

5/18/99

SUBJ: STRATEGIC PLANNING

1. PURPOSE. This order describes FAA strategic planning, the linkage between the Strategic Plan and other FAA plans, and related resource allocation and performance reporting. This order is intended as a baseline from which more integrated planning, performance, and budgeting can be developed in the future.

2. DISTRIBUTION. This order is distributed to the division level in Washington, regions, and centers.

3. CANCELLATION. Order 1800.13C, Planning and Resource Allocation, dated October 7, 1986, is canceled.

4. BACKGROUND. The Government Performance and Results Act of 1993 (GPRA) requires all Federal agencies to develop strategic plans prior to fiscal year (FY) 1998, prepare annual plans setting performance goals for inclusion in the budget submission beginning in FY 1999, and report annually on actual performance with the first report due in March 2000. Strategic plans are to cover program activities for at least a 5-year period and be updated at least once every 3 years. The Department of Transportation (DOT) prepares the official GPRA Strategic Plan. FAA's plan supports the GPRA requirements, the Department's plan, and the Administrator's Performance Agreement with the Secretary.

5. POLICY. FAA integrates planning, budgeting, staffing, research and development, resource allocation, acquisition, technical and information architecture, and operations processes to provide a safe, secure, and efficient airport and airway system in a changing world environment. It integrates with the Department's strategic planning through direct participation, an annual performance plan, an annual performance agreement between the Administrator and the Secretary of Transportation, and performance reporting.

6. EXPLANATION OF CHANGES. This order completely replaces 1800.13C. It updates the order to reflect current FAA planning and organization, simplifies the order, and defines and institutionalizes FAA policy to implement integrated planning, acquisition, and budget processes. Guidance for annual strategic planning activities will be provided in memoranda as needed.

7. DEFINITIONS. Appendix 1, Definitions, contains definitions of terms used in this order.

8. AUTHORITY TO CHANGE THIS ORDER. The Assistant Administrator for Policy, Planning, and International Aviation (API) has authority to issue changes to this order other than to policy and responsibilities. The Administrator will issue changes to the order relating to policy and responsibilities.

9. STRATEGIC PLANNING OBJECTIVES. FAA strategic planning seeks to ensure that factors essential for overall FAA mission accomplishment are identified, considered, and prioritized, so that appropriate actions are incorporated into integrated, coherent long-term planning within fiscal restraints. The process is primarily a tool for internal agency management; however, output products and outcome performance also provide justification for FAA programs and initiatives to those outside FAA. Key objectives are to:

a. Assemble knowledge of the transportation environment and identify the corporate needs of FAA customers and stakeholders.

b. Provide senior management direction for FAA organizations and activities to meet mission requirements and customer needs.

c. Provide a documented basis for future action.

d. Provide a basis for accountability for implementing the agency's mission.

e. Establish agency priorities that are coordinated and consistently applied to major agency plans.

f. Communicate FAA's mission, policy, goals and objectives, and program plans to FAA employees, user groups, the aviation community, and other interested parties.

g. Evaluate the impact of planning and implementation and use the results to modify future plans.

10. STRATEGIC PLANNING ELEMENTS, FUNCTIONS, ROLES, AND RESPONSIBILITIES. The FAA Strategic Plan identifies long-term goals and objectives to support the agency's mission. Long term is defined as 5 years or longer. The planning process assists the Administrator and top management to shape annual performance goals and formulate budget requirements. There are six components in the process. When used sequentially, they form an annual integrated management process. All components, and especially evaluation, can also be invoked as needed to respond quickly and efficiently to surfacing issues and changing environments.

a. Planning Formulation. Each year, API will consult with FAA senior management on whether the Strategic Plan should be revised. API will then develop a recommended planning process, presented as a schedule of events. Upon the Administrator's approval, the process will be issued as memoranda.

b. Strategic Planning. The Administrator's senior management team, assisted by API and with involvement by all FAA organizations, will form the future vision and direction of the agency, interpret the FAA mission as stated in legislation and Department requirements, and set general goals, objectives, and priorities for FAA.

