Appendix-II
DOT Top Management Challenges FY-2016

1) Addressing the Increasing Public Safety Risks Posed by the Transportation of Hazardous Materials

Overview: One of the Department's missions is to protect people and the environment from the risks of hazardous materials transportation. As such, the Pipeline and Hazardous Materials Safety Administration (PHMSA), Federal Aviation Administration (FAA), and Federal Railroad Administration (FRA) work continuously to find new ways to reduce the risk of fatalities, injuries, environmental and property damage, and transportation disruptions. However, vulnerabilities in the various modes of hazardous materials transportation remain, and our work shows that to best address safety concerns, the Department will need to focus on meeting congressional mandates, leveraging programs that can promote sound operating practices, and enforcing safety regulations.

Federal Aviation Administration (FAA)

In FY 2016, FAA plans to enhance the effectiveness of the Hazardous Materials Voluntary Disclosure Reporting Program (HM VDRP) through program oversight, training, and adequate guidance by:

- Completing revisions to the HM VDRP Advisory Circular 121-37 that will:
    - inform air carriers of the information to provide FAA by outlining the criteria for sufficient evidence of completion of comprehensive fixes and self-audits;
    - close HM VDRP cases only after such evidence is provided and verified;
    - include tracking at Headquarters to verify that HM VDRP submissions being addressed by FAA Regions are consistent with policies and AC 121-37; and
    - require field offices to enter data from HM VDRP cases into FAA's Aviation Hazmat Portal (AHP) database, and verify that detailed information on these cases are also entered into the AHP database, until HM VDRP submissions can be entered into the AFS VDRP system (see below).

- Working with FAA's Flight Standards Service (AFS) on modifying AFS's VDRP system to enable HM VDRP data to be integrated into AFS's VDRP system, in lieu of developing a separate automated system or external web portal for HM VDRPs.

- Combining HM VDRP data with data from other sources, such as inspections, when analyzing air carrier hazmat activities for safety risks.

- Continuing to familiarize/train FAA Regions on HM VDRP requirements through discussion and participation in the drafting of HM VDRP policies and AC 121-37 revisions, and provide WebEx briefings following final approval of those policies and AC 121-37 revisions.

Federal Railroad Administration (FRA)

The Federal Railroad Administration (FRA) manages a broad, comprehensive, and extensive safety program to reduce accidents, casualties, loss of property, and threats to the environment. Part of FRA's safety program is enforcing the Pipeline and Hazardous Materials Safety Administration's (PHMSA) regulations for hazardous materials transported by rail. Our proactive efforts to promote the safe rail transportation of hazardous material has reduced the rate of non-accident releases of hazardous material by almost 38 percent—from 1.08 in fiscal year 2011 to 0.67 in fiscal year 2014. These results are especially noteworthy because the tonnage of hazardous material shipped by rail increased almost 75 percent during the same time period.

While this progress is encouraging, more can and should be done to keep the transportation of hazardous materials by rail safe. That is why FRA is pursuing new technologies, such as positive train control and electronically controlled pneumatic brakes, and urging railroads and shippers to build stronger safety cultures.

As noted in our recent Fiscal Year 2015 Enforcement Report, https://www.fra.dot.gov/Elib/Document/1558, we are raising penalty amounts to increase the consequences for regulated entities that violate safety requirements. In FY 2015, FRA closed civil penalty cases for approximately 75 percent of initial assessments—the highest settlement percentage in the history of FRA's enforcement program.

We are currently assessing our new workload, and related resource requirements, arising from enactment of the Fixing America's Surface Transportation Act (FAST Act). FRA will address the hazardous material provisions we are responsible for taking into account ongoing activities and OIG recommendations.

Pipelines and Hazardous Waste Safety Administration (PHMSA)

In 2015, PHMSA issued a final rulemaking titled, "Hazardous Materials: Enhanced Tank Car Standards and Operational Controls for High-Hazard Flammable Trains", which addressed NTSB recommendations for defining "high-hazard flammable trains" (HHFT); established speed, braking, and routing requirements; adopted safety improvements in tank car design standards; and created a sampling and classification program for unrefined petroleum-based products. Building on this progress, in FY 2016, PHMSA plans to do the following:

- PHMSA is working expeditiously with the Office of the Secretary and Office of Management and Budget to publish the Notice of Proposed Rulemaking (NPRM) entitled, "Hazardous Materials: Oil Spill Response Plans and Information Sharing for High-Hazard Flammable Trains." PHMSA expects the NPRM will be published in June 2016.

