporting.

**Target: Filed vs. Flown Efficiency Reporting**

Deliver capability for assessing differences between filed flight plans and flown trajectories.

### **Activity: Improved Reporting Tools**

For past several years, FAA senior leadership in collaboration with airlines have established annual goals for improving operational performance in the system. This has included goals such as improving departure throughput for New York airports as well as reducing miles in-trail restrictions by a target percentage. This activity will develop reporting tools used to track the FAA/Airline Initiatives for 2022. In addition, integrated dashboards will be developed with other FAA lines of business such as Technical Operations and Safety. TMI reporting tools used for advanced planning and evaluation will be updated and streamlined to remove redundancy. Simulation capabilities will be improved to include more complex weather and the ability model delays from Ground Stop (GS) and Ground Delay Programs (GDPs).

#### **Target: Integrated ATO Performance Reporting**

Develop integrated reporting for different ATO Service Units.

#### **Target: VP+1 Initiative Reporting**

Develop or enhance existing tools to support VP+1 Reporting.

#### **Target: PATH/TMI Assessment Streamlining**

Deliver plan for streamlining TMI Assessment Capabilities.

#### **Target: Enhance Airport Capacity Modeling**

Deliver updated Simulation that models complex weather, GS and GDPs.

### **Activity: FAA Metric Reporting**

Performance Analysis is responsible for delivering performance reports to management on a daily, weekly and monthly basis. This activity will deliver updates to these reports based on management priorities. This activity will deliver analytical reports for periodic meetings and briefings (e.g. the Quarterly (COO) Reporting) as well as for customer ad hoc requests regarding flight counts, trends, and other analysis. It will create a calendar of reporting events to provide awareness for all team members. Operational performance and the need for Traffic Management Initiatives is largely driven by demand/capacity imbalances. A portion of these are tactical and depend on daily variation of the weather and some are planned due to events such a runway construction. This activity assesses capacity constraints for planned activities. As required, the activity will assess benchmark capacity rates published for different operation conditions.

#### **Target: Data Analytics Reports and Briefings**

Deliver updates and improvements to FAA daily, weekly and monthly performance reports.

#### **Target: Capacity Constraint Analysis**

Deliver 3 assessments of Capacities to support facility construction, procedural changes etc.

### **Initiative: Air Traffic Services Message Handling System (AMHS)-System Wide Information Management (SWIM) Gateway**

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.



**Activity: Air Traffic Services Message Handling System (AMHS)-System Wide Information Management (SWIM) Gateway**

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

**Target: Air Traffic Services Message Handling System (AMHS)-System Wide Information Management (SWIM) Gateway**

Implement Air Traffic Services Message Handling System (AMHS) -System Wide Information Management (SWIM) Gateway (ASG) with National Weather Service to allow international exchange of International Civil Aviation Organization (ICAO) Meteorological Information Exchange Model (IWXXM) data.

**Initiative: Carrier Ethernet Connectivity with NAV Canada**

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

**Activity: Carrier Ethernet Connectivity with NAV Canada**

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

**Target: Carrier Ethernet Connectivity with NAV Canada**

Implement Carrier Ethernet connectivity with NAV Canada to replace existing, Time Division Multiplexing (TDM) connections.

**Initiative: Enterprise Service Monitoring (ESM) National Airspace Enterprise Messaging Service (NEMS) ActiveMQ to Solace Migration**

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

**Activity: Enterprise Service Monitoring (ESM) National Airspace Enterprise Messaging Service (NEMS) ActiveMQ to Solace Migration**

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

**Target: Enterprise Service Monitoring (ESM) National Airspace Enterprise Messaging Service (NEMS) ActiveMQ to Solace Migration**

Complete migration of the System Wide Information Management (SWIM) Enterprise Service Monitoring (ESM) producer and consumer applications from the legacy National Airspace System (NAS) Enterprise Messaging Service (NEMS) interface to the new Solace appliance interface.