

# FY2018 APL Business Plan

## Make Aviation Safer and Smarter

APL assures that our policy and economic analysis programs support safety and regulatory initiatives of the agency, both domestically and internationally. The agency benefits from superior decision support tools and innovative risk mitigation approaches for programs and projects throughout FAA.

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, APL must work with our international partners to ensure that the flying public is able to travel as safely and efficiently abroad as they do at home.

### Internal Work Objective: Regulatory Evaluations

At least 85% of the rules approved by the Rulemaking Management Council since 10/1/04 should be out of the agency no later than 90 days of the scheduled date. For a significant rule, out of the agency is when the rule is sent to the Office of the Secretary of Transportation (OST). APO provides Regulatory Impact Analyses required in rulemaking.

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### Internal Work Initiative: Regulatory Analysis and Support

Provide timely and sound economic and statistical analysis and consulting for agency rulemaking and regulatory projects.

### Internal Work Activity: Economic Evaluations of Aviation Regulations

Perform economic analysis for agency rulemaking and regulatory projects to promote safety of aircraft and the aviation and commercial space industries. Establish and meet published agency rulemaking schedules. This schedule is not fixed in advance for the entire fiscal year. Participate in industry advisory committees and outreach. Historically, a regulatory analysis staff of 13-15 employees produces 25-30 regulatory evaluations per year, ranging from simple to very complex analyses. Completion is contingent upon resource availability.

#### Activity Target 1:

Produce regulatory evaluations within 90 days of

Preliminary Team Concurrence (PTC) for at least 80 percent of the rules and rule projects. Due September 30, 2018

#### Activity Target 2:

Complete reviews of 14CFR parts as scheduled in the DOT Semi-Annual Regulatory Agenda as required by Section 610 of the Regulatory Flexibility Act. Due July 31, 2018

#### Activity Target 3:

Complete at least one post-review of a previously published regulation as required by statute. Due September 30, 2018

## Deliver Benefits Through Technology/Infrastructure

APL supports multiple programs and projects designed to reduce aircraft noise and aviation emissions, minimize their impacts, and increase fuel efficiency to foster the continued development of competent civil aviation authorities worldwide to meet international standards. APL provides U.S. leadership on reducing aviation's global carbon footprint and working with ICAO's CAEP and international partners. As more Americans travel worldwide, the development of competent civil aviation authorities has become a cornerstone for providing technical assistance, building capacity and transferring technologies for public benefit.

APL identifies, coordinates, and develops emerging aviation policies working with the Administration, Congress, domestic and international stakeholders. APL provides critical policy and analysis support to the agency to enable informed decision making toward a more efficient NAS in a holistic manner. APL also provides policy support to the agency for safely and effectively integrating new entrants into the national airspace system, such as UAS and commercial space vehicles. The agency benefits from APL's relevant forecasts to help guide budget and planning needs, and to allow FAA's offices to conduct necessary studies. In addition, these forecasts provide information for use by state and local authorities.

### Strategic Objective: National Airspace System

Lay the foundation for the NAS of the future by achieving prioritized NextGen benefits, integrating new user entrants, and delivering more efficient, streamlined services.

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## Strategic Initiative: NAS Efficient, Streamlined Services

Examine existing services to affect a rebalancing of our operations; reducing infrastructure footprint to reduce costs and increase efficiency; leverage technology and innovative business models to efficiently manage provision, develop lean maintenance and parts strategy, revalidate sites' needs for systems that are deployed, appropriately align workforce to match NAS footprint, consolidate and modernize facilities, and maximize the use of new technologies by phasing out/reducing the use of old capabilities.

### Strategic Activity: Low Activity Towers: Develop draft results for the new model for purposes of conducting benefit cost analysis for low activity visual towers.

Develop draft results for the new model for purposes of conducting benefit cost analysis for low activity visual towers.

#### Activity Target 1:

[Interim milestone Low Activity Towers]: Obtain FAA and DOT agency agreement on safety and efficiency benefits studies of low activity visual towers and solicit stakeholder feedback. Due June 30, 2018

#### Activity Target 2:

[Interim milestone Low Activity Towers]: Develop a draft revised guidance to replace FAA-APO-90-7, and receive approval from OST. Due September 30, 2018

#### Activity Target 3:

[NESS Target Low Activity Towers]: Develop draft results for the new model for purposes of conducting benefit cost analysis for low activity visual towers. Due September 30, 2018

## Internal Work Objective: Noise

Reduce the number of people exposed to significant noise around U.S. airports in absolute terms, notwithstanding aviation growth, and provide additional measures to protect public health and welfare and our national resources.

