



**Federal Aviation  
Administration**

## INTERNATIONAL AVIATION

*Federal Aviation Administration*

***Fiscal Year 2007 Business Plan***



# 2007 API Business Plan

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## 2007 API Business Plan

The Federal Aviation Administration (FAA) Assistant Administrator for International Aviation (API), in cooperation with FAA stakeholders, has developed the FY 2007 API Business Plan in support of the agency's FY 2007 Flight Plan International Leadership Goal.

The FY 2007 API Business Plan is comprised of four Performance Targets:

**Aviation Safety Leadership:** While the worldwide commercial accident rate has improved over the past decade, the rate is higher in certain markets with significant future growth. API will cooperate with key international partners to ensure the highest levels of safety and efficiency in the global system.

**GPS-Based Technologies:** Expand the use of GPS technologies to improve safety of flight operations and optimize efficiencies. API will cooperate with key international partners to implement the concepts of the Next Generation Air Transportation System (NextGen).

**Bilateral Safety Agreements:** Conclude agreements that will facilitate an increase in the ability of key partners to exchange aviation products, services, and technologies with the United States. API will help negotiate and conclude agreements bilaterally and multilaterally.

**External Funding:** Increase funding to support aviation safety and infrastructure programs. API will conduct outreach efforts to obtain funding from the US government, multilateral development banks, and industry.

To achieve these Performance Targets and the initiatives and activities that support them, the Business Plan will complete key projects and programs with bilateral partners that cross four geographic regions, the International Civil Aviation Organization (ICAO), and other regional and multilateral organizations. The projects include preparing the agency for the ICAO Safety Oversight Audit scheduled during the first quarter of FY 2008; expanding FAA presence and leadership in the Middle East, China, India, and the Americas; supporting Presidential Safety Programs in Africa, Afghanistan, Iraq, and the Caribbean; and working with key partners and organizations, such as Japan, Mexico, and the European Community to enhance global safety and capacity. In addition, API will seek to identify sources of funding to support aviation

infrastructure development and capacity building throughout the world.

The work plan, as outlined below, includes descriptions of each Performance Target and associated Initiatives and Activities, as well as Activity Targets that will be achieved during FY 2007.

### International Leadership

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The United States is the largest contributor of technical and financial support to ICAO, which represents 189 of the world's civil aviation authorities.

While the worldwide air accident rate has improved over the last ten years, the rate is higher in parts of the world where major growth is forecast to occur over the next century. In this environment, API must work with our international partners to be able to ensure that the flying public is able to travel as safely and efficiently abroad as at home.

A more detailed description of each objective and its supporting initiatives and performance targets follows:

#### Flight Plan Performance Target:

##### Aviation Safety Leadership

Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011. FY07 Target: Assist China in implementing at least seven of the mutually agreed upon safety enhancements to China's aviation system in FY 2007. This supports China's efforts to reduce fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012.

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##### Strategic Initiative: Aviation Safety Oversight Relationships

Provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation organizations in Asia and the

Americas.

**Strategic Activity: Support COCESNA/ACSA**

Strengthen aviation safety oversight in Central America through a close partnership between the FAA and the Central American Corporation for Air Navigation Services (COCESNA) and the Central American Agency for Aviation Safety (ACSA). Enable COCESNA/ACSA States to reach greater compliance with ICAO safety standards through training and technical assistance through the end of 2007.

**Targets:**

Activity Target 1: Negotiate technical assistance and training agreements during 2nd and 3rd qtrs as necessary for the Honduran and Guatemalan CAAs to meet ICAO standards by the end of FY 2007.

**Strategic Activity: Middle East Civil-Military Cooperation**

Host bilateral meetings with three States to enhance awareness for greater cooperation, interoperability and communication between civil and military aviation authorities.

**Targets:**

Activity Target 1: Develop reporting format by 2nd qtr. Establish a baseline of operational incidents by 4th qtr of FY 2007.

**Strategic Activity: Support the Regional Cooperation System for Operational Safety Oversight (SRVSOP)**

Strengthen aviation safety oversight in Latin America by forging a lasting partnership between the FAA and the SRVSOP. Enable SRVSOP States to reach greater compliance with ICAO safety standards through training and technical assistance by FY 2010.

**Targets:**

Activity Target 1: Negotiate technical assistance agreements on a bilateral basis to continue the sustainability of ICAO standards for SRVSOP States during 2nd, 3rd, and 4th qtrs in FY 2007 and coordinate Lines of Business (LOB) participation in the 2007 SRVSOP meetings, which are not yet scheduled.

**Strategic Activity: Middle East Outreach**

Work in partnership with Middle East civil aviation officials to promote specific safety goals.

**Targets:**

Activity Target 1: Work with the LOBs to develop a comprehensive strategic plan for the region by the end of the 3rd qtr of FY 2007 and implement plan during 4th qtr of FY 2007

**Strategic Activity: New FAA Office in Latin America**

FAA will work with Department of State (DOS) and pertinent US Embassy in Latin America to establish a new office. FAA will obtain new position and office approvals, secure an office site, and make arrangements as necessary.

**Targets:**

Activity Target 1: Open new FAA office by 4th qtr FY 2007. Interim milestones: request DOS approval by 1st qtr FY 2007; secure office space by 4th qtr FY 2007; deploy FAA personnel by 4th qtr FY 2007.

**Strategic Initiative: Presidential Safety Programs**

Implement civil aviation safety programs to support the Administration's initiatives.

**Strategic Activity: East African Community (EAC) Civil Aviation Regulations**

Under the Safe Skies for Africa (SSFA) Initiative, FAA will continue to provide technical assistance and training to the Kenya CAA, Tanzania CAA, and Uganda CAA to assist in the development of civil aviation regulations (CARs) and technical guidance materials that conform to ICAO standards.

**Targets:**

Activity Target 1: Assure completion of legal review of the EAC Partner States civil aviation regulations by March of FY 2007.

Activity Target 2: Support Flight Standards (AFS-50) in conducting two technical assistance activities to assist the EAC Partner States in developing technical guidance materials by September FY 2007.

**Strategic Activity: East African Upper Flight Information Region**

Support the EAC States as they progress in developing a strategic plan for a Unified Upper Flight Information Region (UFIR).

**Targets:**

Activity Target 1: Identify individuals and funding sources for the project kick-off meeting by January of FY 2007.

**Strategic Activity: Regional Aviation Safety Oversight System (RASOS) in the Caribbean**

Improve safety oversight in the Caribbean by providing RASOS with technical and legal expertise to develop self-sufficiency as a regional entity by FY 2008. Enable RASOS States to reach greater compliance with all ICAO standards through training and technical assistance by FY 2011.

**Targets:**

Activity Target 1: Provide project management support during the 1st through 4th qtrs and identify additional funding sources by the end of September 2007.

**Strategic Activity: Afghanistan/FAA Comprehensive Assistance Plan**

API will work with USG agencies and other donors to provide FAA technical assistance in Afghanistan.

**Targets:**

Activity Target 1: Begin implementation of the technical assistance program funded by the \$25 million transfer from the United States Agency for International Development (USAID) in 1st qtr of FY 2007.

**Strategic Activity: Iraq Technical Assistance**

Work with the LOBs to provide technical assistance necessary to support the Department of Transportation (DOT) mission in Iraq.

