



A C S Commitment to Security

Federal Aviation Administration

**Civil Aviation Security
Strategic Plan**

2001-2004

April 2001

Preface

Industry growth, new technologies, and an evolving terrorist threat create tremendous challenges for FAA civil aviation security (ACS) and the aviation industry. Projections indicate that demand for airport and air carrier passenger services will increase approximately 50 percent in the next decade, and cargo will increase approximately 80 percent over the same time period. Ensuring optimal security and safety for the flying public will depend upon the FAA and industry maintaining a candid, respectful, and mutually responsive business relationship. In addition, to keep pace with world events, the FAA must develop a more security-minded culture to protect its employees and facilities. Finally, external competition will require that FAA become an employer of choice to attract and retain the best possible workforce. This plan will ensure that we overcome these challenges.

The Civil Aviation Security Strategic Plan, along with the Explosives Detection Systems Program Deployment Plan and the National Aviation Research Plan, will be our guide over the next few years as we work to enhance the security of the national aerospace system. Because the security environment is dynamic, this plan will remain a work in progress and continually evolve to meet the aviation community's needs. I ask that every FAA and industry employee join with me to maximize the security and safety of the flying public.

Michael A. Canavan
Associate Administrator for
Civil Aviation Security

FAA Mission

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

Office of Civil Aviation Security (ACS) Mission

Ensure and promote a secure and safe civil aviation system.

ACS Vision

*Recognized as the world leader in civil aviation security --
identifying and countering aviation-related threats to U.S. citizens worldwide.*

Values

Mission-focused

- Preventing attacks on the U.S. civil aviation system
- Preventing fatalities related to the transport of dangerous goods and cargo
- Ensuring the security of the increasing numbers of passengers and goods moving through the aviation system
- Deploying critical technologies to all U.S. airports

High-performing

- Developing a dedicated, high-performing team
- Ensuring a model work environment that provides employees the tools, training, and resources they need to succeed
- Taking pride in what we do
- Valuing and respecting our people
- Developing and maintaining information systems and technologies to analyze and examine trends in ACS work programs
- Making timely information-driven decisions
- Measuring performance and holding people accountable
- Being innovative and embracing constructive change
- Working together effectively across the entire organization as “One ACS”

Dedicated

- Working constantly to improve external communications
- Committing our best to our customers and stakeholders
- Working with industry to meet the security demands of the flying public

Guiding Principles

To succeed in our mission, we believe that:

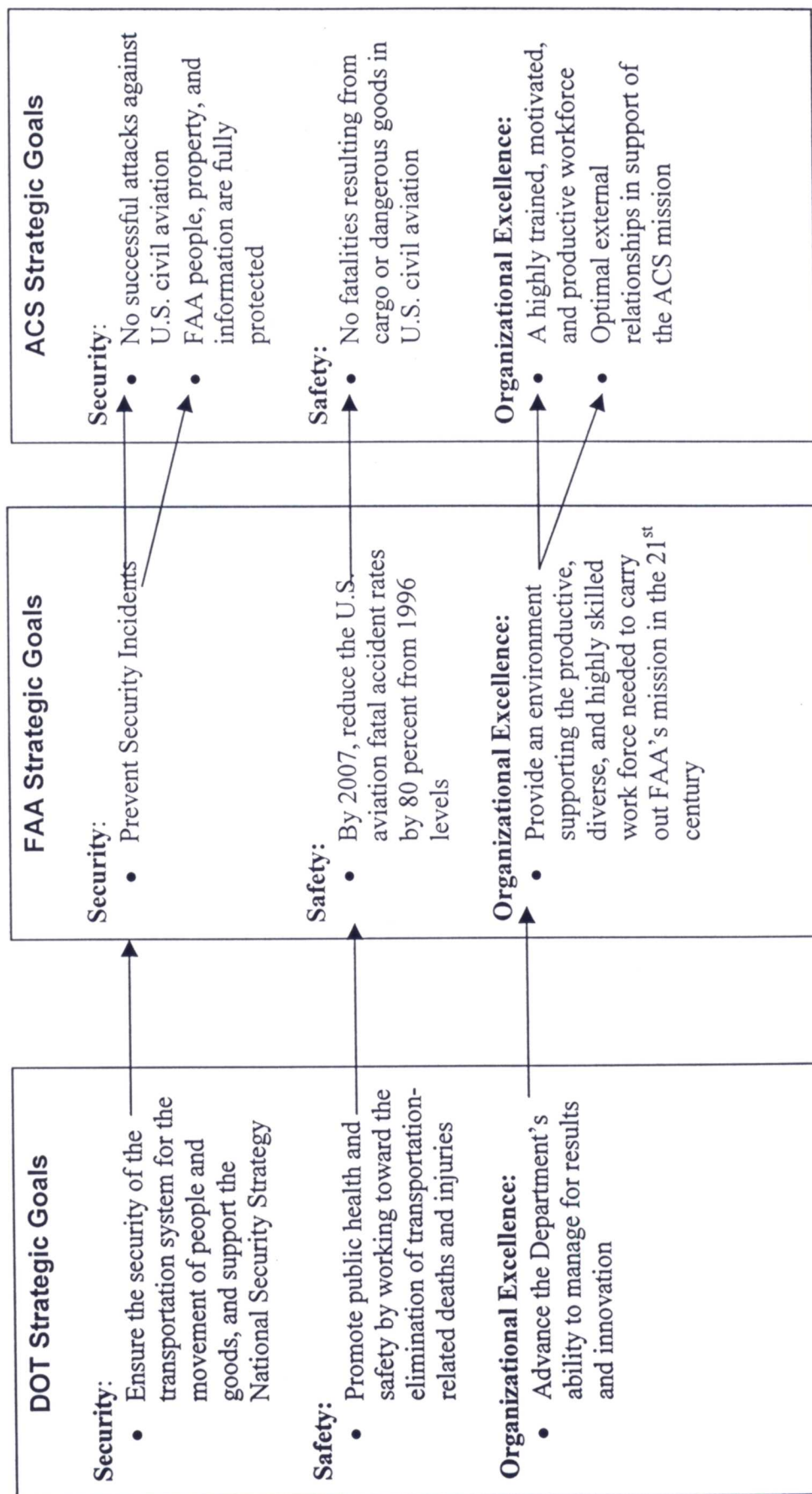
- Mission, people, and their families come first
- Loyalty is a two-way street
- Simple is good
- Integrity is non negotiable
- Disagreement does not equal disrespect
- Everyone will be treated with respect and dignity
- We can learn from our mistakes
- Flexibility is a sign of a high-performing organization
- All employees are accountable
- We can overcome all challenges
- Communication is critical to success

Department of Transportation

Federal Aviation Administration

Office of Civil Aviation Security

Strategic Goals



Strategic Focus Area #1

Airport and Air Carrier Security

Goal: No successful attacks against U.S. civil aviation

Key Results:

Increase the probability of preventing deadly and dangerous objects from getting on aircraft by:

- Meeting performance targets for checked baggage and checkpoint screening
- Meeting performance targets for deployment and use of certified explosives detection systems (EDS)
- Meeting performance targets for access control requirements
- Achieving 100% EDS-screened and/or positive passenger baggage match (PPBM) origination to destination for all required checked bags.
- Ensuring zero aviation incidents as a result of mishandling/misinterpretation of available threat information

Key Strategies:

- Identify threats and vulnerabilities
- Deploy and ensure effective use of equipment
- Fully train FAA agents
- Establish standards and ensure screener training
- Develop and deploy new technologies for improved equipment performance
- Test, measure, and improve system performance and compliance
- Sustain mandates of the International Security and Development Cooperation Act of 1985
- Ensure effective crisis management response to incidents
- Ensure Federal Air Marshals are available to protect U.S. air carriers on selected high-risk routes
- Ensure certified explosive detection canine teams are available at major U.S. airports
- Ensure preparedness to effectively manage crises that may occur

Airport and Air Carrier Security 2001 Action Plan:

Action	Lead	Date
1. Initiate fingerprint rule.	ACP/ACO	1/01
2. Develop EDS low-use increase program.	ACP/ACO	1/01
3. Develop and prioritize R&D projects.	ACP	2/01