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### Internal Work Initiative: Noise Exposure

Achieve two of the following three targets by September 30, 2018: 1)Reduce the U.S. population exposed to significant aircraft noise around airports to 300,000 persons in calendar year 2017. 2)Create a Federal Register Notice for noise policy context outlining

conceptual options regarding the NEPA significance threshold and develop an associated public website for the research. 3)Respond to the Noise Steering Group-endorsed recommendations resulting from the FY17 Noise Outreach CSTI.

### Internal Work Activity: Noise Exposure

Compute Number of people exposed to significant noise

#### Activity Target 1:

Review the Previous Process for computing the number of people exposed to significant noise and, if needed, make changes. Due May 31, 2018

#### Activity Target 2:

Develop inputs to the noise models. Due July 31, 2018

#### Activity Target 3:

Run Noise Model. Due September 30, 2018

#### Activity Target 4:

Propose conceptual options for NEPA significance threshold to FAA Senior Management for consideration. Due November 1, 2017

#### Activity Target 5:

Complete Internal Review of the Federal Register Notice. Due December 31, 2017

#### Activity Target 6:

Develop a plan for a public website. Due November 1, 2017

#### Activity Target 7:

Create content for public website Due December 31, 2017

#### Activity Target 8:

Develop communications plan for the release of the national survey. Due April 1, 2018

### Internal Work Activity: Aviation Environmental Tool Suite Development

Develop and validate the Aviation Environmental Tool Suite to better understand interdependencies between noise, emissions and fuel burn efficiency. This activity supports initiatives 18C.64A, 18C.65A, 18C.66A, and 18C.67A.

#### Activity Target 1:

Enhance AEDT and conduct validation and verification to support release of AEDT 3 Due September 30, 2018

**Activity Target 2:**

Assess environmental benefits of new aircraft technologies, including those being matured in the CLEEN program, at the aircraft and fleet levels. Due September 30, 2018

**Activity Target 3:**

Enhance capabilities with the Aviation Environmental Tool Suite to capture the health and welfare impacts of aviation noise and emissions. Due September 30, 2018

**Activity Target 4:**

Complete development of the FLEET-Builder Tool to develop fleet evolution and operation schedules for use in AEDT. Due August 31, 2018

**Activity Target 5:**

Estimate future noise, emissions and energy use for comparison to environmental goals. Due September 30, 2018

**Internal Work Activity: Mature Quiet Aircraft Technology**

Mature quieter, cleaner and more fuel efficient aircraft technologies via the Continuous Lower Energy Emissions and Noise (CLEEN) II Program. Identify innovate opportunities to better use flight management technologies for noise abatement procedures.

**Activity Target 1:**

Perform component and system level integration, testing and analysis of CLEEN II technologies that reduce noise, fuel burn and emissions. Due September 30, 2018

**Activity Target 2:**

Prepare for and perform high level ground or flight tests and demonstrations of CLEEN II technologies that reduce noise, fuel burn and emissions. Due September 30, 2018

**Internal Work Activity: Explore Quiet Aircraft Operations**

Utilize input from FY17 efforts to develop an enhanced NAS-wide air traffic evaluation framework for assessing implications of proposed operational procedures on fuel burn, noise and environmental justice populations without detriment to safety. FY18: final report to FAA management.

**Activity Target 1:**

Explore aircraft operational procedures that can reduce noise and quantify their environmental benefits. Due September 30, 2018

**Activity Target 2:**

Explore helicopter operational procedures that can reduce noise and quantify their environmental benefits. Due September 30, 2018

**Activity Target 3:**

Utilize input from FY17 efforts to develop an enhanced NAS-wide air traffic evaluation framework for assessing implications of proposed operational procedures on fuel burn, noise and environmental justice populations without detriment to safety. FY18: final report to FAA management. Due September 30, 2018

**Internal Work Initiative: Research on Noise Characterization, Exposure, and Impacts**

Conduct research and tool development to characterize source level noise, its propagation and impacts as well as associated metrics.