**Targets:**

Activity Target 1: FAA Civil Aviation Assistance team will provide technical assistance and program management to

Iraq in coordination with other donors as requirements are identified during 1st through 4th qtr of FY 2007.

**Strategic Activity: FAA Academy's SSFA FY 2007 Training Plan**

Secure funding and coordinate with the FAA Academy in the implementation of the FY 2007 Safe Skies for Africa Training Plan (based on previously completed training needs assessments in the areas of safety oversight, air traffic management, instructor training, and aviation management).

**Targets:**

Activity Target 1: Develop agreements, secure funding, and resources for training to four SSFA countries by September FY 2007.

**Strategic Activity: EAC Regional Safety Oversight Organization**

Work with Flight Standards (AFS-50) and the Office of the Chief Counsel (AGC) to provide continued support for the development of a regional safety oversight organization within the East African Community.

**Targets:**

Activity Target 1: Develop an agreement and identify resources to provide technical assistance and training to assist the EAC Partner States in developing a regional safety oversight surveillance work plan by September 2007.

**Strategic Initiative: Government Industry Partnerships**

Support creating government-industry partnerships to help transfer aeronautical products, services, and technologies to key developing regions.

**Strategic Activity: US - India Aviation Cooperation Program (ACP)**

The ACP, in cooperation with the Government of India, will develop a proposal to launch a project for submission to US Trade and Development Agency (USTDA).

**Targets:**

Activity Target 1: Submit proposal within 3 months after signature of Memorandum of Understanding (MOU).

**Strategic Activity: US - China Aviation Cooperation Program (ACP)**

The ACP, in cooperation with the General Administration of Civil Aviation of China (CAAC) and the Air Traffic Management Bureau (ATMB), develop an agree to set of measurements to determine the effectiveness of the joint government/industry ACP.

**Targets:**

Activity Target 1: Draft set of measurements by the end of 2nd qtr of FY2007, prepare final set of measures by end of 4th qtr FY 2007.

**Strategic Initiative: Safety Agenda**

Establish coordinated safety agendas throughout the world to improve aviation safety.

**Strategic Activity: India Joint Aviation Steering Group**

In cooperation with the lines of business, develop a Joint Steering Group framework for the cooperative prioritization of mutually agreed activities developed after the signature of the Memorandum of Agreement (MOA).

**Targets:**

Activity Target 1: Draft framework three months after signature of the MOA.

**Strategic Activity: Japan Flow Management Program**

API's Asia-Pacific Branch will work with the Air Traffic Organization (ATO) to identify and establish a plan for the exchange and development of Flow Management Initiatives with Japan.

**Targets:**

Activity Target 1: Hold first planning meeting with the Japanese Civil Aviation Bureau (JCAB) during 1st qtr of FY 2007.

Activity Target 2: Develop joint action plan by end of 2nd qtr of FY 2007.

Activity Target 3: Begin training and implementation planning by end of 4th qtr of FY 2007.

**Strategic Activity: FAA Metrics for China**

In cooperation with the lines of business,

develop a prototype set of FAA-wide metrics to measure the effectiveness of the FAA's financial investment in key countries.

**Targets:**

Activity Target 1: Draft China set by the end of 1st qtr of FY 2007; final China set for a one-year test period prepared by the end of 3rd qtr FY 2007.

**Strategic Initiative: Reduce Differences With ICAO SARPs**

Reduce the number of filed U.S. differences with the ICAO Standards and Recommended Practices (SARPs) and provide leadership in developing new SARPs, including those associated with the ICAO Universal Safety Oversight Audit Program (USOAP) review of the U.S. in FY 2008.

**Strategic Activity: FAA Benchmark Report of Differences with ICAO Standards and Recommended Practices (SARPs)**

While the FAA prepares for the USOAP audit, API will coordinate with all appropriate lines of business and stakeholders to produce a separate, stand-alone report identifying the FAA-wide catalog of differences with ICAO SARPs.

**Targets:**

Activity Target 1: Prepare an interim report by the end of the 3rd qtr of FY 2007.

Activity Target 2: Prepare a benchmark report by the end of the 4th qtr of FY 2007.

**Strategic Activity: Identify target SARP differences to eliminate or modify**

In coordination with the ATO and other LOBs and stakeholders, API will continue the process of prioritizing identified SARP differences based upon their impact to the safety and capacity objectives of the flight plan.

**Targets:**

Activity Target 1: Prepare an interim report of differences by the end of the 3rd qtr of FY 2007.

Activity Target 2: Prepare report of differences by the end of the 4th qtr of FY 2007.

**Strategic Activity: USOAP under the Comprehensive Systems Approach**

(1) Continue pre-audit preparations from the FY 2006 plan, (2) Execute on-site audit

activities for the ICAO USOAP audit of the US, and (3) plan for post-audit activities.

**Targets:**

Activity Target 1: Prepare MOU between ICAO and the USG and return to ICAO for signature by the end of October 2006.

Activity Target 2: Provide progress report to FAA management by 3rd qtr of FY 2007.

Activity Target 3: Final report completed by audit date of October 2007.

**Strategic Initiative: Foster International Environmental Standards**

Work at ICAO to foster international environmental standards, recommended practices, and guidance material adopted by ICAO are technically feasible, economically reasonable, provide a measurable environmental benefit and consider interdependencies between various emissions and between emissions and noise.

**Strategic Activity: Promote a strong aviation environmental policy**

API will work with Environment and Energy and Airports to educate ICAO, European Union (EU), and Committee on Aviation Environmental Protection Member States on US emissions and noise mitigation activities and to develop strong working relationships with the European Civil Aviation Conference (ECAC) and other European specialists.

**Targets:**

Activity Target 1: By December 2006, develop a strategy to encourage ICAO compliance of EU legislation to extend the EU Emissions Trading Scheme to civil aviation.

**Strategic Activity: Demonstrate US Best Environmental Practices**

Encourage the adoption of recommended environmental practices by international aviation authorities through visits and briefings at US airports and FAA facilities to learn about US environmental programs.

**Targets:**

Activity Target 1: By May 2007, identify delegations for visits to the US.

Activity Target 2: By August 2007, API will work with Environment and Energy to conduct two visits by international delegations for this activity.

Activity Target 3: By September 2007, arrange a series of meetings with Government and Industry organizations in the US for 2 participants in the International Visitor Leadership Program.

**Strategic Initiative: Support ICAO**

Provide U.S. technical participation and leadership in ICAO meetings to achieve U.S. objectives.

**Strategic Activity: Global Strategy for ICAO Regional Programs**

API will track and monitor all ICAO regional programs, FAA's participation in ICAO regional meetings, and analyze current FAA reporting mechanisms to increase the effectiveness of internal communications in aligning US objectives.

**Targets:**

Activity Target 1: Analyze current FAA reporting mechanisms to increase the effectiveness of internal communications in aligning US objectives by the end of the 2nd qtr of FY 2007.

Activity Target 2: Deliver an interim report on regional meetings by the end of the 3rd qtr and the final report by the end of the 4th qtr of FY 2007.

**Strategic Activity: Manage the ICAO Panel Coordination Group**

API will host quarterly meetings of all ICAO panel members to be chaired by the US Air Navigation Commissioner.

**Targets:**

Activity Target 1: Host quarterly meetings of all ICAO panel members to be chaired by the US Air Navigation Commissioner. These meetings are tentatively planned for December 2006, March 2007, June 2007, and September 2007. Plan meeting agendas and notify participants two weeks prior to each quarterly meeting.

