U.S. Department
of Transportation
**Federal Aviation
Administration**

ADMINISTRATOR'S FACT BOOK

October 2001

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Produced by:
Assistant Administrator for Financial Services
Office of Cost and Performance Management
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Web site: http:/www.atctraining.faa.gov/factbook

FAA VISION

To provide the safest, most efficient and responsive aerospace system in the world, and to be the best Federal employer, continuously improving service to customers and employees.

FAA Mission

FAA provides a safe, secure, and efficient global aerospace system that contributes to national security and the promotion of US aerospace safety.

As the leading authority in the international aerospace community, FAA is responsive to the dynamic nature of customer needs, economic conditions, and environmental concerns.

FAA VALUES

We Believe in

- ✰ *Trust*
- ✰ *Integrity*
- ✰ *Honesty*
- ✰ *Involvement*
- ✰ *Teamwork*
- ✰ *Diversity*
- ✰ *Respect*

We Are Committed To

- ✰ *Responsiveness*
- ✰ *Quality*
- ✰ *Timeliness*
- ✰ *Fiscal Responsibility*
- ✰ *Accountability*
- ✰ *Communication*

We Will Achieve These Values By

- ✰ *Giving people what they need, then letting them do their jobs.*
- ✰ *Making timely decisions at the lowest level and respecting them.*
- ✰ *Committing our best to our customers.*
- ✰ *Valuing our people.*
- ✰ *Being open to new ideas.*
- ✰ *Speaking out for what we believe, even when it is unpopular.*
- ✰ *Recognizing each person's contributions and realizing each person's full potential.*
- ✰ *Collaborating across organizations.*
- ✰ *Taking pride in what we do.*

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For further information call APF-100 (202-267-9946)

*Updated this issue

Distribution: A-WXYZE-3; A-FOF-O(STD)

Aviation Accidents by Type of Operation

Type of Operation	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Large Air Carrier	2000	2	7	7	6	4	2	3	5	6	4	6	5	57
	2001	1	4	3	4	3	2	2	6	3				28
Commuter	2000	0	3	3	0	1	1	0	1	2	1	0	0	12
	2001	1	0	0	1	1	0	1	1	0				5
Air Taxi	2000	5	5	6	6	7	4	9	9	11	6	7	5	80
	2001	7	6	6	6	7	6	7	10	5				60
General Aviation	2000	90	106	129	159	172	190	247	219	180	150	101	96	1,839
	2001	103	106	122	146	154	190	246	199	111				1,377
Rotorcraft*	2000	14	12	20	21	25	20	22	15	18	16	7	17	207
	2001	11	16	19	9	16	17	24	18	17				147

* Part 135 and US registered general aviation rotocraft accidents.

Sep 2001 does not include the 4 aircraft destroyed in the terrorist attacks of Sep. 11th

Note: Preliminary data and subject to change.
As of: 10/17/2001

Source: AAI-200
(202) 267-3279

Aviation Accident Rates by Type of Operation

Type of Operation	1997		1998		1999		2000		% Chg 99-98	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Large Air Carriers.....	48	.31	50	.29	52	.29	54	.30	4%	3%
Commuter.....	16	1.6	8	2.3	13	4.8	12	2.18	-8%	-55%
Air Taxi.....	83	3.64	78	3.03	77	2.71	80	3.29	4%	21%
General Aviation.....	1,855	7.28	1,908	7.12	1,908	7.05	1,835	5.96	-4%	-15%

Accident Rates are per 100,000 Flight Hours

Rotocraft rates discontinued, currently under review

Note: Preliminary data and subject to change.
As of: 3/16/01

Source: AAI-200
(202) 267-3279

Airspace Incidents by Incident Type

Incident Type	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Near Midair Collisions	2000	14	16	26	17	24	20	26	24	20	23	12	17	239
	2001	11	17	18	14	31	30	16	20	17				174
Pilot Deviations	2000	125	153	181	177	200	174	169	185	144	153	134	109	1,904
	2001	117	111	151	143	185	154	153	174	163				1,351
Operational Errors	2000	65	85	101	94	114	115	103	88	100	97	99	77	1,138
	2001	69	82	111	101	112	109	123	132	88				927
Vehicle Pedestrian Deviations	2000	43	42	37	52	46	62	48	43	58	43	42	32	548
	2001	37	38	30	48	36	39	53	41	40				362
Surface Incidents	2000	89	103	114	120	137	149	127	127	121	118	99	87	1,391
	2001	95	101	104	111	124	126	111	116	91				979
Runway Incursions*	2000	24	24	36	33	39	44	41	47	33	41	33	32	427
	2001	25	33	39	33	36	41	36	30	23				296

Note: Preliminary data and subject to change.

N/A: Not available at time of update.

Source: ATX-400
(202) 267-9630
*ATS-20
(202) 493-4307

As of: 10/5/01
*As of: 9/20/01

Airspace Incident Rates by Incident Type

Incident Type	1997 Number	1997 Rate	1998 Number	1998 Rate	1999 Number	1999 Rate	2000 Number	2000 Rate	Percent Change 1998 - 1999 (4) Number	Percent Change 1998 - 1999 (4) Rate
Operational Errors (1).....	790	.51	894	.56	992	.60	1,138	.69	15%	15%
Pilot Deviations (2).....	1,494	.97	1,594	1.00	1,629	.99	1,904	1.16	17%	17%
Surface Incidents (3).....	813	1.26	832	1.26	1,048	1.53	1,391	2.05	33%	34%

(1) Per 100,000 Facility Activities
(2) Per 100,000 Flight Hours
(3) Per 1,000,000 Airport Operations
(4) Calculations use fifteen decimal places for rates (rounded two places for display).
Note: Preliminary data subject to change.
As of: 10/5/01

Source: ATX-400
(202) 267-9630

National Transportation Safety Board
1999-2000 U.S. Transportation Fatalities

	1999	2000[1]
Highway [1]		
Passenger cars	20,862	20,455
Light Trucks and Vans	11,265	11,439
Pedestrians	4,939	4,727
Motorcycles	2,483	2,680
Pedalcycles	754	738
Medium and heavy trucks	759	746
Buses	59	31
All Other	596	984
Total	**41,717**	**41,800**
Grade Crossings [2]	**(402)**	**(425)**
Rail		
Intercity [3]		
Trespassers and nontrespassers [4]	530	544
Employees and contractors	43	28
Passengers on trains	14	4
Transit [5]		
Light, heavy, and commuter rail	196	194
Total	**783**	**770**
Marine		
Recreational Boating	734	701
Cargo Transport	47	36
Commercial fishing [6]	57	41
Commercial Passengers	36	23
Total	**874**	**801**
Aviation		
General Aviation	630	592
Airlines	12	92
Air Taxi	38	71
Commuter	12	5
Foreign/Unregistered [7]	1	17
Total	**693**	**777**
Pipeline		
Gas	22	37
Liquids	4	1
Total	**26**	**38**
GRAND TOTAL	44,093	44,186

1 2000 figures are preliminary estimates. Aviation data come from the NTSB; all other data from DOT.
2 Grade crossing fatalities are not counted as a separate category for determining the grand totals because they are included in the highway and rail categories, as appropriate.
3 Data reported to Federal Rail Administration (FRA).
4 Does not include motor vehicle occupants killed at grade crossings.
5 Data reported to the FTA. Fatalities for commuter rail operations may also be reported to the FRA and may be included in the intercity railroad fatalities.
6 Refers to only operational fatalities.
7 Includes non-U.S. registered aircraft involved in accidents in the U.S.