**Internal Work Activity: Research on Noise Characterization, Exposure, and Impacts**

Update FAA noise research plan.

**Activity Target 1:**

Review current research plan to determine status of current work Due June 1, 2018

**Activity Target 2:**

Review current research needs to ensure it is on the plan Due September 30, 2018

**Activity Target 3:**

Create a project plan for a National Sleep Study Due March 1, 2018

**Activity Target 4:**

Complete analysis of the impacts of aviation noise on at least one health cohort. Due September 30, 2018

**Activity Target 5:**

Create Scope of Work. Due September 30, 2018

**Activity Target 6:**

Begin research. Due September 30, 2018

**Internal Work Initiative: Aircraft Noise Policy and Standards**

Develop policy and standards to reduce aircraft noise impacts.

## **Internal Work Activity: Aircraft Noise Policy and Standards**

Coordinate with the NSG on appropriate noise policy.

### **Activity Target 1:**

Participate in NSG meetings. Due September 30, 2018

### **Activity Target 2:**

Communicate noise policy concerns to NSG regarding the NEPA significant thresholds. Due September 30, 2018

### **Activity Target 3:**

Develop agreement with AFRL regarding UAS certification. Due September 30, 2018

### **Activity Target 4:**

Conduct UAS noise certification measurements for different sizes/types of vehicles. Due September 30, 2018

### **Activity Target 5:**

Participate in WG1 supersonic task group meetings. Due September 30, 2018

### **Activity Target 6:**

Report progress to the CAEP Steering Group for direction. Due June 30, 2018

### **Activity Target 7:**

Develop a roadmap covering both research and regulatory activities. Due September 30, 2018

### **Activity Target 8:**

Expand to the Central Service Area. Due September 30, 2018

### **Activity Target 9:**

Expand to the Western Service Area. Due September 30, 2018

## **Internal Work Objective: Air Quality**

Achieve a reduction of air quality impacts attributable to aviation.

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### **Internal Work Initiative: Air Quality Exposure**

Aviation emissions contribute less to air quality impacts.

## **Internal Work Activity: Research on Emissions Characterization and Air Quality Impact**

Conduct research and tool development to characterize source level emissions, their transformation and impacts as well as associated metrics.

### **Activity Target 1:**

Update FAA aviation emissions plan. Due September 30, 2018

### **Activity Target 2:**

Advance characterization of aircraft landing and takeoff emissions, with an emphasis on particulate matter emissions. Due September 30, 2018

## **Internal Work Activity: Explore Clean Aircraft Operations**

Mature cleaner and more efficient operational procedures. This activity supports initiatives 18C.65A, 18C.66A and 18C.67A.

### **Activity Target 1:**

Explore operational procedures that can reduce fuel burn and emissions, and quantify their environmental benefits. Due September 30, 2018

## **Internal Work Activity: Aviation Emissions Policy and Standards**

Develop policy and standards to reduce aviation emissions and related health impacts.

### **Activity Target 1:**

Advance analyses that support particulate matter engine emissions certification standards. Due September 30, 2018

## **Internal Work Objective: Climate**

Limit the impact of aircraft CO2 emissions on the global climate by achieving carbon neutral growth by 2020 compared to 2005, and net reductions of the climate impact from all aviation emissions over the longer term (by 2050).

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### **Internal Work Initiative: Climate Impact**

Maintain NAS-Wide fuel consumption for domestic operations by 2020 based on a 2005 baseline. Each year leading up to 2020, the annual fuel consumption for domestic (US States and territories) operations shall not exceed the 2005 baseline fuel consumption of 42.1 teragrams (Tg) of jet fuel."(OSI)

### **Internal Work Activity: Research on Emissions Characterization and Climate Impact**

Conduct research and tool development to characterize source level emissions, their transformation and impacts as well as associated metrics.

#### **Activity Target 1:**

Update FAA aviation emissions plan. Due September 30, 2018

#### **Activity Target 2:**

Advance characterization of aircraft cruise emissions, with an emphasis on particulate matter emissions. Due September 30, 2018

#### **Activity Target 3:**

Refine estimates of aviation emissions impacts on climate, with an emphasis on particulate matter emissions. Due September 30, 2018

### **Internal Work Activity: Climate Policy and Standards**

Develop policy and standards to reduce emissions that reduce aviation's impact on climate change.