**Strategic Activity: 36th ICAO Assembly**

Prepare and coordinate the USG delegation and positions for the 36th ICAO General Assembly.

**Targets:**

Activity Target 1: Hold delegation preparation meetings throughout FY 2007.

Activity Target 2: Provide mid-term progress report by the 3rd qtr of FY 2007.

Activity Target 3: Prepare US Delegation and coordinate agenda by the end of the 4th qtr of FY 2007.

**Strategic Activity: Increase Executive Awareness of ICAO**

Support the efforts of the Air Navigation Commissioner to increase the level of awareness of ICAO's mission and functions via executive-level training courses and briefings.

**Targets:**

Activity Target 1: By the end of the 2nd qtr of FY2007 develop a preliminary list of subjects to be included as part of the executive training courses.

Activity Target 2: By the end of 4th qtr of FY2007, develop a final list of subjects to be included as part of executive training courses.

**Strategic Initiative: Aviation Authority Creation**

Provide technical assistance and training in creating at least four regional aviation authorities or organizations capable of meeting globally accepted safety and efficiency standards.

**Strategic Activity: Regional Safety Seminar for Commonwealth of Independent States (CIS) Region**

Support Flight Standards in the development and delivery of a seminar for the CIS Region, under the auspices of the ICAO-sponsored Regional Flight Safety Training Advisory Centre, on the development of regional safety oversight organizations.

**Targets:**

Activity Target 1: Reach agreement on seminar agenda by 2nd qtr of FY 2007 and hold seminar during 3rd qtr of FY 2007.

**Strategic Initiative: Increase ICAO Recruitment**

Increase recruitment of qualified U.S. technical personnel to fill positions at ICAO.

**Strategic Activity: FAA/ICAO Fellowship Program**

API will work with the Office of Communications to recruit FAA personnel for short-term, fellowship assignments to ICAO.

**Targets:**

Activity Target 1: Submit the names of three candidates by the end of December 2006.

Activity Target 2: Fellows in place at ICAO by the end of April 2007.

**Strategic Activity: Recruit US technical personnel for ICAO**

API will increase recruitment of qualified US technical personnel to fill positions at ICAO. 1. Participate as member of API International Operations Staff's Return Rights Working Group to provide policy guidance. 2. Through the fiscal year, work with US Mission and Department of State (DOS) to identify positions that may become vacant at ICAO. 3. Attend inter-agency meetings to report out on FAA efforts in this area and learn what DOS is doing as lead agency. 4. Work with the Office of Communications to announce and disseminate current ICAO vacancies through FAA employee communication vehicles such as FAA today, FAA Focus and AOA Highlights.

**Targets:**

Activity Target 1: Begin the promotion of the recruitment of additional US personnel to ICAO during the 1st qtr of FY 2007.

Activity Target 2: Recruit one additional US recruit by the end of the 4th qtr of FY 2007 to serve in a key ICAO position.

**Strategic Initiative: Promote FAA Recommendations and Policies**

Strategically influence international aviation safety, capacity, and efficiency by promoting FAA recommendations and policies at key international venues.

**Strategic Activity: Promote FAA Policies and Programs**

API, in cooperation with the LOBs, will identify international venues during FY 2007 where FAA has the opportunity to promote its policies and programs to influence counterpart organizations concerning the safety, capacity, and efficiency of the global aviation system.

**Targets:**

Activity Target 1: Identify, in collaboration

with the LOBs, two events during FY 2007 where FAA is able to promote its policies and programs and influence key counterparts. Provide report by the 2nd qtr of FY 2007.

## **Flight Plan Performance Target:**

### **GPS-Based Technologies**

By FY2011, expand the use of Next Generation Air Transportation System (NextGen) performance-based systems to five priority countries. FY07 Target: 1

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#### **Strategic Initiative: Optimize Efficiencies**

Improve global interoperability and harmonization of systems, concepts, automation tools, and operational procedures in support of future seamless global operations.

##### **Strategic Activity: Promote harmonized implementation of performance based navigation in the Western Hemisphere**

Continue to promote the harmonized implementation of performance based navigation standards and procedures in the Western Hemisphere.

##### **Targets:**

Activity Target 1: Work through the ICAO-sponsored Planning and Implementation Regional group (GREPECAS) Performance Based Navigation Task Force on the development of a harmonized regional approach for the implementation of performance based navigation procedures throughout FY 2007.

#### **Strategic Initiative: NextGen Global Harmonization IPT**

Develop and implement an international strategy to support the NextGen Global Harmonization IPT and work with civil aviation and interagency partners to implement the strategy.

##### **Strategic Activity: International Next General Air Transportation System (NextGen) Collaboration**

Provide support to the Joint Planning and Development Office (JPDO) and the ATO to

enable the development and management of international steering groups established for NextGen cooperation and initiate other appropriate activities that promote the international acceptance of NextGen.

##### **Targets:**

Activity Target 1: Provide staff support to the JPDO by staffing the Global Harmonization Integrated Product Team Deputy Director position beginning 1st qtr of FY 2007.

Activity Target 2: Work with JPDO and ATO to support existing international NextGen steering groups and finalize charters for each one by 2nd qtr of FY 2007.

Activity Target 3: Identify new events or demonstrations that would advance NextGen technologies and concepts in the international aviation community by September 2007.

## **Flight Plan Performance Target:**

### **Bilateral Safety Agreements**

Conclude at least eight (new or expanded) bilateral safety agreements that will facilitate an increase in the ability to exchange aviation products and services by FY 2011. FY07 Target: 3

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#### **Strategic Initiative: EU and EASA Partnership**

Establish an effective partnership with the European Union and EASA to ensure the highest level of cooperation for aviation safety and an efficient exchange of products, services and technologies.

##### **Strategic Activity: US-European Union (EU) Safety Agreement**

Conclude and sign the US-EU Aviation Safety Agreement.

##### **Targets:**

Activity Target 1: Initiate by March 2007 coordination process with DOS to ratify and sign US-EU agreement text .

Activity Target 2: Conclude the process by June 2007 for signature of agreement by September 2007

**Strategic Initiative: Bilateral Agreements**

Negotiate and conclude bilateral agreements for safety, certification, and approval systems that enable technology transfer with global aviation partners.

**Strategic Activity: Korea Bilateral Safety Agreement (BASA) Executive Agreement (EA)**

Develop agreed BASA EA language for Korea's submission through its legislative approval process.

**Targets:**

Activity Target 1: Present draft BASA by end of 2nd qtr of FY 2007

Activity Target 2: Conclude BASA final language by the end of 4th qtr of FY 2007.

**Strategic Activity: Japan BASA Executive Agreement (EA)**

Develop agreed BASA EA language for Japan's submission through its legislative approval process.

**Targets:**

Activity Target 1: Develop final BASA language by the end of 1st qtr of FY 2007.

**Strategic Activity: BASA Executive Agreement with Mexico**

API will work with Aircraft Certification and DOS to conclude a BASA with the Mexico Civil Aviation Authority by September 2007.

**Targets:**

Activity Target 1: Initiate BASA language discussions with Mexico during 1st qtr of FY 2007 .

Activity Target 2: Conclude BASA by the 4th qtr of FY 2007.