Air Traffic

FAA Air Traffic Activity
(In Thousands)

Aircraft Handled by FAA ARTCC's	Jan-Aug 2001*	Jan-Aug 2,000	Jan-Dec 2000
Air Carrier	16,931	16,733	25,080
Air Taxi	5,603	5,429	8,164
General Aviation	5,420	5,906	8,634
Military	2,781	2,871	4,178
TOTAL....	**30,735**	**30,939**	**46,056**
Airport Operations Logged by FAA Towers			
Air Carrier	9,855	9,942	14,892
Air Taxi	6,292	6,179	9,230
General Aviation	17,254	17,938	25,982
Military	1,429	1,373	2,012
TOTAL....	**34,830**	**35,432**	**52,116**
Instrument Operations Logged by FAA Towers			
Air Carrier	10,651	10,930	16,288
Air Taxi	7,593	7,510	11,239
General Aviation	13,292	13,983	20,391
Military	2,375	2,357	3,423
TOTAL....	**33,911**	**34,780**	**51,341**
Flight Services Logged by:			
Flight Service Stations	184	581	826
Automated Flight Service Stations	15,743	21,995	30,856
TOTAL....	**15,927**	**22,576**	**31,682**

*Preliminary
As of: 8/31/01

Source: APO-130
(202) 267-3350

Air Route Traffic Control Center Activity

CY 99 Rank	Center	Aircraft Handled (000's) Jan-Aug 2001*	Jan-Aug 2000	Jan-Dec 2000*
1	Cleveland, OH	2,122	2,140	3,206
2	Atlanta, GA	1,994	1,980	2,956
3	New York, NY	1,960	1,941	2,921
4	Chicago, IL	1,936	1,949	2,920
5	Washington, DC	1,884	1,845	2,772
6	Indianapolis, IN	1,752	1,797	2,685
7	Jacksonville, FL	1,502	1,554	2,295
8	Memphis, TN	1,489	1,492	2,232
9	Fort Worth, TX	1,474	1,497	2,228
10	Kansas City, KS	1,466	1,474	2,200
11	Miami, FL	1,537	1,499	2,193
12	Los Angeles, CA	1,452	1,447	2,165
13	Minneapolis, MN	1,427	1,437	2,143
14	Houston, TX	1,398	1,407	2,095
15	Albuquerque, NM	1,222	1,453	2,052
16	Boston, MA	1,300	1,270	1,906
17	Denver, CO	1,171	1,161	1,730
18	Oakland, CA	1,133	1,124	1,684
19	Salt Lake City, UT	1,054	1,040	1,545
20	Seattle, WA	958	977	1,451
21	Anchorage, AK	414	380	567
22	Guam **	91	74	112

*Preliminary
**Center Radar Approach Control (CERAP)

Source: APO-130
(202) 267-3350

As of: 8/31/01

50 Busiest FAA Airport Traffic Control Towers

CY 2000 Rank	Tower and State	Airport Operations (000's) Jan-Aug 2001*	Jan-Aug 2000	Jan-Dec 2000
1	Atlanta International, GA.....	611	615	913
2	Chicago/O'Hare Int'l., IL.....	635	602	909
3	Dallas/Ft. Worth Int'l., TX.....	571	581	866
4	Los Angeles Int'l, CA.....	530	516	784
5	Phoenix Sky Harbor Int'l, AZ.....	427	427	639
6	Detroit Metro Wayne Co., MI.....	374	375	555
7	Denver International, CO.....	360	353	529
8	Minneapolis-St. Paul Int'l, MN.....	350	352	522
9	Las Vegas/McCarran Int'l, NV.....	348	353	521
10	Miami International, FL.....	332	350	517
11	Boston/Logan Int'l, MA.....	345	340	508
12	Houston/G Bush Intercont'l, TX.....	334	326	491
13	Lambert-St. Louis Int'l, MO.....	335	326	484
14	Philadelphia Int'l, PA.....	321	321	484
15	Van Nuys, CA.....	306	334	483
16	Washington Dulles Int'l, VA.....	287	328	480
17	Covingtion/Cincinnati Int'l, KY.....	244	323	478
18	Charlotte/Douglas Int'l, NC.....	323	307	460
19	Newark International, NJ.....	317	304	457
20	Metropolitan Oakland Int'l.....	266	301	449
21	Pittsburgh International, PA.....	308	299	448
22	Seattle Tacoma Int'l, WA.....	289	300	446
23	San Francisco Int'l, CA.....	276	291	431
24	Denver/Centennial.....	258	281	398
25	La Guardia, NY.....	273	249	392

*Preliminary [1] Missing 2001 data

As of: 8/31/01

50 Busiest FAA Airport Traffic Control Towers

CY 2000 Rank	Tower and State	Airport Operations (000's) Jan-Aug 2001*	Jan-Aug 2000	Jan-Dec 2000
26	Santa Ana/John Wayne, CA.....	270	264	388
27	Memphis International, TN.....	268	253	386
28	Long Beach/Daughtery, CA.....	256	261	379
29	Daytona Beach Int'l, FL.....	263	257	372
30	Orlando/Sanford, FL.....	276	250	372
31	Phoenix-Deer Valley, AZ.....	223	242	371
32	Salt Lake City Int'l, UT.....	248	247	367
33	Orlando International, FL.....	229	247	366
34	Seattle/Boeing Field, WA.....	221	253	366
35	John F. Kennedy Int'l, NY.....	230	239	359
36	Honolulu International, HI.....	231	231	345
37	Washington National, DC.....	233	228	343
38	Pontiac/Oakland Co. Int'l, MI[1].....	181	233	334
39	Cleveland Hopkins Int'l, OH.....	207	225	332
40	Prescott/E. A. Love Field, AZ.....	216	210	320
41	Anchorage International, AK.....	216	225	318
42	Portland International, OR.....	208	215	317
43	Baltimore/Wash. Int'l, MD.....	222	205	315
44	Fort Worth Meacham, TX.....	174	210	301
45	San Jose International, CA.....	194	201	300
46	Chicago Midway, IL.....	190	202	298
47	Raleigh/Durham Int'l, NC.....	201	195	296
48	Fort Lauderdale/Hollywood, FL.....	209	198	292
49	Teterboro, NJ.....	180	180	283
50	Tampa International, FL.....	185	189	279

50 Busiest Radar Approach Control Facilities

CY 2000 Rank	Facilities/State	Instrument Ops (000s) Jan-Aug 2001*	Jan-Aug 2000	Jan-Dec 2000
1	Southern Calif. TRACON, CA.....	1,601	1,649	2,451
2	New York TRACON, NY.....	1,407	1,380	2,086
3	Chicago TRACON, IL.....	951	935	1,399
4	Dallas/Ft Worth, TRACON, TX.....	917	938	1,394
5	Atlanta International, GA¹.....	276	774	1,147
6	Bay TRACON, CA.....	727	715	1,073
7	Miami International, FL.....	659	674	996
8	Houston TRACON, TX.....	572	573	856
9	Phoenix TRACON, AZ.....	515	512	763
10	Washington Dulles Int'l, VA.....	470	502	746
11	Denver TRACON, CO.....	490	481	718
12	Detroit TRACON, MI.....	487	520	713
13	Minneapolis TRACON, MN.....	463	474	699
14	Philadelphia International, PA.....	451	458	686
15	Las Vegas TRACON, NV.....	442	456	678
16	Orlando International, FL.....	434	443	655
17	San Juan CERAP, PR.....	457	426	638
18	Boston TRACON, MA.....	435	427	637
19	Washington National, DC.....	439	418	630
20	St Louis TRACON, MO.....	434	424	628
21	Daytona Beach Int'l, FL.....	426	429	619
22	Seattle/Tacoma TRACON, WA.....	420	414	613
23	Covington/Cincinnati Int'l, KY.....	328	412	610
24	Tampa International, FL.....	401	405	594
25	Charlotte/Douglas Int'l, NC.....	355	387	583

* Preliminary ¹Missing 2001 data

Source: APO-130
(202) 267-3350

As of: 8/31/01

50 Busiest Radar Approach Control Facilities

CY 2000 Rank	Facilities/State	Instrument Ops (000's) Jan-Aug 2001*	Jan-Aug 2000	Jan-Dec 2000
26	Salt Lake City TRACON, UT.....	349	387	572
27	Pittsburgh International, PA.....	372	370	551
28	Baltimore-Washington Int'l, MD.....	369	354	540
29	Honolulu CERAP, HI[1].....	167	343	512
30	Jacksonville Int'l, FL.....	332	332	502
31	Sacramento TRACON, CA.....	322	309	461
32	San Antonio Int'l, TX.....	298	302	440
33	Memphis International, TN.....	326	316	439
34	Cleveland Hopkins Int'l,OH.....	269	290	426
35	Port Columbus Int'l, OH[1].....	228	265	393
36	Yankee TRACON, CT.....	258	258	385
37	Palm Beach International, FL.....	280	259	384
38	Corpus Christi,TX.....	257	266	382
39	Portland TRACON, OR.....	253	259	381
40	Pensacola TRACON, FL.....	273	243	377
41	Dayton International, OH.....	243	253	376
42	Raleigh-Durham Int'l, NC.....	255	247	375
43	Honolulu International, HI.....	240	245	363
44	Austin, TX.....	225	231	344
45	Anchorage TRACON, AK[1].....	192	238	342
46	Milwaukee/Gen Mitchell Intl, WI....	232	232	336
47	Indianapolis Int'l, IN[1].....	205	239	333
48	Kansas City International, MO.....	206	211	330
49	Nashville International, TN.....	202	217	314
50	Providence, RI.....	208	211	312