#### **Activity Target 1:**

Advance analyses that support CO2 aircraft emissions certification standards, and ensure that the U.S. domestic regulations are updated. Due September 30, 2018

### **Internal Work Objective: Energy**

Improve National Airspace System (NAS) energy efficiency and develop and deploy alternative jet fuels for commercial aviation.

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### **Internal Work Initiative: Fuel Efficiency**

Track NAS energy efficiency.

#### **Internal Work Activity: Aircraft Fuel Efficiency Evaluation**

Develop policy and standards to enhance fuel efficiency.

#### **Activity Target 1:**

Track NAS Energy Efficiency. Due September 30, 2018

### **Internal Work Initiative: Alternative Jet Fuels**

Twenty-five million gallons of alternative jet fuel is used by aviation by 2018.

#### **Internal Work Activity: Research on Alternative Jet Fuels**

Conduct research and tool development to characterize the environmental and economic sustainability of alternative jet fuels.

#### **Activity Target 1:**

Conduct environmental and economic sustainability and production potential analysis for alternative jet fuels. Due September 30, 2018

#### **Activity Target 2:**

Develop scenarios of alternative jet fuel production. Due September 30, 2018

#### **Internal Work Activity: Sustainable Jet Fuel Certification and Qualification**

Advance certification and qualification of alternative jet fuels via ASTM International. This activity supports initiatives 18C.65A, 18C.66A and 18C.67B.

#### **Activity Target 1:**

Secure ASTM International approval of additional "drop-in" alternative jet fuel pathways. Due September 30, 2018

#### **Activity Target 2:**

Continue performance tests of additional "drop-in" alternative jet fuels pathways. Due September 30, 2018

#### **Activity Target 3:**

Assess potential to streamline ASTM International approval process. Due September 30, 2018

#### **Internal Work Activity: Advance Alternative Jet Fuel Development and Deployment**

Advance development and deployment of alternative aviation jet fuels. This activity supports initiatives 18C.65A, 18C.66A and 18C.67B.

#### **Activity Target 1:**

Promote development and deployment of alternative jet fuel via interagency and industry coordination in the Commercial Aviation Alternative Fuels Initiative (CAAFI). Due September 30, 2018

## Internal Work Objective: FAA Environmental Management & Review

Provide expert guidance and support for compliance with all applicable environmental Regulations, Statutes, Executive Orders and other requirements or goals. etc. Initiate coordination of guidance with affected FAA Lines of Business and Staff Offices (LOB/SO) within 3 months of relevant changes in environmental requirements.

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### Internal Work Initiative: Inform FAA decision making with respect to environmental issues.

Provide expert guidance and support on compliance with environmental review requirements and environmental factors for consideration in FAA decisions on policies and actions.

#### Internal Work Activity: Environmental Review

Provide guidance on compliance with and streamlining of NEPA and related environmental review laws.

##### Activity Target 1:

Maintain the Order 1050.1F Desk Reference including updating chapters as necessary based on new guidance, changes in existing regulations or research (e.g., revise Air Quality Chapter with the results of AEE-100-led research). Due September 30, 2018

##### Activity Target 2:

Assist in the development of responses to comments on potential changes to NEPA thresholds of significance for noise. Due September 30, 2018

##### Activity Target 3:

Develop training on NEPA. Due June 30, 2018

##### Activity Target 4:

Provide ongoing support to LOBs on individual actions requiring environmental review. Due September 30, 2018

##### Activity Target 5:

Analyze past environmental reviews and identify opportunities to expedite process in accordance with Executive Order. Due March 31, 2018

##### Activity Target 6:

Develop additional tools to expedite environmental

review (e.g., categorical exclusions). Due June 30, 2018

#### Internal Work Activity: Cultural Resources

Support FAA and LOB compliance with Section 106 of the National Historic Preservation Act

##### Activity Target 1:

Develop list of Exempted Categories under Section 106 and initiate consultation with ACHP. Due December 31, 2017

##### Activity Target 2:

Develop training on Section 106. Due June 30, 2018

##### Activity Target 3:

Provide ongoing support to LOBs on individual actions requiring Section 106 review as requested. Due September 30, 2018

#### Internal Work Activity: Tribal Consultation

Support LOB consultation with tribes on environmental and other issues.