**Strategic Initiative: Global Harmonization**

Seek global harmonization of fractional ownership regulatory policy.

**Strategic Activity: Fractional Ownership**

Continue to work with European Civil Aviation Conference (ECAC) on fractional ownership issues as they arise.

**Targets:**

Activity Target 1: Participate and provide meeting summary reports back to the

LOBs and DOT on ECAC Fractional Ownership Task Forces progress on a quarterly basis during FY 2007.

**Flight Plan Performance Target:**

**External Funding**

Secure a yearly increase in international aviation development funding to strengthen the global aviation infrastructure. Achieve a 100% increase of the FY 2007 baseline target of \$12 million in \$3 million annual increments for an FY 2011 target of \$24 million. FY07 Target: \$12M

**Strategic Initiative: Promoting External Funding**

Increase international aviation development funding to strengthen the global aviation infrastructure.

**Strategic Activity: Managing Funding Initiatives and Outreach Efforts**

Increase levels of external funding for international aviation infrastructure projects by coordinating the agency's funding initiatives and conducting outreach activities that influence sources of funding.

**Targets:**

Activity Target 1: By December FY 2007, develop new funding initiatives program to ensure sustained funding for existing projects by the end of FY 2007.

Activity Target 2: Represent FAA on the Committee on International Aviation Safety and Security throughout FY 2007.

Activity Target 3: Produce two information events for external funding organizations by the 3rd and 4th qtrs of FY 2007.

**Core Business Measure:**

**Executive Direction and Operational Support Delivery**

Provide executive direction and support to all API activities and agency-wide coordination and support of FAA's international program.

**Core Business Function: Executive Direction and Operational Support**

Encompasses the activities of the corporate management of API-1, API-10, and API-20, AEU, APC, AWH, and administrative office support and logistics. This function also includes the operational duties of the country specialists/desk officer not addressed in the other core business functions.

**Core Business Activity: International Operations Support**

Provide personnel, financial management, travel, and transportation support to FAA's operations in foreign areas.

**Targets:**

Activity Target 1: API will achieve a score of no less than 80% in a customer satisfaction survey measuring the provision of personnel, financial management, travel, and transportation support to FAA's operations in foreign areas.

**Core Business Activity: Support Aviation Safety's Asia Pacific Coordinated International Safety Agenda**

Director will attend Regional Coordinated Aviation Safety Program (COSCAP) Steering Group Meetings to promote FAA Commercial Aviation Safety Team (CAST) enhancements.

**Targets:**

Activity Target 1: Schedule attendance at three COSCAP meeting by end of 2nd qtr of FY 2007. Attend and report on three COSCAP meetings by the end of 4th qtr of FY 2007.

**Core Business Activity: India GPS Certification**

APC will support the ATO's efforts to work with India in developing a Wide Area Augmentation System-like certification plan.

**Targets:**

Activity Target 1: Establish implementation plan with ATO by 2nd qtr FY 2007. Provide support necessary for ATO to work with India to develop their plan for GPS certification by end of 4th qtr FY 2007.

**Core Business Activity: Western Hemisphere Outreach for NextGen**

Partner with the ATO to promote the NextGen international strategy in the Western Hemisphere in FY07.

**Targets:**

Activity Target 1: Work with the ATO to support NextGen international outreach in the region by initiating contact with two key authorities by the end of the 2nd qtr of FY 2007.

**Core Business Activity: Asia Pacific NextGen Expansion**

Through the newly established working groups with China and Japan, identify a prototype product, system or procedure with operational utility from demonstration in either of these two key Asia Pacific countries.

**Targets:**

Activity Target 1: Preliminary identification by the end of 3rd qtr of FY 2007.

**Core Business Measure:**

**New Agreement Development and Delivery**

API initiates, prepares, and executes contracts and agreements in support of the goal of International Leadership and expects to conclude 75% of agreements in this activity.

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**Core Business Function: Agreement and Contract Administration**

Develop and management of agreements and contracts to facilitate the delivery of technical assistance, training cooperative efforts and research and sale/loan of equipment to counterpart civil aviation authorities,, worldwide.

**Core Business Activity: ICAO Agreements**

Prepare, negotiate and deliver agreements with ICAO as necessary.

**Targets:**

Activity Target 1: Prepare agreements within 90 days of request for assistance and/or cooperative activities.

**Core Business Activity: General Agreements**

Prepare unscheduled technical assistance, training, and cooperative agreements as they arise during the course of the fiscal year.

**Targets:**

Activity Target 1: Prepare unscheduled agreements as required within a 90 day turnaround of when the need is identified.

**Core Business Activity: Korea Incheon International Airport Technical Assistance**

APC will plan, arrange and coordinate the third (and final) Incheon airport consultation.

**Targets:**

Activity Target 1: Upon receipt of consultants' final report from Korea Civil Aviation Safety Authority (KCASA), APC will complete arrangements for the third and final airport consultation by end 4qtr of FY 2007.

**Core Business Activity: India Technical Assistance Annexes and Appendices**

When the MOA is signed, APC will negotiate technical assistance annexes and appendices to implement US-India cooperation.

**Targets:**

Activity Target 1: Sign appropriate annexes and appendices six months after project determination.

**Core Business Activity: Colombian Airworthiness and Operational Safety**

API will negotiate new technical assistance agreements with the Colombian Civil Aviation Authority to continue the sustainability of international standards in areas of airworthiness and operational safety. These agreements are part of a continued effort to help Colombia maintain its Category 1 status under IASA.

**Targets:**

Activity Target 1: Negotiate agreements in 1st, 2nd, and 3rd qtrs. necessary for Flight Standards to assist Colombia in maintaining Category 1 status through September 2007.

**Core Business Activity: Mexican air navigation service provider, SENEAM**

API will work with the ATO and the Mexican air navigation service provider, SENEAM, to improve the flow of air traffic between the US and Mexico by the 3rd qtr of FY 2007.

**Targets:**

Activity Target 1: Initiate negotiations in 1st qtr of FY 2007 to conclude bilateral agreements to enable the successful implementation of Air Traffic Flow Management (ATFM) procedures by 3rd qtr of FY 2007.

**Core Business Activity: Russian Memorandum Of Cooperation (MOC)**

Develop two new MOCs, one for safety and one for air traffic cooperation, to replace the existing MOC with Russia.

**Targets:**

Activity Target 1: Initiate discussions in 1st qtr and draft a new MOC with the appropriate Russian organizations by 3rd qtr of FY 2007.

**Core Business Activity: Air Traffic Flow Management Cooperation with Brazil**

Establish an Enhanced Traffic Management System (ETMS) agreement with the Brazilian Department of Airspace Control (DECEA) to outline interoperability between the Brazilian Air Traffic Control Command Center (CGNA) and the FAA Air Traffic Control Systems Command Center (ATCSCC).

**Targets:**

Activity Target 1: Initiate negotiations in 1st qtr of FY 2007 and conclude an interoperability agreement with Brazil by the end of 4th qtr of FY 2008.

**Core Business Activity: Umbrella Agreement with Netherlands**

Negotiate umbrella agreement with the Kingdom of the Netherlands to enable the FAA to enter into agreements directly with the Overseas Territories (OTs) by the end of CY2007.

**Targets:**

Activity Target 1: Initiate negotiations during 1st qtr. of FY 2007 and conclude framework agreement with the Netherlands and negotiate Memorandums of

Agreement and Annexes with the overseas territories by 4th qtr FY 2007.