Automated Flight Service Stations Activity

CY 2000 Rank	AFSS/State	Flight Services (000's) Jan-Aug 2001*	Jan-Aug 2000	Jan-Dec 2000
1	Miami AIFSS, FL[1]	698	816	1,096
2	St. Petersburg, FL[1]	630	813	1,081
3	Lansing, MI[1]	372	595	858
4	Fort Worth, TX[1]	457	549	813
5	Seattle, WA[1]	286	517	741
6	Prescott, AZ[1]	372	489	727
7	Bridgeport, CT[1]	303	526	702
8	Kankakee, IL[1]	296	465	669
9	Raleigh, NC[1]	320	455	669
10	Macon, GA[1]	349	442	655
11	Columbia, MO[1]	247	481	651
12	Princeton, MN[1]	302	474	641
13	Leesburg, VA	433	440	640
14	Denver, CO[1]	320	477	640
15	Green Bay, WI[1]	259	456	617
16	San Angelo, TX	315	408	613
17	Williamsport, PA	365	401	587
18	Millville, NJ	349	392	570
19	Anderson, SC[1]	254	389	560
20	Terre Haute, IN[1]	240	379	559
21	Kenai AIFSS, AK[1]	215	377	541
22	Oakland AIFSS, CA[1]	231	361	536
23	Anniston, AL[1]	259	361	526
24	Conroe, TX[1]	301	351	516
25	Altoona, PA	285	339	498
26	Mc Alester, OK[1]	278	328	472
27	Albuquerque, NM[1]	259	316	468
28	Hawthorne, CA[1]	187	297	440
29	Reno, N[1]	210	275	432
30	Cleveland, OH[1]	202	310	431

* Preliminary [1] Missing 2001 data

Source: APO-130
(202) 267-3350

Automated International Flight Service Station--AIFSS

As of: 8/31/01

Automated Flight Service Stations Activity

CY 2000 Rank	AFSS/State	Flight Services (000's) Jan-Aug 2001*	Jan-Aug 2000	Jan-Dec 2000
31	Riverside, CA[1]	211	294	429
32	Jonesboro, AR[1]	229	285	416
33	Wichita, KS[1]	191	286	416
34	Gainesville, FL[1]	242	352	399
35	Nashville, TN[1]	177	269	394
36	Dayton, OH[1]	150	269	393
37	St. Louis, MO[1]	203	255	392
38	Mc Minnville, OR[1]	173	255	374
39	Rancho Murieta, CA[1]	190	270	373
40	Burlington, VT[1]	145	280	370
41	Cedar City, UT	164	253	361
42	De Ridder, LA[1]	194	233	350
43	Fort Dodge, IA[1]	144	244	346
44	Columbus, NE[1]	115	244	329
45	San Diego, CA[1]	177	244	326
46	Bangor, ME[1]	142	240	323
47	Islip AIFSS, NY	210	226	321
48	Grand Forks, ND[1]	183	210	317
49	Buffalo, NY	188	213	309
50	Louisville, KY[1]	143	225	302
51	San Juan AIFSS, PR[1]	263	224	302
52	Elkins, WV	175	180	267
53	Great Falls, MT[1]	113	183	245
54	Greenwood, MS[1]	123	181	244
55	Jackson, TN[1]	113	165	242
56	Huron, SD[1]	111	172	235
57	Honolulu, HI[1]	120	147	223
58	Fairbanks, AK[1]	99	151	223
59	Boise, ID[1]	89	134	194
60	Casper, WY[1]	96	129	188
61	Juneau, AK[1]	62	111	154

Airports

Number of U.S. Airports [1]
(As of December 31)

	2000	1999	1998
Total Airports.....	19,281	19,098	18,770
Public Use Airports.....	5,317	5,324	5,352
# with Paved Runways.....	3,953	3,949	3,970
# with Unpaved Runways.....	1,364	1,375	1,382
# with Lighted Runways.....	4,035	4,051	4,005
# with Unlighted Runways.....	1,282	1,273	1,347
Private Use Airports.....	13,964	13,774	13,418
# with Paved Runways.....	4,463	4,384	4,451
# with Unpaved Runways.....	9,501	9,390	8,967
# with Lighted Runways.....	1,010	918	840
# with Unlighted Runways.....	12,954	12,856	12,578
Public use airports abandoned.....	13	17	24
Private use airports abandoned.....	156	109	92
Certificated Airports*.....	651	655	660
Civil	563	565	566
Military	88	90	94

[1] Includes civil and joint-use civil-military airports, heliports, STOLports, and seaplane bases in the U.S. and its territories.

[2] Preliminary

* Certificated airports serve Air Carrier Operations with aircraft seating more than 30 passengers. (FAR Part 139).

Source: AAS-330
(202) 267-8752

As of: 12/31/00

National Airspace Total System Delays

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Total	
2001	27,894	31,599	29,855	30,260	36,460	41,607							197,675	
2000	26,015	27,208	32,205	35,332	36,570	50,114	44,430	47,893	43,357	43,794	34,365	29,006	450,289	
1999	24,345	19,851	23,180	34,046	39,533	41,602	45,162	37,189	32,833	28,223	23,330	24,822	374,116	r/
1998	27,623	24,855	24,159	22,563	29,187	37,093	25,672	30,549	20,194	23,988	20,439	19,912	306,234	r/
1997	21,588	15,856	15,055	17,453	19,177	25,068	26,193	24,816	19,388	17,812	22,337	20,516	245,259	r/

Delays of 15 minutes or longer
r/ Revised

Source: ATT-220
(703) 904-4470

As of: 6/30/01

Aircraft

U.S. Air Carrier Activity

	CY 1999	CY 1998	CY 1997
Total Number of Aircraft[1]	19,145	18,754	17,990
Type of Carrier			
Domestic, flag, supplemental, scheduled, cargo air carriers, and commercial operators	7,094	6,959	6,681
Commuter Air Carriers and Air Taxis	12,051	11,795	11,309
Total Number of Aircraft[1]	19,145	18,754	17,990
Type of Aircraft			
Jet	7,270	6,865	6,464
Turboprop	3,740	3,535	3,207
Piston	5,757	6,065	6,167
Rotary Wing	2,378	2,289	2,152
Air Carrier Traffic Statistics[2] (Millions)*			
Passenger miles flown	668,169	635,517	605,434
Passenger enplanements	635	613	599
Ton miles	86,800	82,304	81,057
Aircraft miles flown	6,161	5,838	5,679
Passenger load factor[3]			
Domestic	68.9%	70.0%	69.1%
International	74.4%	72.8%	74.1%

[1] Source: Vital Information System

[2] Includes domestic and international scheduled service, of Certificated Route Air Carriers only.

[3] Proportion of aircraft seating capacity that is sold.

As of: 12/31/99

Source: AFS-40
(202) 267-3433
*BTS (K-25)
(202) 366-8513

U.S. General Aviation and Air Taxi Activity

(Calendar Years)

	Estimated Active Aircraft (thousands)		Estimated Hours Flown (Millions)	
	1999	1998	1999	1998
Total	219.4	204.7	31.8	28.1
By Type Aircraft				
Piston	171.9	163.0	22.9	20.4
Turboprop	5.7	6.2	1.8	1.8
Jet	7.1	6.1	2.7	2.2
Rotary Wing	7.4	7.4	2.7	2.3
Other	6.8	5.6	0.3	0.3
Experimental	20.5	16.5	1.2	1.1
By Type Flying				
Public Use	4.1	4.0	1.1	1.4
Corporate	10.8	11.3	3.6	3.2
Business	24.5	32.6	3.6	3.5
Personal	147.1	124.3	11.3	9.8
Instructional	16.1	11.4	5.9	4.0
Aerial Application	4.6	4.6	1.5	1.3
Aerial Observation	3.2	3.2	1.2	0.8
External Load	0.2	0.3	0.1	0.2
Other Work Use	2.4	1.1	0.8	0.3
Sight Seeing	0.8	0.7	0.2	0.2
Air Tours	0.3	0.3	0.1	0.2
Air Taxi	4.3	4.9	1.9	2.4
Other	N/A	6.0	N/A	0.9
Air Medical Services	0.8	N/A	0.5	N/A