##### Activity Target 1:

Develop Tribal Consultation Handbook. Due June 30, 2018

##### Activity Target 2:

Develop system for tracking and recording consultations with tribes. Due December 31, 2017

##### Activity Target 3:

Provide training and support to Regional Tribal Consultation Officials. Due September 30, 2018

#### Internal Work Activity: Wildlife and Natural Resources

Provide support on wildlife management, habitat and water resources.

##### Activity Target 1:

Support the FAA representative to the Migratory Bird Council. Due September 30, 2018

##### Activity Target 2:

Provide guidance and support to LOBs on individual projects or actions involving impacts to/by wildlife, habitat, and water resources. Due September 30, 2018

### **Internal Work Activity: Simplify and Enhance Environmental Review Processes for Major Transportation Projects**

Percent of Major FAA Owned Projects Posted on Permitting Dashboard that are on Schedule.

#### **Activity Target 1:**

Work with LOBs to ensure projects on Permitting Dashboard have complete and updated milestones. Due September 30, 2018

#### **Activity Target 2:**

Work with LOBs to track projects on Permitting Dashboard. Due September 30, 2018

### **Internal Work Initiative: Environmental Management**

Provide expert advice and support for management of FAA's assets in an energy efficient and environmentally-responsible manner.

### **Internal Work Activity: Climate Adaptation Planning**

Provide strategic planning for climate adaptation and resilience for NAS infrastructure.

#### **Activity Target 1:**

Participate in Department of Transportation Climate Change Steering Committee and Core Team meetings. Due September 30, 2018

#### **Activity Target 2:**

Convene FAA Adaptation Workgroup, as needed. Due September 30, 2018

#### **Activity Target 3:**

Provide support to LOBs on individual climate adaptation and resiliency projects. Due September 30, 2018

#### **Activity Target 4:**

Participate in WG2 Task on Climate Adaptation. Due September 30, 2018

### **Internal Work Activity: Environmental Management System (EMS)**

Provide technical direction, oversight and support to the FAA Environmental Management System.

#### **Activity Target 1:**

Support and coordinate implementation of LOB EMSs by conducting or overseeing EMS External Audits. Due September 30, 2018

#### **Activity Target 2:**

Compile the EMS management review for FY-17. Due December 31, 2017

#### **Activity Target 3:**

Convene bi-annual meeting of the EMS Steering Committee Due June 30, 2018

#### **Activity Target 4:**

Initiate update Order 1050.21A -- Environmental Management Systems Due December 31, 2017

### **Internal Work Activity: Energy Efficiency and Sustainability**

Support energy-efficient and sustainable actions for FAA facilities through regular communication, coordination, and guidance for LOBs/SOs

#### **Activity Target 1:**

Provide guidance and coordinate FAA efforts to plan and implement energy efficiency and conservation projects. Due September 30, 2018

#### **Activity Target 2:**

Document and report on FAA progress in meeting efficiency targets. Due December 31, 2017

#### **Activity Target 3:**

Facilitate FAA's performance on the OST Leadership in Sustainability Scorecard and support Chief Sustainability Officer (APL-2) as needed. Due September 30, 2018

#### **Activity Target 4:**

Average commute days avoided per employee (AWS and/or regular telework, year-to-date). FY18 Target: 45 Due September 30, 2018

### **Internal Work Activity: Environmental Compliance**

Support FAA facilities managers by maintaining guidance on current regulations and best practices.

#### **Activity Target 1:**

Finalize EDDA Order. Due June 30, 2018

### **Internal Work Initiative: Environmental Outreach**

Inform FAA employees and the public about environmental issues and how the FAA addresses them.

### **Internal Work Activity: Community Involvement**

Continue to support LOB actions to engage and inform communities.

**Activity Target 1:**

Refine Community Involvement Toolkit Due March 31, 2018

**Activity Target 2:**

Assist in implementing recommendations from Noise Outreach CSTI. Due September 30, 2018

**Internal Work Activity: Environmental Network**

Manage Headquarters and Regional Environmental Networks.

**Activity Target 1:**

Support Headquarters LOBs and Regional Offices by coordinating quarterly calls and disseminating information as appropriate. Due September 30, 2018

**Activity Target 2:**

Coordinate annual meeting of HQEN and REN at 2018 Environmental Forum. Due May 31, 2018

**Internal Work Activity: Environmental Forum**

Host annual meeting of FAA environmental professionals.