**Core Business Activity: Technical Assistance for the Civil Aeronautics Authority of the Dominican Republic**

Work with Flight Standards (AFS-50) and the Flight Standards Miami International Field Office (IFO) on the provision of FAA technical assistance to the Civil Aeronautics Authority of the Dominican Republic for air operator certification, airworthiness, and operations inspection.

**Targets:**

Activity Target 1: Initiate negotiations during 1st qtr of FY 2007 and conclude technical assistance appendix by 2nd qtr of FY 2007.

**Core Business Activity: Airport Certification Inspectors Workshop for COCESNA/ACSA**

Work with the Office of Airport Safety and Standards to provide an Airport Certification Inspectors Workshop for the Central American Agency for Air Navigation Services (COCESNA).

**Targets:**

Activity Target 1: Initiate contact with COCESNA during 1st qtr of FY 2007 and coordinate negotiations, agreements, and logistics for the workshop by the 3rd qtr FY 2007.

**Core Business Activity: Middle East Assistance**

Support closer ties and greater interaction between the region's CAAs and the FAA.

**Targets:**

Activity Target 1: Identify opportunities with the lines of business during 2nd qtr of FY 2007 to provide technical assistance projects with two Middle East States by 4th qtr of FY 2007.

**Core Business Activity: Middle East Safety Initiatives**

Work with LOBs to promote safety initiatives in select areas.

**Targets:**

Activity Target 1: Support review and technical assistance activities with Flight Standards (AFS-50) in Egypt and Saudi Arabia by 2nd qtr FY 2007.

**Core Business Activity: MOA with Mongolia**

Conclude MOA with Mongolia.

**Targets:**

Activity Target 1: Initiate discussions in 1st qtr and sign MOA by end of 4th qtr of 2007.

**Core Business Activity: Middle East Air Traffic Management Initiatives**

Work in partnership with Middle East civil aviation officials to promote specific safety goals.

**Targets:**

Activity Target 1: Beginning in 1st qtr of FY 2007, work with the line organizations to develop a comprehensive strategic plan for the region by the end of 3rd qtr of FY 2007.

**Core Business Activity: Technical Assistance Development**

Provide technical assistance/training to CAAs in four African States.

**Targets:**

Activity Target 1: Conclude at least three (3) technical assistance appendices for South Africa by end of 3rd qtr FY 2007.

Activity Target 2: Provide technical assistance to Nigeria CAA with funds from the USDOT Nigeria Transportation Project to assist in developing an Action Plan in response to the NCAA's November 2006 ICAO USAOP audit. Conclude technical assistance agreement for Nigeria by end of 2nd qtr FY 2007.

Activity Target 3: Invite delegation of senior management officials from the Cape Verde Civil Aviation Agency to meet with senior FAA management to discuss best practices for managing an oversight organization. Conclude technical assistance agreement with Cape Verde by end of 3rd qtr FY 2007.

Activity Target 4: Conclude technical assistance agreement with Senegal to review findings and recommendations from the April 2006 ICAO USOAP audit by end of 3rd qtr FY 2007. Identify source of funding by end of 4th qtr FY 2007 for FAA to provide continued technical assistance to the Senegalese civil aviation authority to ensure full compliance with ICAO safety oversight standards

Activity Target 5: Develop an agreement to support radar simulation training for the development of a radar simulation laboratory in East Africa by 4th qtr FY 2007.

Activity Target 6: Assist FAA Academy in conducting three training courses under the Safe Skies for Africa program by the 4th qtr FY 2007.

managed or supported by API.

**Core Business Activity: 10th Meeting of ICAO Civil Aviation Authorities of South America**

Prepare for FAA participation in the 10th meeting of the ICAO Civil Aviation Authorities of South America (RAAC/10) in Caracas, Venezuela.

**Targets:**

Activity Target 1: Prepare FAA delegation by April 2007.

Activity Target 2: Complete visit and associated follow-up activities by August 2007.

**Core Business Activity: October Safety Forum**

Provide support in planning and organization of FAA Safety Forum.

**Targets:**

Activity Target 1: Work with Aviation Safety and other lines of business in management of international participation and conduct of Forum during 1st qtr of FY 2007

**Core Business Activity: 36th ICAO General Assembly**

API will lead USG coordination and preparation of the US delegation to the Assembly led by either AOA-1 or S-1.

**Targets:**

Activity Target 1: Hold quarterly inter-agency preparation meetings during FY 2007.

**Core Business Measure:**

**Meeting and Event Delivery**

This measure is the required outcome of the core business function, Event and Program Management - API performs activities involved in the preparation of meetings and events in support of the goal of International Leadership

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**Core Business Function: Event and Program Management**

This involves all activities for the planning, preparation and implementation of special events, conferences and summits either

Activity Target 2: As lead agency, hold monthly FAA meetings to develop technical positions on agenda items during FY 2007. This also includes developing U.S. position papers on all working papers to be presented during the Assembly.

Activity Target 3: In July 2007, brief senior-level executives on their respective roles and responsibilities at the Assembly. Briefing will include the USG's major goals for the Assembly.

Activity Target 4: In August 2007, brief Chief Delegate, either AOA-1 or S-1, on their role as head of delegation and all bilateral meetings to be held during the Assembly.

Activity Target 5: In September 2007, complete briefing books and provide to US delegation.

#### **Core Business Activity: Paris Air Show**

Support executive participation at the Paris Air Show in 3rd qtr of FY 2007.

##### **Targets:**

Activity Target 1: Develop draft participation plan by 1st qtr of FY 2007.

Activity Target 2: Approve and implement plan in 2nd qtr of FY 2007 for preparing venues, briefing materials and remarks for FAA Senior Executives attending event.

#### **Core Business Activity: Dubai Air Show**

Increase FAA presence at the world's third-largest air show.

##### **Targets:**

Activity Target 1: Initiate discussions lines of business during 1st qtr of FY 2007 and draft participation plan and determine resources needed to support air show participation during 2nd qtr FY2007.

#### **Core Business Activity: ICAO General Assembly Conference**

Support preparation for the ICAO General Assembly in 4th qtr FY 2007.

##### **Targets:**

Activity Target 1: Coordinate within FAA and DOS, and also with European Civil Aviation Conference and the European Commission on Assembly papers by 1st

qtr FY 2007.

Activity Target 2: Support embassy staff in delivery of any technical demarches in advance of the conference by 1st qtr FY 2007.

#### **Core Business Activity: Russian American Air Traffic Control Cooperation**

Reinvigorate cooperative activities with the Russian Government in the area of air traffic control.

##### **Targets:**

Activity Target 1: Work closely with the ATO on the planning and implementation of a meeting in 1st qtr of FY 2007 to determine the future format for cooperation on issues related to operations within Russian airspace.

#### **Core Business Activity: Russian American Flight Standards Working Group**

Continue on-going discussions with the Russian Government on flight safety issues through the forum of the Russian American Flight Standards Working Group.

##### **Targets:**

Activity Target 1: Work closely with Flight Standards on the planning and implementation of a meeting of the Russian American Flight Standards Working Group in 2nd qtr of FY 2007.

#### **Core Business Activity: International Visitor Leadership Program (IVLP)**

Increase API use of the IVLP.