As of: 12/31/99

Source: APO-110
(202) 493-4236

Aircraft Certification Service

Aircraft Certification Mission and Program Profiles

	FY 2000	FY 1999
Type Certificates/Supplemental Type Certificates Issued	1,680	1,790
Other Design Approvals Issued	5,975	5,960
Production Approvals (Including Amendments) Issued	2,770	2,720
Airworthiness Certificates Issued	2,850	2,820
New Airworthiness Directives (AD) Issued	510	474
New Designees (Representative of the Administrator) Appointed	959	1,195
Total Active Designees	4,384	4,594

As of: 9/30/00

Source: AIR-503
(202) 267-7260

Active Pilots and Nonpilots
(As of 31 December)

	2000		1999	
	Total	Women	Total	Women
Pilot-Total	**625,581**	**36,757**	**635,472**	**35,762**
Student	93,064	10,809	97,359	11,191
Private	251,561	14,554	258,749	15,171
Commercial	121,858	5,807	124,261	5,720
Airline Transport	141,596	4,411	137,642	4,126
Other[1]	17,502	1,176	17,461	1,165
Nonpilot-Total[2]	**547,453**	**16,552**	**549,588**	**15,380**
Mechanic	344,434	5,047	340,402	4,722
Repairmen	38,208	1,704	35,989	1,582
Ground Instructor	72,326	5,154	10,447	5,016
Flight Engineer	65,098	2,076	63,591	1,841
Other[3]	27,387	2,571	25,975	2,389
Flight Instructor	**80,931**	**5,193**	**79,171**	**5,028**

[1] Includes helicopter (only) & glider (only), and recretional pilot certificates.
[2] Excludes non-pilots 70 years old or over in all certificate types except flight engineers and flight navigators.
[3] Includes flight navigators, parachute riggers, and dispatchers.

As of 12/31/00

Source: APO-110
(202) 267-3352

Industry Trends

Scheduled U.S. Air Carrier Traffic and Financial Trends

	Oct-Jun FY 2001	Oct-Jun FY 2000	Numerical Change	Percent Change
TRAFFIC				
ASM'S (in millions)				
Majors.....	671,727	656,559	15,168	2.3
Nationals.....	49,315	41,442	7,873	19.0
Regionals.....	647	711	(64)	(9.0)
Totals.....	**721,688**	**698,712**	**22,976**	**3.3**
RPM's (in millions)				
Majors.....	475,039	469,158	5,881	1.3
Nationals.....	33,254	27,040	6,214	23.0
Regionals.....	344	343	1	0.3
Totals.....	**508,637**	**496,541**	**12,096**	**2.4**
Load Factor (in percent)				
Majors.....	70.7	71.5	(0.8)	
Nationals.....	67.4	65.2	2.2	
Regionals.....	53.2	48.2	5.0	
Totals.....	**70.5**	**71.1**	**(0.6)**	
FINANCIAL				
Revenues (in millions)				
Majors.....	$85,824	$84,572	$1,252	1.5
Nationals.....	8,329	8,597	(268)	(3.1)
Regionals.....	667	584	83	14.2
Totals.....	**$94,820**	**$93,752**	**1,067**	**1.1**
Expenses (in millions)				
Majors.....	$86,861	$79,499	$7,362	9.3
Nationals.....	8,321	8,197	124	1.5
Regionals.....	664	606	58	9.6
Totals.....	**$95,845**	**$88,301**	**7,544**	**8.5**
Operating Profit/Loss (in millions)				
Majors.....	($1,037)	$5,073	($6,110)	
Nationals.....	8	400	(392)	
Regionals.....	4	(22)	26	
Totals.....	**($1,026)**	**$5,451**	**($6,477)**	

Source: APO-110
(202) 493-4236

As of: 10/09/01

U.S. Commercial Space Transportation Financial Trends

	CY 99	CY 00	CY 01 (Projected)
Commercial Launch Revenues (in Millions)	$851	$625	$600

As of: 1/19/01

Source: AST-200
(202) 267-8308

Aviation Forecasts

	Actual FY 2000	Forecast FY 2004
FAA FACILITY WORKLOAD	**46.0**	**50.4**
Aircraft Handled by FAA ARTCC's (Millions)		
Air Carrier	25.0	28.0
Air Taxi/Commuter	8.1	8.7
General Aviation	8.7	9.5
Military	4.2	4.2
Operations Logged by FAA Towers (Millions)		
Airport	68.7	77.5
Instrument	53.0	57.7
Flight Services Logged by Flight Services Stations (Millions)	30.5	30.1
CIVIL AVIATION ACTIVITY		
Certificated Route Air Carrier		
Revenue Passenger Enplanements (Millions)*	658.7	754.9
Revenue Passenger Miles (Billions)*	684.0	817.9
Air Carrier Aircraft	6,037	7,131
General Aviation Estimated		
Hours Flown (Millions)**	32.1	35.4
Active Aircraft (Thousands)**	221.2	230.2
ESTIMATED FUEL CONSUMED BY U.S. DOMESTIC CIVIL AVIATION (Millions of Gallons)		
Jet Fuel		
Air Carrier	20,175	24,092
General Aviation	1,035	1,383
Aviation Gas		
Air Carrier	2.0	2.0
General Aviation	347.1	367.0
Active Pilots (Thousands)**	648.5	714.6

* Reflects update to forecasts published in FAA Aerospace Forecasts Fiscal Years 2001-2012.

** Calendar Year

Source: APO-110

As of: 3/7/2001

(202) 493-4236

Aviation Forecasts

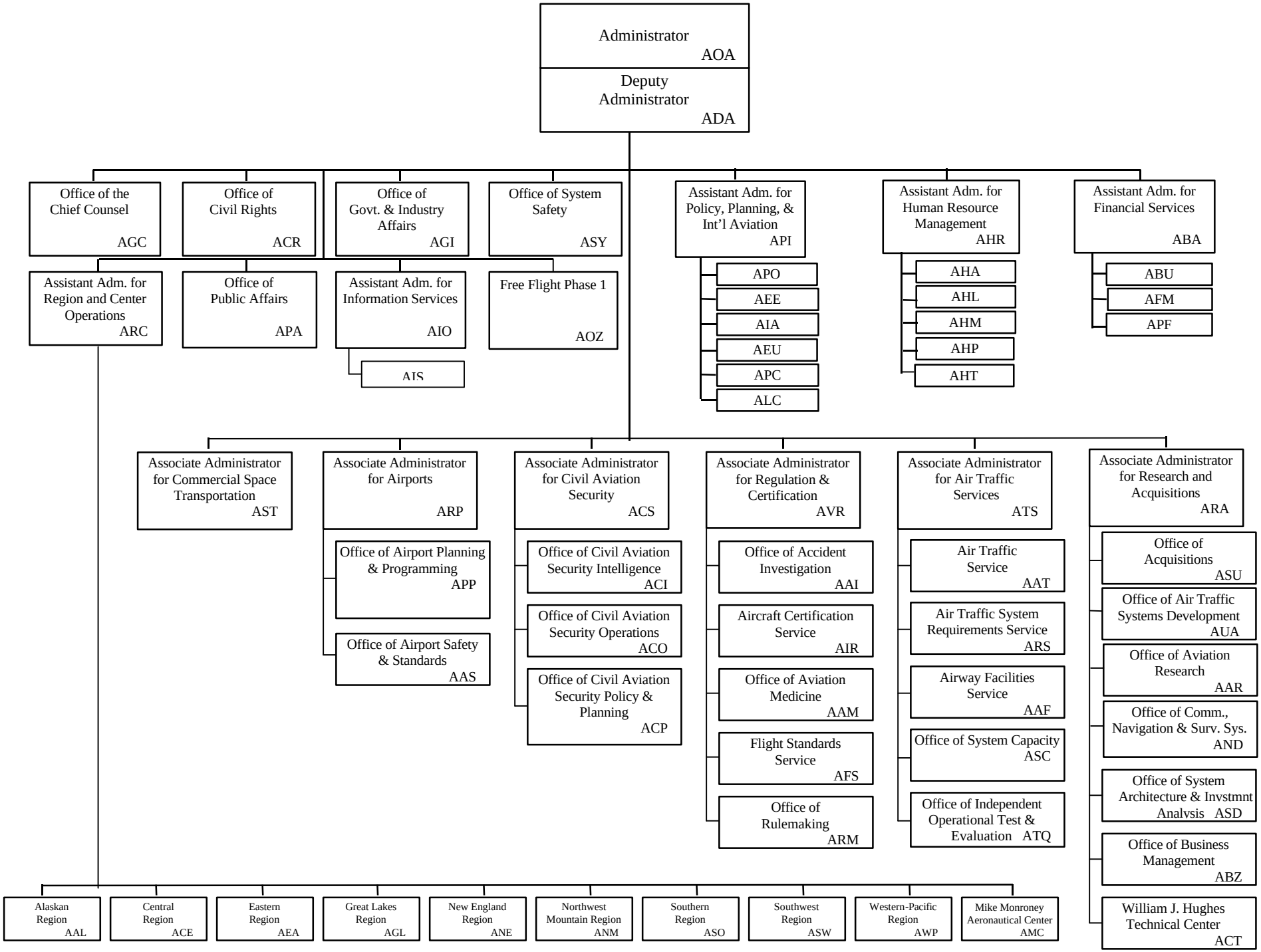
	Actual FY 1999	Forecast FY 2003
FAA FACILITY WORKLOAD		
Aircraft Handled by FAA ARTCC's (Millions)	**44.7**	**49.0**
Air Carrier	24.0	26.9
Air Taxi/Commuter	7.7	8.5
General Aviation	8.8	9.6
Military	4.1	4.1
Operations Logged by FAA Towers (Millions)		
Airport	68.2	73.9
Instrument	51.8	56.5
Flight Services Logged by Flight Services Stations (Millions)	32.4	32.2
CIVIL AVIATION ACTIVITY		
Certificated Route Air Carrier		
Revenue Passenger Enplanements (Millions)	629.4	713.3
Revenue Passenger Miles (Billons)	642.8	756.8
Air Carrier Aircraft	5,668	6,856
General Aviation Estimated		
Hours Flown (Millions)*	29.8	32.7
Active Aircraft (Thousands)*	206.5	215.1
ESTIMATED FUEL CONSUMED BY U.S. DOMESTIC CIVIL AVIATION (Millions of Gallons)		
Jet Fuel		
Air Carrier	19,429	22,287
General Aviation	888	1,191
Aviation Gas		
Air Carrier	2	2
General Aviation	313	331
Active Pilots (Thousands)*	640.1	702.8