- PHMSA will begin implementing the rulemakings, studies and reports to Congress in the FAST Act. The Act includes programmatic changes for Office of Hazardous

Materials Safety (OHMS), most with very strict timelines. OHMS has and continues to work closely with its modal partners to establish an implementation strategy for success.

- In addition, OHMS has developed an action plan to clearly communicate the FAST Act requirements, roles, and responsibilities to staff and managers. We have already completed two items that were required within 30 days of the FAST Act's enactment—withdrawal of the wetlines rulemaking and an update to Congress on the status of the Oil Spill Response Plan rulemaking.

- In addition, we are focusing on the following FAST Act Provisions:

  - Phasing out all DOT 111 Tank Cars used to transport Class 3 Flammable Liquids; requiring ½-inch thermal blankets for DOT 117R Tank Cars;
  - requiring top fitting protection for DOT 117R Tank Cars;
  - implementing additional reporting requirements to capture DOT 117R retrofitting progress;
  - establishing requirements for real-time emergency response information for all hazardous materials;
  - requiring railroads to provide information to State Emergency Response Commissions on HHFT movements; issuing and continuing to report on rulemaking to expand requirements for Oil Spill Response Plans;
  - conducting a Hazardous Materials by Rail liability study;
  - studying and testing electronically-controlled pneumatic brakes;
  - reporting on crude oil characteristics research study;
  - working with GAO to study acceptance of classification examinations;
  - waiving compliance with hazardous materials regulations for national emergency and disaster response;
  - improving the effectiveness of planning and training grants; improving publication of special permits and approvals;
  - enhancing reporting through posting a Biennial Report on the Department's Website;
  - and establishing community safety grants.

2) *Integrating Unmanned Aircraft Systems Safely Into the National Airspace System*

Overview: Unmanned Aircraft Systems (UAS) technology is rapidly advancing, with analysts predicting that as much as $93 billion will be invested in the technology worldwide over the next decade. However, safely integrating UAS into the National Airspace System (NAS) presents a significant challenge for the Federal Aviation Administration (FAA)—in part because unmanned aircraft vary widely. Given the industry's rapid expansion, Congress included in the FAA Modernization and Reform Act of 2012 multiple steps FAA must take to safely integrate UAS

into the NAS. As FAA works to meet this goal, it must address technological and regulatory challenges while ensuring that safety remains the top priority.

Federal Aviation Administration (FAA)

- Continue to participate in and guide the development of industry consensus of technology standards for integration of UAS into the NAS
  - RTCA Special Committee (SC) 228 development of Minimum Operational Performance Standards (MOPS)
    - Target dates:
      - September 2016 – Publication of Command and Control (C2) MOPS
      - December 2016 – Publication of Detect and Avoid (DAA) MOPS
- American Society for Testing and Materials (ASTM) development of industry consensus standards for design, production and qualification of UAS and control stations
  - Target date: On-going
- International Civil Aviation Organization (ICAO) Remotely Piloted Aircraft Systems (RPAS) Panel development of Standards and Recommended Practices (SARPS) amendments to the Annexes to the Convention on International Aviation
  - Target date: March 2018
- Joint Authorities for the Rulemaking of Unmanned Systems (JARUS) development of technical, safety, and operational standards
  - Target date: On-going
- Publication of the final Small UAS Rule
  - Target date: Late Spring 2016
- Upgrade existing UAS events tracking database to incorporate increased levels of automation and analytical capability
  - Target date: On-going
- Publication of updated Aviation Safety Inspector (ASI) oversight guidance
  - Target date: Spring 2016
- Develop and implement an electronic registration system for small UAS, including the ability to register commercial aircraft.
  - Target date: June 2016

3) Adopting Effective Practices for Managing FAA Acquisitions

Overview: The Federal Aviation Administration (FAA) faces several key challenges in its efforts to provide effective contract and acquisition management, a critical element in ensuring the success and long-term viability of its many programs and systems. FAA continues to award high-dollar contracts without fully addressing and mitigating risk in the acquisition planning and contract award stages, often resulting in large cost overruns and delays in system implementation. Failure to address and mitigate risk in major aviation system contracts could

significantly delay the implementation of FAA's Next Generation Air Transportation System (NextGen), as many of these acquisitions are central to FAA's plans to transition to a more reliable, efficient, and modern aviation system.