##### **Targets:**

Activity Target 1: Work with Flight Standards and DOS to identify and select Russian IVLP GA module participants by 3rd qtr FY 2007. Host visit by 4th qtr FY 2007.

Activity Target 2: Investigate details of IVLP, identify FAA program for nomination, and module development by 4th qtr FY 2007.

Activity Target 3: Host United Kingdom participants for aviation environmental module by 4th qtr FY 2007.

**Core Business Activity: European Civil Aviation Conference (ECAC)/FAA Conference**

Prepare agenda and briefing materials for FAA/ECAC meeting. Coordinate with DOS on ECAC interagency meeting.

**Targets:**

Activity Target 1: Complete briefing books by 1st qtr of FY 2007 for meeting in Washington, DC.

Activity Target 2: Complete briefing books by 3rd qtr FY 2007 for meeting in Paris.

**Core Business Activity: 13th Meeting of the North American Aviation Trilateral (NAAT/13)**

Prepare for FAA participation, led by the Administrator, in the NAAT/13 meeting in Canada.

**Targets:**

Activity Target 1: Identify agendas and schedule during 2nd qtr of FY 2007. Prepare FAA delegation briefing books by June 2007.

**Core Business Activity: Latin American Civil Aviation Commission (LACAC) Meeting**

Prepare FAA delegation for third FAA-LACAC meeting.

**Targets:**

Activity Target 1: Work with LACAC during 2nd and 3rd qtrs of FY 2007 to coordinate FAA attendance at the next LACAC Assembly during the 4th qtr of FY 2007.

**Core Business Activity: Capacity Plan for Beijing 2008 Olympics**

In cooperation with the lines of business, General Administration of Civil Aviation of China Air Traffic Management Bureau (CAAC/ATMB) and US industry, develop a plan to support China's air traffic safety and capacity for use during the 2008 Beijing Olympics.

**Targets:**

Activity Target 1: Conduct preparatory discussions by the end of 1st qtr FY 2007 for a planning meeting by the end of 2nd qtr of FY 2007.

Activity Target 2: Draft final plan by the end of 3rd qtr of FY 2007 and begin training by the end of 4th qtr of FY 2007.

**Core Business Activity: 15th Regional Aviation Safety Oversight Board (RASOS) Meeting**

Manage all FAA activity in association with the 15th meeting of the members of the Regional Aviation Safety Oversight Board. The meeting will be held in the US April 11-13 2007. FAA participation is crucial to fostering strong aviation safety oversight activity in the Caribbean basin.

**Targets:**

Activity Target 1: Coordinate with Flight Standards (AFS-50), Airports and the ATO on all planning and management of FAA participation/delegation by end of 1st qtr of FY 2007 for attendance at the meeting during the 3rd qtr of FY 2007.

**Core Business Activity: Meeting of the ICAO E/CAR/DCA/20**

ICAO has requested that the US host the 20th Eastern Caribbean Directors of Civil Aviation Meeting (E/CAR/DCA/20), to be held in Miami, Florida on December 4-7, 2006. The FAA will manage all planning and is responsible for the execution of the event.

**Targets:**

Activity Target 1: FAA will manage the preparation of all activities and work with ICAO North American Central American Caribbean Office Mexico City, FAA lines of business, and other USG agencies to support this event. All preparation activity will be completed by November 30, 2006.

**Core Business Measure:**

**Delegation Preparation**

This measure is the required outcome of the core business function, Delegation Preparation - API prepares briefing books, position papers, and country overviews on matters relating to aviation for U.S. Government Officials and Delegations

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**Core Business Function: Delegation Preparation**

API prepares briefing books, background papers, position papers, country overviews, and presentations.

qtr of FY 2007.

**Core Business Activity: 44th Asia Pacific Conference of the Directors General**

APC will plan and coordinate FAA participation at the 44th DGCA conference in China in August 2007.

**Targets:**

Activity Target 1: Hold first interorganizational planning meeting by end of 2nd qtr of FY 2007 and final interorganizational planning meeting by the end of July 2007.

**Core Business Activity: 36th ICAO General Assembly**

Prepare AOA-1 for participation in 36th General Assembly.

**Targets:**

Activity Target 1: In August 2007, hold first briefing for AOA-1 to discuss US working papers, US positions and objectives, and review AOA-1's agenda.

Activity Target 2: In September 2007, hold final briefing to discuss current developments, finalize details and provide briefing book.

**Core Business Activity: 43rd Asia Pacific Conference of the Directors General**

APC will plan and coordinate FAA participation at the 43rd DGCA conference.

**Targets:**

Activity Target 1: Continue preparations begun in 4th qtr of FY 2006. Conduct final interorganizational planning meeting by end of the 1st qtr of FY 2007.

**Core Business Activity: 20th Meeting of Directors General of Civil Aviation for the Eastern Caribbean region (E/CAR/DCA/20)**

The FAA will host the E/CAR/DCA meeting in the United States. AWH will serve as the coordinator for this meeting and will prepare the US delegation and the US positions through working and information papers.

**Targets:**

Activity Target 1: Initiate planning during 1st qtr of FY 2007 and confirm funding and location for the meeting in the US by 3rd

**Core Business Measure:**

**New Policy Development and Delivery**

This measure is the outcome of the core business function, Policy Development and Coordination - API develops and coordinates policy and procedures in support of the goal of international leadership

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**Core Business Function: Policy Development and Coordination**

This involves activities associated with the development and coordination of U.S. Aviation Policy, and API policy and procedures in support thereof. It also involves building partnerships with U.S. Government agencies and Allies, and Non-government organizations. It also encompasses API activities performed in support of the Joint Planning Development Office (JPDO), External funding and the International Civil Aviation Organization

**Core Business Activity: Interagency Group on International Aviation**

Work with the Interagency Group on International Aviation (IGIA) members and stakeholders to improve the efficiency and effectiveness of the IGIA.

**Targets:**

Activity Target 1: Conduct meetings with the IGIA points of contact and the US Air Navigation Commissioner to provide the lines of business with the opportunity to discuss with their respective counterparts issues and processes being worked within their respective organizations during FY 2007 as needed.

**Core Business Activity: US Differences on ICAO Standards and Recommended Practices (SARPs)**

Assist the LOBs in identifying and filing differences to ICAO SARPs.

**Targets:**

Activity Target 1: (1) Ongoing - During FY 2007, distribute and coordinate within the US proposed changes/amendments to ICAO Annexes within standard IGIA

timeframes. (2) Assist the LOBs in researching Standards to ICAO Annexes within 5 business days of request. (3) Discuss the filing of US differences with the IGIA points of contact and the US Air Navigation Commissioner, during scheduled quarterly meetings.

**Core Business Activity: Global Policy Issues**

Develop international policy and responses to policy issues as they arise.

**Targets:**

Activity Target 1: Develop international policy or response to policy issues as necessary during FY 2007.

**Core Business Activity: West Africa Training Initiative**

Support Flight Standards in developing a concept for providing ICAO-Endorsed GSI training COSCAP and other potential organizations in the Banjul Accord Group region of West Africa. Coordinate FAA resources towards this effort and influence external funding allocated for this objective.

**Targets:**

Activity Target 1: Develop and coordinate strategy paper and funding proposal with AGC and AFS-50 by 2nd qtr FY 2007 that identifies method for FAA to support the Banjul Accord Group COSCAP training initiative involving the following West African countries: Cape Verde, Ghana, Guinea, Liberia, Nigeria, Sierra Leone and The Gambia.