***Calendar Year**

As of: 3/2000

Source: APO-110
(202) 493-4236

FEDERAL AVIATION ADMINISTRATION



The Associate Administrator for Commercial Space Transportation

Since its establishment in 1984, the primary responsibilities of the Associate Administrator for Commercial Space Transportation (AST) have been to regulate the US commercial space transportation industry and license commercial launches to protect public health and safety, safety of property, national security, and foreign policy interests of the US. The Office is also responsible for encouraging, facilitating and promoting commercial launches by the private sector and for regulating non-federal or commercial space launch sites.

Licenses to conduct commercial launches are granted to commercial launch providers who demonstrate evidence of compliance with all safety regulations and other requirements for conducting commercial space launch activities. Licensees must also have sufficient insurance or financial resources to cover any probable losses from a launch mishap.

Licensed commercial launches are currently conducted at federal launch sites including Cape Canaveral Air Station, Florida; Vandenberg Air Force Base, California; Wallops Flight Facility, Wallops Island, Virginia; and White Sands Missile Range, New Mexico. Four non-federal or commercial sites are now licensed and operational to allow licensed commercial launches and other launch operations. They are the California Spaceport, located at Vandenberg Air Force Base; Spaceport Florida Authority, located at Cape Canaveral; the Virginia Space Flight Center, located on Wallops Island, Virginia; and the Kodiak Launch Complex, located on Kodiak Island, Alaska. The state of New Mexico has a proposal for the development of the Southwest Regional Spaceport in south central New Mexico.

AST Programs and Initiatives

Regulatory and Safety Program

- Licensing, Rulemaking, Insurance Determinations/Risk Assessment, Environmental Compliance, Standards, Compliance Monitoring, Enforcement, Safety Research, Reentry Spacecraft and Operations.

Other Programs and Initiatives

- Launch Technology Development, Customer Service, Industry and Market Analysis, Federal Space Policy Development, International Launch Trade Policy, Community and Educational Outreach

Research Areas

- Flight Safety, Launch Sites, Payload Safety, Standards, GPS, Environmental Issues, Space Safety including Orbital Debris.

World Wide Web Address:

http://AST.faa.gov/

U.S. Commercial Space Transportation Activity and AST Licensing

	FY 1999	FY 2000	FY 2001 (Proj.)
Licensed Commercial Launches			
TOTAL	**18**	**12**	**16**
Number of Orbital Launches	18	12	15
Number of Sub-Orbital Launches	0	0	1
By Launch Vehicle Type			
Delta Family (Boeing Company)	7	2	3
Atlas Family (Lockheed Martin)	5	4	3
Pegasus (Orbital Sciences Corp.)	2	2	2
Athena 1&2 (Lockheed Martin)	3	0	1
Taurus (Orbital Sciences Corp.)	0	1	1
Zenit (KB Yuzhnoye, Ukraine)	1	3	3
Other	1	0	3
By Payload Type			
GEO[1] Communications Satellites	8	8	9
LEO[2] Communications Satellites	5	2	0
Scientific Satellites	3	1	1
Remote Sensing Satellites	3	0	3
Microgravity or Sub-orbital Payloads	0	0	1
Mass Simulator / Testing	1	1	2
By Launch Site (Federal)			
Cape Canaveral Air Station, FL	13	6	6
Vandenberg AFB, CA	4	1	3
Wallops Flight Facility, VA	0	1	0
White Sands Missile Range, NM	0	0	0
Kwajalein Missile Range	1	0	1
By Launch Site (Non-Federal)			
California Spaceport	0	0	0
Spaceport Florida Authority	0	0	0
Virginia Space Flight Center	0	0	0
Pacific Ocean Platform	1	3	3
Kodiak Launch Complex, AK	0	0	1
International Site	0	0	2
Number of Licenses			
New	3	6	8
Renewal	4	1	4
Amendments	18	5	3

[1] GEO: Geosynchronous Earth orbit-approx. 22,300 miles above the equator.
[2] LEO: Low Earth Orbit- from 100-1000 nautical miles.

As of: 1/19/01

Source: AST-200

(202) 267-8308

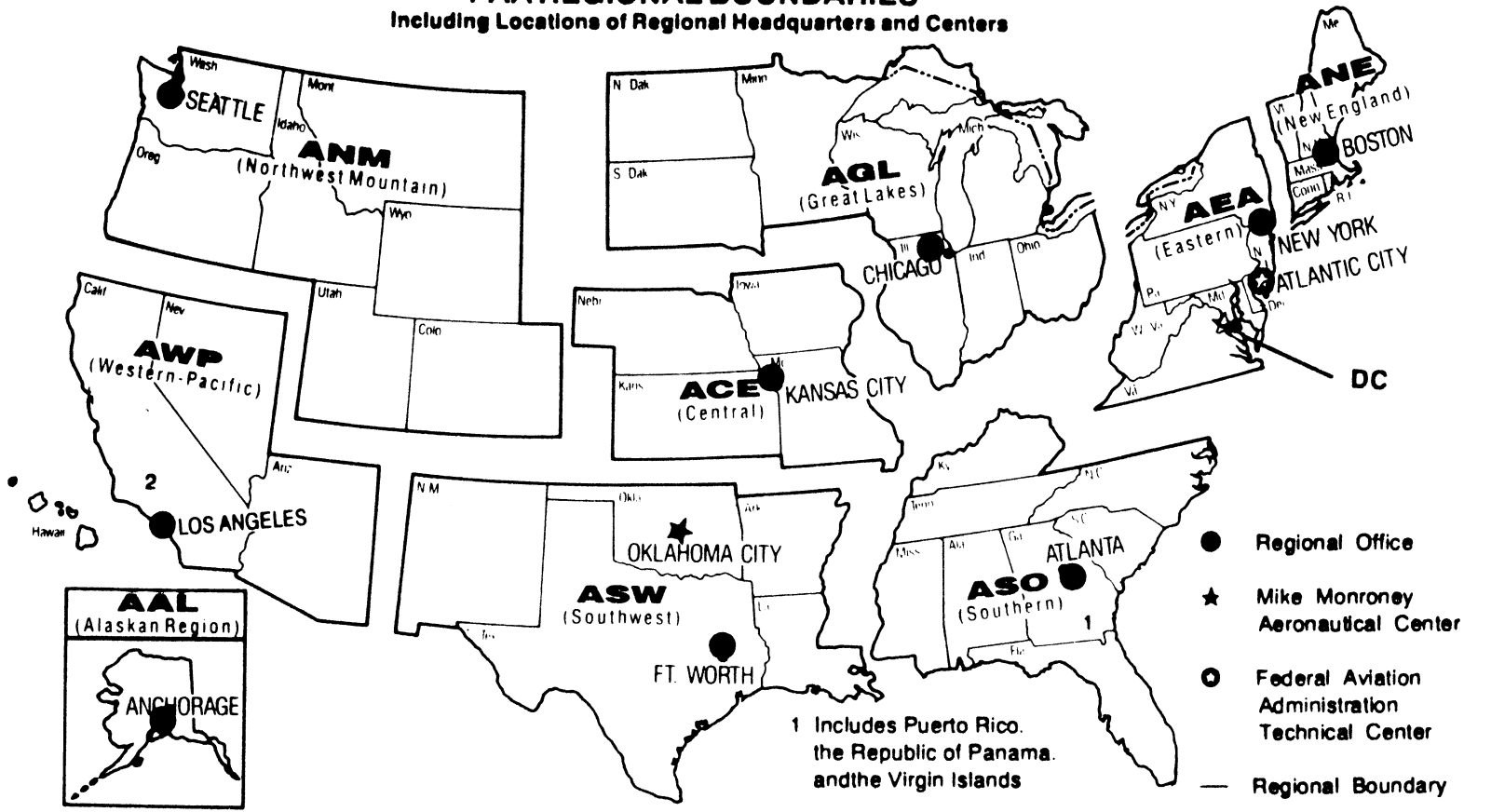
United States Commercial Space Launch Schedule, CY 2001