Federal Aviation Administration (FAA)

The FAA is poised to successfully meet the challenge of managing our major acquisitions. The FAA's Acquisition Management System (AMS) provides a solid framework for using the best methods and approaches to structure our major acquisitions to effectively manage cost, schedule, and risk associated with the acquisition. Provided in our AMS is a framework for testing our products prior to taking delivery and paying a vendor, as well as user acceptance testing prior to implementing a system into a production environment. The AMS calls for a thorough review of all of the risks and the cost estimates for major acquisitions prior to making an investment decision, and before awarding a contract. We will continue to employ these methods and build upon the solid foundation that we have established, and intend to adopt changes to the AMS in 2016 that allow us to more effectively manage risk associated with major acquisitions. The areas that will be addressed with the changes to the AMS are:

- Market Analysis – No later than April, 1, 2016
- Cost & Price Methodology - No later than April, 1, 2016
- Chief Financial Officer Requirements - No later than April, 1, 2016

4) *Enhancing NHTSA's Efforts to Identify and Investigate Vehicle Safety Defects*

Overview: The National Highway Traffic Safety Administration (NHTSA) plays a key role in improving the safety of the Nation's highways by setting and enforcing motor vehicle safety performance standards, investigating safety defects, and conducting research on driver behavior and traffic safety. Large-scale recalls from automotive manufacturers—such as recent ones involving a faulty General Motors ignition switch—highlight the safety risk posed by vehicle safety defects and have prompted reviews of how NHTSA can improve its processes for identifying and investigating defects. Sustained focus on fully implementing such recommendations will be essential to the Department's highway safety efforts.

National Highway Transit Safety Administration (NHTSA)

In FY 2016, NHTSA will implement a multi-faceted plan to strengthen its Office of Defects Investigations and address the 2015 OIG Audit Recommendations. Key elements of the initiative will focus on developing and implementing:

- A method for assessing and improving the quality of early warning reporting data to help identify potential issues;

- A quality control process to help ensure complaints are reviewed thoroughly and within a specified timeframe;

- Updated standardized procedures for identifying, researching, and documenting safety defect trends that consider additional sources of information beyond consumer complaints, such as special crash investigation reports and early warning data.

- A consumer outreach campaign to promote greater awareness of how to file a complaint, on the information they should include in their complaints, and encouraging greater compliance with recall campaigns. Toward that end, NHTSA has already implemented several steps:

  o NHTSA convened a "Retooling Recalls" workshop on April 28, 2015, that brought together leading transportation officials, automotive industry representatives, safety advocates and researchers to examine the reasons for low recall repair rates, options for improving the process, and boosting consumer compliance with recalls.

  o On January 21, 2016 NHTSA launched a new public awareness campaign, Safe Cars Save Lives, which urges consumers to check for open recalls at least twice a year and to get their vehicles fixed as soon as parts are available. The campaign encourage consumers to get into the habit of checking their vehicle identification number (VIN) twice a year at a minimum using NHTSA's free VIN look up tool. The campaign also includes a suite of safety videos to help inform consumers on how to check their VINs, how recalls and investigations work, and information on what every car owner should know.

  o NHTSA also issued an Advance Notice of Proposed Rulemaking on January 21, 2016, that seeks to identify additional ways to notify vehicle owners, purchasers and dealers of safety-related defects and noncompliance issues. For more information, see Advanced Notice of Proposed Rulemaking.

5) *Improving Oversight of Highway and Transit Infrastructure Programs and Expediting Project Delivery*

Overview: DOT receives over $50 billion in Federal dollars annually to fund projects to build, repair, and maintain the Nation's surface transportation system. DOT remains committed to strengthening its oversight for highway, rail, and transit projects to maximize Federal investments. As part of this effort, it must enhance its risk-based oversight of projects and grant controls, fully implement Moving Ahead for Progress in the 21st Century Act (MAP-21) requirements to improve performance management and project delivery, and continue to exercise vigilant oversight over Hurricane Sandy recovery projects. At the same time, DOT must address longstanding deficiencies with the Nation's highway and bridge systems and move forward effectively with a new tunnel safety program.

Federal Transit Administration (FTA)

I. Improving Oversight of Highway and Transit Infrastructure Programs and Expediting Project Delivery

- FTA is developing a Program Oversight Findings Management Standard Operating Procedure that builds upon existing standard operating procedures. It will specify the manner in which grantee deficiencies are preliminarily identified, vetted with subject matter experts, recorded, followed up on, and resolved.