(1) Environmental Scan. The process will include a review of current and future airport, air traffic, safety, and security requirements and performance, coordinated by APO. Line organizations are responsible to participate in that review, as will staff organizations including Associate Administrator for Aviation Safety (ASY) and the Office of Performance Management (APF). Information will be solicited from FAA employees and in accord with provisions of the Paperwork Reduction Act of 1995, the aviation, space, and transportation communities. This information will be presented to the Administrator's senior management team prior to strategic decisionmaking.

(2) Strategic Decisionmaking. The Administrator's senior management team shall set the strategic direction reported in the Strategic Plan. APO shall coordinate, staff, support, and arrange for facilitation of a process for strategic decisionmaking by the Administrator's senior management team.

(3) Preparation of Plan Document. APO shall document, publish, and distribute the plan.

(4) Plan Review and Approval. APO shall develop and the Administrator's senior management team shall approve a process to gain comments on the draft plan from within FAA and, as appropriate, from the aviation, space, and transportation communities, the Department, OMB, Congress, and other entities. APO shall coordinate execution of the review process. The Administrator's senior management team and the Administrator shall approve the Strategic Plan.

c. Support Planning and Plan Integration. FAA line and staff organizations shall set goals, objectives, programs, projects, milestones, and performance measures to provide products and services that achieve targeted outcomes in support of Strategic Plan goals and objectives. These will be

presented in a variety of organizational and program plans called support plans because they support each other and the FAA Strategic Plan. The Strategic Plan, in turn, shall support departmental planning.

(1) FAA Performance Plan. APF shall coordinate preparation of an annual FAA Performance Plan that meets requirements of GPRA.

(2) Plan Relationships and Integration. Each support plan shall describe relationships with other major plans. Offices will provide APO an opportunity to review drafts of major support plans prior to publication and offer suggestions, as appropriate, on the draft plan's relationship to FAA's mission, the Strategic Plan and its goals, and other FAA plans. FAA organizations will keep APO apprised of their major planning activities.

(3) Use of Plans. APO shall solicit recommendations from FAA organizations on milestones to be incorporated into the Administrator's annual Performance Agreement with the Secretary of Transportation. Plan developers shall send at least two copies of each completed plan to APO for inclusion in a Planning Library, which shall be available to all FAA planners. APO shall also maintain and periodically distribute a current directory of FAA plans.

(4) Planning Coordination. Staff planners from each line of business shall meet intermittently. The purpose will be to increase communication across organizations to share information about planning matters and plan content. APO will schedule meetings of agency planners for this purpose.

d. Resource Planning and Allocation. Each FAA organization shall develop annual budgets that include resources needed to implement support plan requirements. Completed program, acquisition, and budgetary requirements shall be submitted to the Office of Financial Services (ABA) as required by that office. Budgets should provide information on resources needed to achieve FAA goals.

e. Plan Implementation. Once budgets are approved, plans must be adjusted in view of available resources. Plans are then implemented through FAA's operational processes, supported by its personnel and acquisition systems.

f. Evaluation and Reporting. Assessing performance and review of internal and external factors will tell FAA whether it is achieving its goals or is off-course, why, and corrections needed.

(1) Performance Reviews. Periodic performance reviews shall be conducted as specified by the Administrator on progress achieving FAA strategic goals and objectives. APO shall staff and coordinate the reviews as necessary.

(2) Evaluation. APO shall ensure that the FAA Strategic Plan shall include, as required by GPRA, a description of the program evaluations used in establishing or revising general goals and objectives, with a schedule for future program evaluations. Guidance for evaluations, which are essential to FAA plans and programs, are contained in FAA Order 1800.2G, Evaluations, Appraisals, and Staff Studies.

(3) Communicate with Aerospace Community. FAA shall communicate with the aerospace community at least annually on progress toward Strategic Plan goals and future plans. APO shall prepare and distribute an annual progress report and arrange a conference with the aerospace community, public representatives, and FAA senior management to discuss FAA's performance and plans.

1800.13D

(4) Report to the Department. APO, on behalf of FAA and in coordination with appropriate FAA organizations, shall report to the Department on progress implementing the FAA Strategic Plan, the Administrator's annual Performance Agreement with the Secretary of Transportation, and other Department strategic planning initiatives.

Jane F. Garvey
Administrator