Payload (Country)/ Description	Launch Company/ Vehicle	Launch Date/ Launch Site	
XM-1 (Int'l) Comm. Satellite	**Sea Launch** Zenit-3SL	February 28, 2001 Pacific Ocean Platform	
IOS (US) Scientific Payload	**InterOrbital Systems** Tachyon	March 2001 Pacific Ocean Platform	
XM-1 (International) Comm. Satellite	**Sea Launch** Zenit-3SL	April 2001 Pacific Ocean Platform	
Orbview 4 (US) Remote Sensig Satellite	**Orbital Sciences Corp.** Taurus	May 30, 2001 Vandenberg AFB, CA	
Galaxy IIIC (US) Comm. Satellite	**Sea Launch** Zenit 3SL	May 2001 Pacific Ocean Platform	
DIRECTV-5 (US) Comm. Satellite	**Lockheed Martin** Atlas IIAS	May 2001 Cape Canaveral, FL	
Orbview 3 (US) Remote Sensing Satellite	**Orbital Sciences Corp.** Pegasus XL	June 2001 Vandenberg AFB, CA	
HyShot (Int'l) Technology Testing	**Astrotech Space** Terrier-Orion	June 2001 Woomera, Australia	
HyShot (Int'l) Technology Testing	**Astrotech Space** Terrier-Orion	June 2001 Woomera, Australia	
Demonstration Satellite (US)	**The Boeing Company** Delta 4	November 2001 Cape Canaveral, FL	
Earthwatch (US) Remote Sensing Satellite	**Lockheed Martin** Athena 2	November 2001 Kodiak Launch Complex, AK	
ORBCOMM-5 (US) LEO Comm Satellite	**Orbital Sciences Corp.** Pegasus	December 2001 Kwajalein Missle Range	

As of 1/19/01

Source: AST-200
(202) 267-8308

U.S. DEPARTMENT OF TRANSPORTATION
Federal Aviation Administration
FAA REGIONAL BOUNDARIES
Including Locations of Regional Headquarters and Centers



FAA Resources

FAA Employment
(Permanent Employees)[1]

	FY 00	FY 01 Revised
Line of Business		
Air Traffic Services (ATS)	35,425	36,349
Regulation and Certification (AVR)	5,864	6,195
Civil Aviation Security (ACS)	1,153	1,221
Airports (ARP)	446	472
Research and Acquisitions (ARA)	1,898	1,858
Comm. Space Transportation (AST)	25	44
Staff Offices	3,652	3,762
Total	**48,463**	**49,901**
Region/Center/Headquarters (included in above total)		
Aeronautical Center	1,566	1,582
Alaskan	1,358	1,406
Central	2,511	2,587
Eastern	5,326	5,411
Great Lakes	6,515	6,588
New England	1,923	1,996
Northwest Mountain	4,175	4,224
Southern	7,718	7,883
Southwest	5,340	5,430
Western-Pacific	5,562	5,661
Washington Headquarters (only)[2]	3,672	4,109
Washington Headquarters Field[3]	1,825	2,055
Technical Center	972	969

[1] Full time permanent and part time permanent employees only.

[2] Washington Headquarters employees physically located in FOB-10A and surrounding areas (i.e. Portals, Market Square, etc.).

[3] Washington Headquarters employees physically located in the Field (i.e. Technical Center, Aeronautical Center, etc.)

Source: APF-100

As of: 9/30/01 (202) 267-9946

FAA Percent Minority & Female Employment[1]

Lines of Business/Region/Center/Headquarters	% Minority FY 00	% Minority FY 01 r	%Female FY 00	%Female FY 01r
AirTraffic Services (ATS)	16.4	16.8	18.7	19.1
Regulation and Certification (AVR)	17.4	17.9	28.7	28.3
Civil Aviation Security (ACS)	27.9	27.7	41.9	42.3
Airports (ARP)	24.7	23.3	38.1	39.6
Research and Acquisitions (ARA)	27.4	27.5	37.8	38.2
Commercial Space Transportation (AST)	32.0	45.4	20.0	31.8
Staff Offices	31.9	32.0	53.4	54.0
Total	**18.5**	**18.9**	**24.0**	**24.3**
Aeronautical Center	23.8	23.7	42.3	43.4
Alaskan	14.0	13.8	25.6	25.3
Central	13.8	14.2	24.8	24.7
Eastern	15.0	15.4	19.0	19.4
Great Lakes	10.7	10.7	20.3	20.6
New England	7.6	7.7	21.3	21.0
Northwest Mountain	11.8	12.0	22.2	22.7
Southern	19.9	20.3	19.9	19.9
Southwest	20.2	21.2	20.5	20.6
Western-Pacific	28.4	28.6	20.7	20.8
Washington Headquarters (only)[2]	33.1	32.5	46.3	45.0
Washington Headquarters Field[3]	15.7	18.1	30.2	31.0
Technical Center	20.7	20.1	31.8	32.4

[1] Full-time permanent, and part-time permanent employees only (FTE 1111 & 1132).

[2] Washington Headquarters employees physically located in FOB-10A and surrounding areas (i.e. Portals, Market Square, etc.).

[3] Washington Headquarters employees physically located in the Field (i.e. Technical Center, Aeronautical Center, etc.).

r Revised

As of: 9/30/01

Source: APF-100

Major Work Force Employment

	Employment[1]				
	FY99	FY 00	FY01	% Change	Actual Change
Air Traffic Controller Work Force	17,469	17,423	17,510	0.5%	87
ATCS[2] (bargaining unit employees)	14,902	14,904	14,997	0.6%	93
Traffic Management Coordinators[2]	600	622	787	26.5%	165
Operations Supervisors[2]	1,967	1,897	1,726	-9.0%	-171
Flight Service Stations	3,017	2,976	2,934	-1.4%	-42
Field Maintenance (210-211 only)	8,070	7,830	8,188	-3.0%	358
Security Work Force	1,136	1,136	1,172	0.0%	36
Airports Work Force	480	440	461	-8.3%	21
Research & Acquisition Work Force[3]	1,991	1,945	1,910	-2.3%	-35
Aircraft Certification	980	992	1,025	1.2%	33
Flight Standards Work Force	4,357	4,206	4,476	-3.5%	270

[1] Full time permanent appointments (operations direct).
[2] Included in Air Traffic Controller Work Force Total.
[3] Includes direct operations, F&E, and R,E&D.

Note: Traffic Management Supervisors (TMS) are no longer included in Controller Work Force.