**Core Business Activity: Airspace management for the Bahamas Flight Information Region (FIR)**

Work with ATO to conclude an agreement with the Bahamian government through which the FAA can continue to control the upper airspace in the Bahamas FIR on a reimbursable basis by the end of 2008.

**Targets:**

Activity Target 1: Initiate discussions with ATO in 1st qtr of FY 2007, and work with ATO to develop and negotiate an agreement by the 4th qtr of FY 2007.

**Core Business Activity: Asia Pacific Economic Cooperation (APEC)**

APC will plan and coordinate the FAA's participation at the APEC Transportation Working Group and appropriate subsidiary experts groups.

**Targets:**

Activity Target 1: Secure FAA participation in both Transportation Working Group meetings (2nd and 4th qtrs of FY 2007), and one GNSS Implementation Team and one Aviation Safety Experts Group (AvSEG) by the 4th qtr of FY 2007.

**Core Business Activity: WAAS Reference Stations in Canada and Mexico**

Support the ATO in coordinating with Canada and Mexico on preoperational requirements for the Wide Area Augmentation System (WAAS) Reference Stations under agreements signed in 2004.

**Targets:**

Activity Target 1: Coordinate with ATO, beginning in the 1st qtr of FY 2007 to support the testing of WAAS Reference Stations in Canada and Mexico and to prepare these systems for operation by the end of 2008.

**Core Business Activity: Key AVS Activities in China**

APC will participate in bilateral meetings between FAA and CAAC Flight Standards and Aircraft Certification Departments. Based on the decisions made at the Joint Steering Group Meetings, APC will assist structuring the activities decided upon by the two leaders for the coming year which will aid Aviation Safety in meeting the target to reduce the accident rate in China.

**Targets:**

Activity Target 1: Initiate discussions during 1st qtr of FY 2007 and assist with completing logistical arrangements by end of 4th qtr of FY 2007.

**Core Business Activity: Key ATO Activities in China**

APC will participate in bilateral meetings

between FAA ATO and the CAAC ATMB. Based on the decisions made at the Joint Steering Group Meetings, APC will assist structuring the activities decided upon by the two leaders for the coming year which will aid the ATO in helping meet China's need for additional capacity and efficiency.

**Targets:**

Activity Target 1: Initiate discussions during 1st qtr and assist with completing logistical arrangements through the 4th qtr of FY 2007.

**Core Business Activity: Safe Skies for Africa (SSFA) Program Financial Management and Accountability**

Provide financial management and analytical support to the SSFA Program by maintaining a detailed history of financial transactions in efforts to provide DOT actual available funding amounts for forecasted projects. This involves reviews of new or proposed regulations, orders, laws, travel policies and procedures, and rulings to identify the impact on program project issues.

**Targets:**

Activity Target 1: Compile quarterly and as needed financial analyses, reports, and information for use by FAA/DOT/DOS staff members during FY 2007.

**Core Business Activity: Cooperation with European Aviation Safety Agency (EASA)**

Continue to maintain relationship with EASA and work on issues as they arise.

**Targets:**

Activity Target 1: Seek out opportunities for cooperation, signal early warning issues and report back to the appropriate LOBs during 4th qtr of FY 2007.

**Core Business Activity: Cooperation with European Commission**

Continue to maintain relationship with European Commission and work on issues as they arise.

**Targets:**

Activity Target 1: Seek out opportunities for cooperation, signal early warning issues and report back to the appropriate

LOBs during FY 2007.

**Core Business Activity: Civil-Military Cooperation in Latin America**

Raise awareness of benefits of cooperation, interoperability and communication among US military and civil and military counterparts in Latin America.

**Targets:**

Activity Target 1: Facilitate dialogue between Department of Defense elements and US civil aviation stakeholders during 2nd qtr to help formulate a strategy for promoting cooperation with civil aviation authorities in Latin America by the end of 4th qtr FY 2007.

**Core Business Activity: FAA Africa Strategy**

AEU-20 will work with the LOBs to develop a high level strategy for implementation of aviation safety enhancements in sub-Saharan Africa.

**Targets:**

Activity Target 1: Work with ATO, ARP, AVS, ASH, AOV to document plans to support the overall Africa strategy by 2nd qtr FY 2007.

**Core Business Activity: Fractional Ownership Harmonization**

FAA has implemented regulations for the safety oversight of fractional ownership aircraft operations and is seeking harmonization with key partners.

**Targets:**

Activity Target 1: Provide representation to ECAC and EASA meetings for the development of Fractional Ownership Operations rule to educate and advocate the basis of future decision-making to further harmonization during FY 2007.

Activity Target 2: Continue to work with ECAC and EASA on the European rule development for fractional ownership during FY 2007.

**Core Business Activity: Cooperation with African Union (AU)**

Continue to maintain relationship with AU and work on issues as they arise.

**Targets:**

Activity Target 1: Conduct at least one outreach effort with leaders of AU by 2nd qtr FY 2007.

**Core Business Activity: Cooperation with African Civil Aviation Commission (AFCAC)**

Continue to maintain relationship with AFCAC and work on issues as they arise.

**Targets:**

Activity Target 1: Conduct at least one outreach effort with leaders of AFCAC by 2nd qtr FY 2007.

**Core Business Activity: World Radio Conference (WRC) Forum**

API will assist ATO in preparing the US position for the WRC 2007 by monitoring ICAO's policies on spectrum management and coordinating the U.S. position with the International Area Offices.

**Targets:**

Activity Target 1: Work with contracting States to develop joint positions for presentations, papers, and contact 100% of the contracting States to continuously garner support for US positions. Report on contacts made on a quarterly basis through the 4th qtr of FY 2007.

Activity Target 2: Preparation and planning for invitational orders, country cables, and all logistics for ICAO personnel to attend International Telecommunication Union (ITU) WP8B and WP8D Meetings, on a quarterly basis of FY 2007, as a continuation of our partnership with ICAO under the Safe Skies for Africa program.

**Core Business Measure:**

**International Training**

Coordinate 90% of International Training requested by counterpart civil aviation authorities excluding classes cancelled by the requesting organization or country.

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**Core Business Function: International Training Programs**

FAA International Training Programs provide training to counterpart civil aviation authorities

and others to improve the safety and efficiency of global aviation systems.

**Core Business Activity: Safety Technology Training**

The ITS and AMA-800 will coordinate and deliver training to assist countries in the use of safety technologies.

**Targets:**

Activity Target 1: The ITS and AMA-800 will arrange for the delivery of in-country safety technology to at least (3) three countries identified in the FY 2007 Business Plan. (Note: Countries identified by LOBs and API Geographic Regions)

**Core Business Activity: BASA Training**

The ITS and AMA-800 will coordinate and deliver training to assist countries to conclude BASAs with the US.

**Targets:**

Activity Target 1: The ITS and AMA-800 will arrange for the delivery of in-country BASA-related training to at least (2) two countries identified in the FY 2007 Business Plan. (Note: Countries identified by LOBs and API Geographic Regions)

**Core Business Activity: FAA Safety Training**

Assist in increasing the number of countries that meet ICAO safety oversight standards and maintaining those safety standards.

**Targets:**

Activity Target 1: Conduct at least (6) six flight safety courses at the FAA Academy in FY 2007.