- The Triennial Review Standard Operating Procedure has been updated to enhance the consistency of the process across all regions and contractors. The standard operating procedure update process incorporated input from contractors, regional staff, and subject matter experts.

- Review guides are utilized by all contractors and regions to carry out program oversight reviews in a consistent manner. The guides are updated regularly by FTA review program managers and subject matter experts.

- A Performance and Quality Assurance division within the Office of Program Oversight is being established. The new division will provide quality assurance services for program oversight data and activities in order to enhance consistency and quality across all regions and contractors.

- FTA has strengthened its annual grantee program oversight needs assessment. Grantees are assessed in nine distinct subject areas and a centralized process for finalizing program oversight review selections promotes the efficient and effective allocation of resources.

II. Implementing Tools to Provide Effective Oversight of Emergency Relief Funds

In just over 2 years following Hurricane Sandy, the FTA has successfully implemented its new Public Transportation Emergency Relief Program and Disaster Relief Appropriation Act (DRAA) of 2015. During this period, FTA:

- Completed damage assessments with the affected agencies.

- Allocated approximately $9.3 billion—including $3.6 billion allocated through a competitive process.

- Established a Memorandum of Agreement with the Federal Emergency Management Agency.

- Published an Interim Final Rule and Final Rule on the Emergency Relief Program requirements.

- Published an Emergency Relief Program manual.

- Implemented a robust grant review process for the DRAA funds.

- Implemented a risk-based oversight approach with heightened scrutiny for the DRAA funds, including examining risks associated with each grantee and every grant or project.

Currently, 100 percent of funds for emergency response and recovery, and 76 percent of allocated recovery and rebuilding funds, have been obligated. Of this $4.38 billion, approximately 20 percent has been disbursed.

Moving forward, FTA plans to:

- Update and implement enhanced review processes for Emergency Relief Program grants.

- Establish formal criteria and documentation requirements for assigning ratings of low, medium, and high risk.

- Update and implement enhanced controls for our existing regular reviews of Emergency Relief Program grants.

Federal Highways Administration (FHWA)

I. Fully implementing MAP-21 performance management and project delivery requirements and initiatives

- As required by MAP-21, FHWA began collecting element level data for National Highway System (NHS) bridges in April 2015 and will continue to do so annually.

- FHWA will continue to provide targeted assistance to States experiencing National Bridge Inspection Standards compliance issues in specific program areas. The goal of the assistance is to provide technical and programmatic strategies that will expedite planned improvement activities. FHWA will also continue to deliver training on element-level bridge inspection to bridge owners upon request.

- FHWA will continue with its rulemaking efforts to update the National Bridge Inspection Standards regulations as required by MAP-21. The update will address risk-based bridge inspection intervals, national certification of bridge inspectors, the reporting of bridge inspection critical findings, and other improvements to the regulations.

- For bridges not on the NHS, MAP-21 required FHWA to evaluate the cost-effectiveness, feasibility, and benefits of element-level bridge inspection data collection and reporting. FHWA will complete this study and submit the report to Congress upon its completion.

- FHWA will include a summary of the cost to replace and rehabilitate structurally deficient bridges as part of FHWA's required bridge and tunnel inventories report to Congress by early 2016.

II.   Strengthening Risk-Based Oversight of Projects and Financial Controls

In order to strengthen financial controls over major projects, FHWA will utilize resources such as financial plan statistical forms to ensure the review and acceptance of a major project's initial financial plan before authorizing Federal funds construction.

FHWA will also develop and implement controls to ensure that all Division Offices follow the agency's financial plan and project management plan guidance when overseeing major projects. FHWA will also strengthen project management guidance by defining what would trigger a project management plan update and requiring periodic, documented assessments of States' implementation of their project management plans.