Source: APF-100
(202) 267-9946

As of: 9/30/01

Labor Relations

	BARGAINING UNITS	LABOR AGREEMENTS	EMPLOYEES REPRESENTED
Unions	**47**	**17**	**38,886**
AFGE	11	5	1,400
AFSCME (HQ)	5	0	1,900
LIUNA	1	1	150
NAATS	1	1	2,400
NAGE	3	1	400
NATCA (AT)	3	1	16,300
NATCA (AF)	5	1	1,400
NATCA (HQ)	7	0	1,511
NFFE	2	2	1,600
NUDAI	1	0	25
PAACE	3	2	400
PASS (AF/AEA)	1	1	7,500
PASS (AVN)	1	1	250
PASS (AFS)	2	1	3,500
PASS (AIR)	1	0	150

AFGE --American Federation of Government Employees
AFSCME --American Federation of State, County, and Municipal Employees
LIUNA --Laborer's International Union of North America
NAATS --National Association of Air Traffic Specialists
NAGE --National Association of Government Employees
NACTA --National Air Traffic Controllers Association
NFFE --National Federation of Federal Employees
NUDAI --National Union of Drug Abatement Inspectors
PAACE --Professional Association of Aeronautical Center Employees
PASS --Prefessional Airway System Specialists

As of: 4/23/01

Source: AHL-200
(202) 267-3375

FAA Finances
(In Millions of Dollars)

	FY 2000 Actual	FY 2001 Est.	FY 2002 Est.
Budget Authority			
Grants-In-Aid (Obligation Limitation)	1,896	3,193	3,300
Research, Engineering, & Development	156	187	188
Facilities and Equipment	2,034 1/	2,651	2,914
Operations	5,958 2/	6,516	6,886
Total	**10,044**	**12,547**	**13,288**
Obligations Incurred--Operations			
Appropriation by Budget Activity			
Air Traffic Services	4,670	5,185	5,447
Regulation and Certification	645	706	745
Civil Aviation Security	136	139	150
Research and Acquisitions	174	190	197
Commercial Space Transportation	6	12	15
Regions/Center Operations	85	99	91
Human Resources	66	55	75
Financial Services	40	48	51
Staff Offices	76	105	116
Total	**5,898**	**6,539**	**6,887**
Airport Grant Obligations (NET)			
Primary Airports & Cargo	612	1,162	1,151
States/Territories/Insular/Alaska Supp	353	649	668
Carryover Entitlements	136	133	133
Discretionary Fund	750	1,196	1,274
Total	**1,851**	**3,140**	**3,226**
Total FAA Outlays	**9,561**	**11,021**	**10,558**
Trust Fund Receipts from Excise Taxes			
Passenger Ticket Tax	5,103	5,273	5,603
Passenger Flight Segment Tax	1,655	1,830	2,057
Waybill Tax	500	640	683
Fuel Tax	887	1,000	1,044
International Departure/Arrival Tax	1,349	1,412	1,528
Rural Airports Tax	86	91	97
Frequent Flyer Tax	159	168	172
Interest on Investment	805	871	996
Offsetting Collections	144	96	96
Total	**10,688**	**11,381**	**12,276**

Numbers may not add due to rounding.

1/ Reflects $30 million rescission.

2/ Includes $75 million supplemental and rescission of $10.8 million in unobligated Y2K balance.

Source: ABU-100
(202) 267-9070

FAA NAS Operational Facilities and FAA Aircraft (As of December 31)

	2000	1999	1998
NAS Operational Facilities[1]	**40,921**	**40,360**	**38,209**
Communications	14,103	13,901	13,437
Automation	3,889	3,802	3,157
Environment	6,620	6,391	5,872
Navigation	11,211	11,265	11,164
Surveillance	1,794	1,764	1,660
Weather	3,304	3,237	2,919
Air Traffic Control Facilities[2]			
Air Route Traffic Control Center	21	21	21
Airport Traffic Control Tower	496	492	467
Flight Service Stations	75	77	76
Automated Flight Service Stations	61	61	61
FAA Aircraft*	50	49	48

[1] Excludes non-federal facilities and foreign facilities.

[2] Included in NAS operational facilities.

Source: AOP-200
(202) 267-5928
ASW-280*
(405) 954-6231

As of: 12/31/00

FAA Officials

Washington Headquarters

Routing Symbol	Officials
AOA	**Administrator** **Jane F. Garvey, 267-3111** Thomas Zoeller, Chief of Staff, 267-3111
ADA	**Deputy Administrator** **Monte R. Belger (Actg.), 267-8111** Shirley S. Miller, Executive Assistant, 267-8111
*AOZ**	*Free Flight* *Director, John Thornton (Actg.), 220-3300*
AIO	**Assistant Administrator for Information Services** **Daniel J. Mehan, CIO, 493-4570** Deputy, Arthur Pyster, 493-4570
*AIS**	*Office of Information Systems* *Director, Michael F. Brown, 267-7104*
ASY	**Assistant Administrator for System Safety** **Christopher A. Hart, 267-3611** Deputy, Daniel C. Hedges, 267-3611
AGC*	**Chief Counsel** **David G. Leitch, 267-3222** Deputy, James Whitlow, 267-3773
ACR	**Assistant Administrator for Civil Rights** **Fanny Rivera, 267-3254** Deputy, Barbara A. Edwards, 267-3264
AGI	**Asst. Administrator for Government & Industry Affairs** **Quentin Burgess (Actg.), 267-3277** Deputy, Vacant, 267-8211
APA	**Assistant Administrator for Public Affairs** **Scott M. Brenner, 267-3883** Deputy, Laura Brown, 267-3883
API*	**Asst. Administrator for Policy, Planning, and Intl. Aviat.** **Louise E. Maillett (Actg.), 267-3033** Deputy, Vacant, 267-3927
APO	*Office of Aviation Policy and Plans* *Director, John M. Rodgers, 267-3274*
AEE	*Office of Environment and Energy* *Director, Carl Burleson, 267-3576*
*AIA**	*Office of International Aviation* *Director, John R. Hancock (Actg.), 267-8112*
ARC	**Assistant Administrator for Region/Center Operations** **Ruth Leverenz, 817-222-5001 / 202-267-7369**

* Updated this issue
As of: 10/24/01

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(202) 267-9946

Washington Headquarters--(Cont)

Routing Symbol	Officials
ABA	**Assistant Administrator for Financial Services**
	Christoph P. Bertram, CFO, 267-9105
	Deputy, John F. Hennigan, 267-8928
ABU	*Office of Budget*
	Director, J. Brian Riley, 267-8010
*AFM**	*Office of Financial Management*
	Director, David M. Zavada, 267-3018
*APF**	*Office of Cost and Performance Management*
	Director, Tim Lawler, 267-7140
AHR	**Assistant Administrator for Human Resource Management**
	Glenda Tate, 267-3456
	Deputy, Mary Ellen Dix, 267-3850
AHP	*Office of Personnel*
	Director, Roger M. Edwards, 267-3850
AHL	*Office of Labor & Employee Relations*
	Director, Melvin Harris, 267-3979
AHD	*Office of Organization, Learning & Development*
	Director, Paul Longanbach, 267-9041
*AHM**	*Center for Management Development*
	Director, Barbara J. Smith (Actg.), 386-446-7136
AHA	*Office of the Accountability Board*
	Director, Barbara J. Smith, 267-8015
AST	**Assoc. Adm. for Commercial Space Transportation**
	Patricia Grace Smith, 267-7793
	Deputy, Joseph A. Hawkins, 267-7848
ARP	**Associate Administrator for Airports**
	Woodie Woodward (Actg.), 267-9471
	Deputy, Paul L. Galis, 267-8738
APP	*Office of Airport Planning & Programming*
	Director, Catherine M. Lang, 267-8775
AAS	*Office of Airport Safety and Standards*
	Director, David L. Bennett, 267-3053
ACS*	**Associate Administrator for Civil Aviation Security**
	Lynne A. Osmus, 267-9863
	Deputy, Lynne A. Osmus, 267-3969
*ACI**	*Office of Civil Aviation Security Intelligence*
	Director, Claudio Manno, 267-9075
*ACO**	*Office of Civil Aviation Security Operations*
	Director, Eugene Ross Hamory, 267-8537
*ACP**	*Office of Civil Aviation Security Policy and Planning*
	Director, Lee Longmire, 267-8058

Washington Headquarters--(Cont.)