**Core Business Activity: FAA System Maintenance Training**

Assist countries to develop a maintenance certification program modeled on the US system to improve and enhance their maintenance capabilities of ground-based aviation systems and equipment.

**Targets:**

Activity Target 1: Conduct at least (4) four Airway Facilities courses at the FAA Academy in FY 2007.

**Core Business Activity: Future Air Navigation Systems (FANS) Training**

Assist countries in the adoption/implementation of FANS and the use of satellite-based technologies.

**Targets:**

Activity Target 1: Conduct at least (3) FANS or Procedure for Air Navigation Services (PANS) OPS courses at the FAA Academy in FY 2007.

**Core Business Activity: ATC Quality Assurance Training**

Assist countries to develop air traffic quality assurance programs to improve the safety and efficiency of air traffic control systems.

**Targets:**

Activity Target 1: Conduct at least (4) four air traffic management courses at the FAA Academy in FY 2007.

**Core Business Activity: Train-the-Trainer Training**

Assist CAA aviation training centers to improve their instructor knowledge and skills base, course curriculum/lesson plans, training partnership, and standardization of training.

**Targets:**

Activity Target 1: Conduct at least (1) one instructor development course in FY 2007.

**Core Business Activity: Management Training**

Assist countries in the training and development of managerial and non-managerial personnel to lead and manage organizations.

**Targets:**

Activity Target 1: Conduct at least (2) two leadership/management courses in FY 2007.

**Core Business Activity: FAA Safety Training Programs**

The International Training Secretariat (ITS) and Airports and International Training Division (AMA-800) will coordinate and deliver training to assist countries in meeting international standards for aviation safety oversight.

**Targets:**

Activity Target 1: The ITS and AMA-800 will arrange for the delivery of in-country training to at least (8) eight countries identified in the FY 2007 Business Plan. (Note: Countries identified by LOBs and API Geographic Regions)

**Core Business Activity: FAA English Language Training Initiative**

Assist countries to meet 2008 ICAO English language proficiency requirements.

**Targets:**

Activity Target 1: During FY 2007, the ITS and AMA-800 will (1) arrange the delivery of English language training to at least (6) six foreign civil aviation organizations; (2) provide technical assistance to at least (2) two foreign civil aviation organizations establishing their own English language training programs; and (3) arrange at least (1) one outreach program to encourage civil aviation organizations to implement English language training programs to meet ICAO standards.

**Core Business Activity: Aviation and Space Education Outreach**

Work in collaboration with the Aviation and Space Education (AVSED) Outreach coordinators to support the AVSED program.

**Targets:**

Activity Target 1: Respond to international inquiries forwarded to API by AVSED coordinators.  
Provide at least one speaker for an AVSED event in the US during FY 2007.

## **Organizational Excellence**

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The FAA workforce is a key component of this effort. It is FAA employees who respond to the needs of our international customers through advice, training, and technical assistance.

API sees effective management of the workforce as a critical element in providing

value-added customer support to our international clients. Through improved management based on reliable data FAA employees can continue to delivery quality customer service.

## **Flight Plan Performance Target:**

### **Employee Attitude Survey**

Increase the score of the Employee Attitude Survey measure for the areas of management effectiveness and accountability by at least 5 percent, over the 2003 baseline of 35 percent by FY 2010. FY07 Target: 38%

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#### **Strategic Initiative: Conflict Management**

Undertake a timely and effective corporate approach to conflict management. (LEAD is Center for Early Dispute Resolution - CEDR)

##### **Strategic Activity: API Early Dispute Resolution Support**

API will continue to support the Center for Early Dispute Resolution as provided for in the January 2006 guidance.

##### **Targets:**

Activity Target 1: 100% of API supervisors will complete the CMEL conflict management training by 9/30/2007

## **Flight Plan Performance Target:**

### **Cost Control**

Organizations throughout the agency will continue to implement cost efficiency initiatives including, but not limited to: 10-15% savings for strategic sourcing for selected products and services; Consolidating facilities and services, such as service areas, real property management, and web services; 3% reduction in help desk operating costs through consolidations; Eliminating or reducing obsolete technology; and \$15 million reduction in Information Technology operating costs. FY07 Target: 1 activity per organization and targeted savings.

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#### **Strategic Initiative: Cost Control Program**

Implement line of business cost efficiency

initiatives to reduce costs or improve productivity.

#### **Strategic Activity: Reduce Outstanding Debt**

Reduce outstanding debt owed to FAA by foreign civil aviation organizations.

##### **Targets:**

Activity Target 1: Reduce by 20% over FY 2005 levels.

### **Strategic Initiative: Productivity and Financial Metrics**

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: Cost per controlled flight; Research, Engineering, and Development (RE&D); Management Staff Efficiency Measure; Grant Administration Efficiency Measure.

#### **Strategic Activity: API Productivity Measure**

API will determine the amount of staff time required to process international agreements.

##### **Targets:**

Activity Target 1: API will use the labor distribution reporting system to baseline the hours spent processing and managing international agreements.

## **Flight Plan Performance Target:**

### **Information Security**

Achieve zero cyber security events that significantly disable or degrade FAA services. FY07 Target: 0

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#### **Strategic Initiative: Enterprise Architecture Conformance**

Enable enterprise-wide conformance to information technology enterprise architecture.

##### **Strategic Activity: API Enterprise Architecture**

API will use enterprise architecture to ensure that its IT resources are aligned with its business resources.

##### **Targets:**

Activity Target 1: Review API enterprise architecture pilot with ARD by 12/29/06.

Activity Target 2: Enter or update API data in the enterprise architecture database as required.

## **Flight Plan Performance Target:**

### **Customer Satisfaction**

Increase agency scores on the American Customer Satisfaction Index, which surveys commercial pilots. FY07 Target: 66

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#### **Strategic Initiative: Standardize FAA Websites**

Standardize FAA websites making them more useful for exchanging information and conducting business. Web Management order signed by the Administrator in August 2004 requires an annual certification on compliance with FAA web policies and standards, from the head of each LOB and Staff Offices by September 30 of each year. FAA Brand Identity Program signed by the Administrator September 2006. External mandates include the President's Management Agenda to Expand E-Government and Office of Management and Budget guidance, Policies for Federal Government Public Websites. The objective of this initiative is to make FAA's websites for the public and employees useful and have a consistent look and navigation.

##### **Strategic Activity: API Web Management**

Ensure that API has a web policy in place and an up-to-date web site.

##### **Targets:**

Activity Target 1: Update API web strategy and action plan by 11/30/2006.

Activity Target 2: Submit web progress reports to the FAA web manager by 03/30/07 and 06/30/07.

## **Flight Plan Performance Target:**

### **Reduce Workplace Injuries**

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, representing a cumulative 3 percent annual reduction from the FY 2003 baseline (3.12) set in the Safety, Health and Return to Employment (SHARE) Presidential Initiative. FY07 Target: 2.76

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### **Strategic Initiative: Employee Safety and Health Program**

Reduce workplace injuries to enhance FAA worker safety.

#### **Strategic Activity: API Employee Safety and Health**

Ensure a safe and healthy work environment in API offices by conducting a OSH evaluation and taking remedial action based on that evaluation.

##### **Targets:**

Activity Target 1: Conduct and document OSH self-evaluation by April 30, 2007  
Take remedial action as needed no later than June 30, 2007.