4. Issue final rules and begin implementation of: • 107/ 108 – Airport/Air Carrier Security Checked Baggage Within the U.S. • Screening Company Certification Rule	ACP/ACO ACP/ACO ACP/ACO	2/01 4/01 5/01
5. Develop and deploy the initial 200 FAA-developed images for the Threat Image Projection (TIP) library.	ACP	4/01
6. Issue Proposed Screening Company Standard Security Program.	ACP/ACO	5/01
7. Develop Initial Classroom Screener 40-hour Training.	ACP	5/01
8. Develop draft walk-through metal detector calibration standards.	ACP	8/01
9. Develop system architecture for new technologies.	ACP	6/01
10. Complete development of information system for industry criminal records checks	ACS-80	7/01
11. Purchase, deploy and install 24 EDS, 100 Trace. Install 500 TIP Ready X-Ray.	ACP/ACO	9/01
12. Develop a smaller cheaper EDS prototype.	ACP	11/01
13. Special Emphasis Areas: • Access Control Compliance • Positive Passenger Baggage Match (PPBM) • Security Checkpoint Testing • Background History & Employment Audits • Advanced Technology	ACO	Quarterly

Strategic Focus Area #2

Dangerous Goods and Cargo Security

Goal: No fatalities resulting from cargo or dangerous goods in U.S. civil aviation

Key Results:

- Decrease in number of declared and undeclared dangerous goods incidents per million revenue ton miles
- Better educated public, industry, and carriers
- Meet performance targets for cargo shipments accepted by couriers and air carriers

Key Strategies:

- Target education and outreach based on trends and high risk commodities
- Conduct unannounced multi-agency inspections of major dangerous goods transportation areas (HAZSTRIKES)
- Develop new technology for examining cargo
- Develop and field-test automated cargo profiles
- Promote foreign government national cargo security program enactments where needed
- Increase dangerous goods awareness of the traveling public
- Fully train FAA agents

Dangerous Goods and Cargo 2001 Action Plan:

Action	Lead	Date
14. Develop and implement targeted outreach plan.	ACO	Ongoing
15. Analyze dangerous goods/cargo incidents, test results, and inspection results for trends.	ACO	Ongoing
16. Examine and prioritize ACS dangerous goods and cargo security resource needs for FY-03 budget.	ACO	3/01
17. Validate "top ten" problem areas.	ACO	8/01
18. Conduct four HAZSTRIKES.	ACO	9/01
19. Conduct pilot cargo security and dangerous goods inspection programs to educate foreign governments	ACO	10/01
20. Develop a web-based data collection and analysis system.	ACS-80	01/02
21. Field-test automated cargo profiling system.	ACP	12/02
22. Develop a strategy together with the Research and Special Programs Administration to address improvements to dangerous goods packaging standards	ACO	12/01

Strategic Focus Area #3

Internal FAA Security

Goal: FAA people, property, and information are fully protected

Key Results:

- Process 100% of the received FAA employees' and contractors' initial and recurrent background checks within established deadlines
- Complete 100% of facility security assessments within established deadlines
- Secure 100% of ACS information systems
- Ensure no compromises of classified and sensitive security information
- Complete 100% of investigations in a timely manner – responsive to management needs
- Complete 100% of Accountability Board investigations on time

Key Strategies:

- Identify FAA employees who require periodic updates
- Design and implement a better process to identify and audit contractor background checks
- Ensure that all required assessments, comprehensive inspections, and supplemental inspections are completed on schedule to facilitate facility accreditation
- Identify critical information that needs to be classified and protected
- Educate workforce on how to handle classified and sensitive security information
- Maintain enough quality investigators to do the job
- Complete investigations in a timely fashion that allows management to take appropriate action
- Fully train FAA agents

Internal FAA Security 2001 Action Plan:

Action	Lead	Date
23. Complete FAA background checks.	ACO	Quarterly
24. Publish FAA order on contractor security.	ACP	3/01
25. Communicate and implement Office of Inspector General (OIG) Memorandum of Understanding regarding criminal investigation.	ACO	2/01
26. Revise and update: • Investigation guidance to agents • FAA order on investigations (Order 1600.38B) • Investigations Handbook (Order 1600.20) • Training on investigations	ACO ACP ACP ACS-70	3/01 9/01 12/01 2/02