Routing Symbol	Officials
AVR*	**Associate Administrator for Regulation & Certification** **Nicholas A. Sabatini, 267-3131** Deputy, Peggy Gilligan, 267-7804
AAI	*Office of Accident Investigation* *Director, Steven B. Wallace, 267-9612*
AIR	*Aircraft Certification Service* *Director, John J. Hickey, 267-8235*
AAM	*Office of Aviation Medicine* *Director, Jon L. Jordon, MD, 267-3535*
*AFS**	*Flight Standards Service* *Director, Ava L. Mims (Actg.), 267-8237*
ARM	*Office of Rulemaking* *Director, Anthony F. Fazio, 267-9677*
ATS	**Associate Administrator for Air Traffic Services** **Steven J. Brown (Actg.), 267-7111** Deputy, Peter H. Challan, 267-3133
AAT	*Air Traffic Service* *Director, Bill G. Peacock, 267-3666*
AAF	*Airway Facilities Service* *Director, Alan Moore, 267-8181*
ASC	*Office of System Capacity and Requirements* *Director, Paula R. Lewis, 267-7370*
ATQ	*Independent Operational Test and Evaluation* *Director, A. Martin Phillips, 267-3341*
ARS	*Air Traffic System Requirements Service* *Director, James H. Washington, 385-7500*
ATB	*Terminal Business Service* *Director, William Voss, 264-3500*
ARI	*Runway Safety* *Director, William S. Davis, 267-9131*
ARA	**Associate Administrator for Research and Acquisitions** **Steven Zaidman, 267-7222** Deputy, Dennis DeGaetano, 267-7222
ASU	*Office of Acquisitions* *Director, Gilbert B. Devey, 267-8513*
AUA	*Office of Air Traffic Systems Development* *Director, Gregory D. Burke (Actg.), 493-0313*
AAR	*Office of Aviation Research* *Director, Herman Rediess, Ph.D., 267-9251*
AND	*Office of Communications, Navigation, & Surveillance Sys.* *Director, Carl McCullough, 267-3555*
ASD	*Office of System Architecture and Investment Analysis* *Director, John A. Scardina, 358-5238*
ABZ	*Office of Business Management* *Director, Lauraline Gregory, 267-3616*

Duty Officer **(202) 267-3333**

FAA Officials

Major Field Organizations

Routing Symbol	Officials
AAL	**Alaskan Region, Regional Administrator** **Patrick N. Poe, 907-271-5645** 222 West 7th Avenue, Box 14 Anchorage, Alaska 99513-7587 Duty Officer, 907-271-5936
ACE*	**Central Region, Regional Administrator** **Christopher Blum, 816-329-3050** 901 Locust Kansas City, Missouri 64106 Duty Officer, 816-329-3000
ACT	**William J. Hughes Technical Center, Director** **Anne Harlan, Ph.D., 609-485-6641** Atlantic City International Airport New Jersey 08405 Duty Officer, 609-485-6482
AEA	**Eastern Region, Regional Administrator** **Arlene B. Feldman, 718-553-3000** 1 Aviation Plaza 159-30 Rockaway Blvd. Jamaica, New York 11434-4809 Duty Officer, 718-553-3100
AGL	**Great Lakes Region, Regional Administrator** **Cecelia Hunziker, 847-294-7294** 2300 East Devon Avenue Des Plaines, Illinois 60018 Duty Officer, 847-294-8400
AMC	**Mike Monroney Aeronautical Center, Director** **Lindy Ritz, 405-954-4521** 6500 South MacArthur Oklahoma City, Oklahoma 73125 Duty Officer, 405-954-3583

Major Field Organizations--(Cont.)

Routing Symbol	Officials
ANE	**New England Region, Regional Administrator** **Robert S. Bartanowicz, 781-238-7020** 12 New England Executive Park Burlington, Massachusetts 01803 Duty Officer, 781-238-7001
ANM	**Northwest Mountain Region, Regional Administrator** **Larry Andriesen, 425-227-2001** 1601 Lind Avenue, S.W. Renton, Washington 98055-4056 Duty Officer, 425-227-2000
ASO	**Southern Region, Regional Administrator** **Carolyn Blum, 404-305-5000** 1701 Columbia Avenue College Park, Georgia 30337 Duty Officer, 404-305-5180
ASW	**Southwest Region, Regional Administrator** **Ruth Leverenz, 817-222-5001** 2601 Meacham Blvd. Ft. Worth, Texas 76137-4298 Duty Officer, 817-222-5006
AWP	**Western-Pacific Region, Regional Administrator** **William C. Withycombe, 310-725-3550** 15000 Aviation Boulevard Hawthorne, California 90261 Duty Officer, 310-725-3300

International Area Offices

Routing Symbol	Officials
AEU	**Europe, Africa, & Middle East Area Office, Director** **Paul Feldman, 011.32.2.508.2700** American Embassy, Brussels PSC 82 Box 002 APO AE 09724-1011
ALC	**Latin America & Caribbean Area Office, Director** **Joaquin Archilla, 305-716-3300** 8600 NW 36th Street Miami, FL 33166
APC*	**Asia-Pacific Area Office, Director** **Elizabeth E. Erickson, 011.65.543.1466** American Embassy 27 Napier Road Singapore 258508

FAA STRATEGIC PLAN

SAFETY

GOAL: By 2007, reduce U.S. aviation fatal accident rates by 80% from 1996 levels.

Outcome Measures:

Fatal Aircraft Accident Rate: By 2007, reduce the U.S. aviation fatal accident rate per aircraft departure, as measured by a three-year moving average, by 80 percent from the three-year average of 1994-96.

Overall Aircraft Accident Rate: Reduce the rate per aircraft departure.

Fatalities and Losses by Type of Accident: Reduce the number and type of fatalities and losses from accidents that occur for each major type of accident.

Occupant Risk: Reduce the risk of mortality to a passenger or flight crew member on a typical flight.

Strategic Focus Areas:

Regulatory Reform: Implement a regulatory process that is timely, responsive, and consistently applied.

Safety information Sharing and Analysis: Develop partnerships with the aviation community to share data and information supporting safe, secure aviation.

Surveillance/Inspection: Develop new approaches to working with others on inspection and surveillance and targeting FAA resources where they will do the most good.

Accident Prevention: Based on detailed root cause analysis, prevent accidents before they happen through appropriate, targeted, systematic interventions in the aviation system.

As of 3/31/99

Source: APO-120
(202) 267-3220

Security

GOAL: Prevent security incidents in the aviation system.

Outcome Measures:

Explosive Device and Weapons Detection: Increase ability to detect improvised explosive devices (through use of simulants) and weapons with no significant increase in operational impact - in checked and carry-on baggage and on the person.

Compliance with Security Requirements: Increase as measured by compliance audits.

Risk and Vulnerability at Airports and Airway Facilities: Reduce as measured by risk assessments.

Strategic Focus Areas:

New Security Baseline: Continue to improve the baseline security system for civil aviation.

Performance and Procedures: Maximize the performance capability of people working in security for air carriers and airport operators and at FAA facilities.

Information Security Architecture: Develop a systematic information security architecture that describes the future NAS information security system FAA will build toward.

SYSTEM EFFICIENCY

GOAL: Provide an aerospace transportation system that meets the needs of users and is efficient in the application of FAA and aerospace resources.

Outcome Measures:

System Flexibility: Reduce total number of published ATC preferential routes by 7%.

User Access: Reduce the average call waiting times for Automated Flight Service Stations (AFSS) by 20%.

System Delays: Reduce the rates of volume and equipment related delays by 20%.

Strategic Focus Areas:

NAS Modernization: Using the NAS Architecture as the guideline, continually refine and update the NAS to achieve efficient aerospace systems and operations.

Free Flight: Within safety consideration, work toward giving aircraft the opportunity to fly in the way that gives them the most benefit as they define it.

Systems Integration: Integrate airport and commercial space requirements into NAS planning and architecture.

As of 3/31/99

Source: APO-120
(202) 267-3220

ENABLING GOALS:

***People:* The Foundation of Accomplishment**

Provide a model work environment supporting the productive, diverse, and highly skilled workforce needed to carry out the FAA mission into the twenty-first century. To accomplish this, FAA will focus on:

Intellectual Capital

Managing the Diverse Work Force

Quality of Work Life

***Reform:* The Framework for Accomplishment**

Fundamentally change the way the FAA operates by implementing personnel and acquisition reform and pursuing financial reform. FAA will focus on:

Acquisition Reform

Personnel Reform

Financial Reform

***The Environment:* Our Responsibility**

Address what may represent the single greatest challenge to the continued growth and prosperity of civil aerospace as we enter the twenty first century, focusing on:

Understanding Aerospace Environmental Impacts

Reducing Aerospace Environmental Impacts of FAA Activities

Quantify and Mitigate Environmental Impacts of FAA Activities

***Global Leadership:* Commitment to Worldwide Improvements**

Improve safety, security and system efficiency globally through:

International Safety Oversight

Global Safety Action Plan

Global CNS/ATM Development and Implementation

International Regulatory Harmonization

2001

January

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February

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March

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April

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May

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June

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August

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October

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November

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December

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Legal holidays and federal holidays observed are in ***BOLDFACE*** .