   In order to expedite project closeout while strengthening oversight in accordance with new 2 CFR 200 requirements, FHWA will:

1) Establish a new required field for the project agreement end date in FMIS 5.0, in accordance with uniform guidance, by June 2016, and

    2) Issue updated funds management guidance by December 2016 which will include:

- project closeout best practices for monitoring and managing projects
- guidance for closing projects and the requirements to monitor and manage projects
- 2 CFR 200 references and a standard definition for the project agreement end date

6) Removing High Risk Motor Carriers from the Nation's Roads

Overview: Maintaining the integrity of its safety programs is a top priority for the Department, and our criminal investigations bolster these safety efforts by identifying and prosecuting the most egregious violators of DOT regulations. A longstanding concern is reducing motor carrier fatalities and better enforcing related safety regulations. Since fiscal year 2010, we have opened 138 investigations involving motor carrier safety. Criminal and civil prosecutions through the Department of Justice send a strong message to companies and individuals who evade DOT regulations or consider regulatory penalties "the cost of doing business." Our safety investigations have identified challenges for the Federal Motor Carrier Safety Administration (FMSCA) as it seeks to remove unsafe motor carriers from the Nation's highways.

Federal Motor Carriers Safety Administration (FMSCA)

- FMCSA's Safety Measurement System (SMS) uses motor carrier data from roadside inspections, reportable crashes, and investigations to prioritize motor carriers for safety interventions and identify the highest risk carriers before crashes occur. FMCSA has kept some 220 potentially dangerous motor carriers off the highway since 2012, using its new record consolidation rule. The rule prevents truck and bus companies from using the

FMCSA registration process to escape poor safety records by enabling the Agency to legally merge the records of affiliated or reincarnated motor carriers that are still operating with out-of-service orders and other safety histories of carriers in the agency's databases.

- FMCSA's Utility for Risk Based Screening and Assessment (URSA) screens applications for reincarnated/chameleon carriers. The URSA algorithm will be integrated with the Unified Registration System (URS) which will begin a phased implementation in FY2016 in accordance with the recent FMCSA Federal Register Notice. A standalone prototype of URSA is operational and it is the intent of the Agency to begin screening all new applications (not just Household Goods and Passenger Carriers as we do now) for reincarnated/chameleon behavior beginning in 2nd Quarter of FY2016.

7) *Protecting the Department against More Complex and Aggressive Cyber Security Threats*

Overview: Recent attacks on public and private sector information systems, carried out by increasingly well-funded and organized attackers, have significantly damaged the national and economic security interests of the United States. DOT uses more than 450 information systems to conduct business and operate some of the Nation's most critical transportation systems. Many of these systems have data that are of potential interest to hackers. Effective contingency planning along with resolving longstanding vulnerabilities will be critical to reduce the risk of catastrophic cybercrime and maintain continuity of the Department's vital systems in the event of a malicious attack.

Key Challenges
• Minimizing system disruptions through effective contingency planning and testing
• Overcoming longstanding cybersecurity vulnerabilities
• Deterring insider threats

DOT- Minimizing Systems Disruptions
The Department is committed to cybersecurity as a leading priority, and has already taken action to improve the security posture of the agency and address known weaknesses, including:

- Partnering with the Department of Homeland Security and General Services Administration through the Federal Continuous Diagnostics and Mitigation (CDM) program to acquire and deploy enterprise-wide security solutions to detect, assess, report upon, and facilitate the correction of assets and security weaknesses;
- Leveraging existing and new authorities to develop and implement a shared services strategy that moves the agency towards broader use of more secure, more resilient common infrastructure services, and which provide secure platforms to which business owners can migrate existing business applications, or create new business applications;
- Recruiting new management and technical personnel with the experience and skills needed to improve DOT's security posture and improve DOT's IT infrastructure;

- Investing in enhancements to DOT data center hosting capabilities and enterprise network that will support the migration of agency business systems from less resilient sites to the more resilient facilities, and, consistent with the DOT FDCCI plans, permit the agency to retire sub-optimal installations and apply any savings to the enterprise solutions;
- Continued investment in a DOT-wide capability and shared service that supports the integration of strong authentication – using DOT-issued PIV cards and similar tokens – into agency mission and business systems, permitting those systems to benefit from the stronger security associated with the PIV card;

DOT-Deterring Insider Threats

The Department agrees that insider threats can be potentially damaging to the agency, and as such, collaborates with the Office of Management and Budget and other responsible agencies in the development of programs and capabilities to detect and respond to these threats. Examples of this collaboration include:

- Mandating the required use of strong authentication for network and system access via the DOT-issued PIV card, and similar identity cards issued by the Department of Defense (CAC) and other Federal agencies, achieving 97% mandatory usage for regular, unprivileged users across the agency;
- Commitments by the DOT CIO and DOT CISO to support and work with DHS on the acquisition of CDM Phase 2 and Phase 3 capabilities that will provide identity management, behavioral analytics, and other tools to detect and respond to insider threats on agency networks;
- Acquisition of enterprise services to support Phishing exercise services as part of the DOT cybersecurity awareness training program to both test the response of DOT personnel to simulated phishing attacks, and to provide instructional reinforcement on the identification and avoidance of phishing attacks;
- Partnering between the DOT CISO and the Office of Intelligence, Security, and Emergency Response to support DOT Insider Threat program operations, and development of capabilities;

Maritime Administration (MARAD)
- MARAD has improved tracking of security vulnerabilities and timely resolution, increased the use of enterprise infrastructure, and now mandates all Headquarters users and all elevated users at the United States Merchant Marine Academy (USMMA) to use Personal Identifiable Verification (PIV) cards to meet the requirements of the Homeland Security Presidential Directive 12 (HSPD 12).
- MARAD will provide additional cyber security training and awareness in FY 2016 to help ensure users are better informed to prevent security incidents, and report incidents as they occur in a timely manner for immediate resolution.
- MARAD will work to improve IT optimization in FY 2017 for improved operating environment, infrastructure, and monitoring for addressing cyber security needs in Headquarters and USMMA.

- MARAD will continue to work to have all USMMA users meet the HSPD 12 requirement to enhance security, increase efficiency, reduce identity fraud, and protect personal privacy information.

Federal Aviation Administration (FAA)

- The FAA will establish a centralized function for managing multiple aspects of Air Traffic Control operational contingency planning, including policy and oversight within the Air Traffic Organization (ATO).

- The FAA will develop and implement Air Route Traffic Control Center (ARTCC) airspace divestment plans to meet new 90% efficiency targets during contingency operations.

8) *Developing and Sustaining an Effective and Skilled DOT Workforce*

Overview: The people who work for the Department are its most vital asset in maintaining a safe and vibrant transportation system. Maintaining an effective and skilled workforce in an evolving and more fiscally constrained environment will present a significant challenge to the Department's leadership. Our work continues to highlight DOT's efforts to use its resources wisely and identify a number of areas where the Department can make improvements to support the hiring, development, placement, and performance of its workforce

Federal Highways Administration (FHWA)
As a result of FHWA's Strategic Workforce Assessment, FHWA has changed several training and staffing practices including:

- updating the Discipline Support System, notably transitioning sponsorship for disciplines as well as creating new disciplines
- developing a Leadership Development Program
- concentrating Tier 2 technical assistance/technical deployment activities with the Resource Center
- establishing a new Performance Management Implementation Coordination function within the Resource Center
- changing the Alternative Duty Location program, and
- creating guidance for hybrid positions.

In addition, the Office of Human Resources completed and distributed the FHWA Annual Workforce Plan, which enables the development of individual office plans by providing an example and guidance. FHWA will hold discussions with individual offices to discuss issues including workforce planning.

Maritime Administration (MARAD)

- MARAD has initiated a Knowledge Management Team to strengthen knowledge transfer among employees.

- MARAD has established and is implementing a Position Enrichment and Realignment (PEAR) initiative to better position the organization for future mission requirement by building a highly effective pipeline for leadership positions.
- MARAD will continue to operate a robust training program, including internal and external training and tuition assistance, to further the skills of the workforce.

Federal Aviation Administration (FAA)

- The AIR Aircraft Certification Office (ACO) Staffing Model is in the process of expanding to include the Boeing Aviation Safety Oversight Office (BASOO). The inclusion of the Boeing Office in FY 2016 will provide additional workload drivers to increase the model's capability to forecast AIR ACO and Boeing Office staffing required to support ODA oversight. AVS will review the updated model results with the inclusion of the Boeing Office by June 2016.

- AVS will review and analyze the new ODA Labor Distribution Reporting (LDR) codes and reporting processes for individual ODA oversight activities by June 2016. The analysis will enable potential adjustments to be made in the alignment of LDR hours consumed and work activities accomplished before the end of the fiscal year.

- The AIR ACO ASTARS Model provides staffing forecast for employees in the current year, one year out and two years out at the National and Directorate levels. The model's information is used by management officials at the National and Directorate Levels to assist in the determination of resource allocations.

- Because the aviation environment is dynamic and subject to industry fluctuations in size, location, type of work conducted, and project complexity and volume – AVS/AIR management officials will continue to require the capability to determine staffing locations based on prioritized demands for services within the current fiscal year as well for future workload requirements.