27. Revise and update classified and sensitive information security guidance.	ACP	9/01
28. Develop and implement classified and sensitive security information education program.	ACO	7/01
29. Develop and implement an information system for background checks.	ACS-80	4/02
30. Complete Assessment Phase of Mission Critical System.	ACS-80	10/01
31. Complete facility assessments and necessary follow up assessments.	ACO	In accordance with inspection schedule

Strategic Focus Area #4

People

Goal: A highly trained, motivated, and productive workforce

Key Results:

- Accomplish the ACS Strategic Plan and all program goals on time
- Maintain a well-trained, well-equipped, and highly motivated ACS workforce
- Cultivate highly effective ACS leaders who foster open communication, teamwork, and a spirit of "One ACS" throughout the organization

Key Strategies:

- Monitor and measure accomplishments of ACS program goals
- Establish an effective employee recognition program
- Understand better the cost of doing security activities (cost accounting)
- Provide appropriate technical training, and executive, managerial, and professional development for employees
- Address EEO, hotline, and accountability complaints in timely manner
- Eliminate prohibited personnel practices and hold managers accountable
- Institutionalize processes to integrate headquarters and field (eliminate barriers between headquarters elements and between headquarters and field)

People 2001 Action Plan:

Action	Lead	Date
32. Rollout ACS Strategic Plan to workforce.	All Managers	2/01
33. Develop and implement ACS training plan.	ACS-70	5/01
34. Develop and implement ACS program evaluation strategy including performance measures. • Strategy • Performance measures	ACS-40	2/01 4/01
35. Develop and implement ACS employee awards and recognition program.	ACS-60	3/01
36. Implement Labor Distribution Reporting/Cost Accounting.	ACS-80	12/01

Strategic Focus Area #5

External Relationships

Goal: Optimal external relationships in support of the ACS mission

Key Results:

- Improve communications with Congress
- Improve communications and working relationship with industry
- Improve relations with foreign governments and international organizations evidenced by worldwide recognition of ACS leadership and increased influence of regional international aviation security organizations
- Improve communications with the Department of Transportation (DOT) Office of the Inspector General (OIG)
- Improve communications with the Office of Management and Budget (OMB) and other key stakeholders
- Improve communications with industry by increasing the flow of threat-related information

Key Strategies:

- Perform quarterly briefings to key congressional staffs and committees and DOT
- Organize site visits and demonstrations for key congressional staffs and committees and DOT
- Initiate vigorous joint testing program with industry
- Expand industry collaboration in research and development of advanced security technologies
- Continue active participation with the International Civil Aviation Organization (ICAO), European Civil Aviation Conference (ECAC), Latin American Civil Aviation Commission (LACAC), Asia Pacific Economic Cooperation (APEC), and African Civil Aviation Commission (ACAC) on civil aviation security development issues and processes
- Support ICAO training and audit initiatives worldwide
- Recognize regional international organizations by continued/increased ACS expert participation
- Recognize value of OIG and General Accounting Office (GAO) findings through continued implementation of corrective actions
- Continue our role as the world leader in aviation security through Department of State Anti-Terrorism Assistance Program (ATAP) and the International Training Service Center
- Provide additional threat presentation material and classified threat briefings to industry

External Relationships 2001 Action Plan:

Action	Lead	Date
37. Identify and schedule key briefings with key stakeholders.	ACP	Ongoing
38. Identify and schedule site visits and demonstrations with key stakeholders.	ACO	3/01
39. Implement joint testing program.	ACO	3/01
40. Continue/increase ACS participation in international organizations, seminars, and training.	ACS-30/ AMA-700	3/01
41. Initiate continuous review of past/present OIG findings for compliance.	ACS-10	7/01
42. Provide a classified threat briefing to cleared personnel at 20 high-risk airports and provide more threat-related information for industry trainers.	ACI	9/01

Strategic Plan Diagram

The diagram below depicts the flow down from the FAA mission through the security organization's mission, goals, and key results.