**Activity Target 1:**

Plan and execute the annual Environmental Forum, incorporating feedback from past years. Due May 31, 2018

**Activity Target 2:**

Complete post-Forum analysis and document lessons learned. Due July 31, 2018

**Internal Work Activity: NEPA Library**

Develop an online repository of NEPA documents accessible by FAA employees.

**Activity Target 1:**

Link FAA Internal NEPA Library to DOT's Permitting Dashboard. Due December 31, 2017

**Activity Target 2:**

Develop process with LOBs to maintain projects on internal NEPA Library. Due June 30, 2018

**Activity Target 3:**

Evaluate feasibility of providing external access to NEPA Library. Due March 31, 2018

**Internal Work Activity: Permitting Dashboard**

Contribute to the DOT online system tracking progress of environmental reviews.

**Activity Target 1:**

Add and update projects on DOT's Permitting Dashboard. Due September 30, 2018

**Activity Target 2:**

Hold quarterly check-ins with Permitting Dashboard Work Group to ensure projects are uploaded and maintained. Due September 30, 2018

**Internal Work Objective: Benefit Cost Analysis**

Complete 80% of Benefit-Cost Analyses (BCA) within the timeframe agreed upon in Service Level Agreements (SLA).

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**Internal Work Initiative: Infrastructure Investments**

Provide criteria and analysis to support agency investments in NAS infrastructure.

**Internal Work Activity: Benefit Cost Analysis of FAA Investments**

As requested by the Office of Airports (ARP), review Airport Improvement Projects (AIP) applications and the supporting Benefit-Cost Analysis (BCA) of FAA investments.

**Activity Target 1:**

Complete reviews of AIP BCAs (BCA), as requested by ARP. Due September 30, 2018

**Internal Work Activity: Economic Evaluation of FAA Infrastructure and Services**

Provide analysis to support the management of the contract tower program and to identify alternatives to existing low activity towers, including supporting other FAA lines of business in developing remote tower concepts.

**Activity Target 1:**

Obtain agency agreement on safety and efficiency



benefits of low activity visual towers and solicit stakeholder feedback. Due September 30, 2018

**Activity Target 2:**

Draft revised guidance to replace FAA-APO-90-7 and implement a new model for purposes of conducting BCAs for low activity visual towers. Due September 30, 2018

**Activity Target 3:**

Support ATO in developing an order for processing new applications for the contract tower program and document processes with ATO for data collection and reporting necessary for periodically updating BC ratios. Due September 30, 2018

**Activity Target 4:**

Maintain the capability to conduct BCA for low activity visual towers. Due September 30, 2018

**Activity Target 5:**

Support NextGen and ATO in development of remote tower policies. Due September 30, 2018

**Activity Target 6:**

Support FAA's NESS Initiatives for rationalizing FAA infrastructure and services. Due September 30, 2018

## Internal Work Objective: Policy Office Quality Management

Execute Quality Management Processes for Regulatory Analyses for agency Rulemaking projects.

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### Internal Work Initiative: Quality Management for Regulatory Analyses

Execute Quality Management Processes for Regulatory Analyses for agency Rulemaking projects.

#### Internal Work Activity: Execute quality management processes in APO-300

Execute Quality Management Processes for Regulatory Analyses for agency Rulemaking projects.

**Activity Target 1:**

Given the available of audit staff resources conduct 1 audit to measure compliance against QMS policies and procedures. Due September 30, 2018

**Activity Target 2:**

Implement changes as needed to address audit findings. Due September 30, 2018

## Internal Work Objective: Aviation Industry Information

Forecast of overall demand for FY18 as measured by passengers enplaned is within 1.5% of actual passengers enplaned.

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### Internal Work Initiative: Develop Forecasts

Develop and publish national, international, and facility forecasts of the demand for aerospace services and the workload it will impose on the National Airspace System (NAS) and support the agency's safety mission.

#### Internal Work Activity: FAA Aerospace Forecast

Develop and publish an annual FAA Aerospace Activity Forecast out to FY 2038 which forms the basis for NextGen requirements.

**Activity Target 1:**

Publish the annual Aerospace Forecast for FY 2018-2038. Due March 17, 2018

**Activity Target 2:**

Provide overview of Aerospace Forecast and Terminal Area Forecast to FAA headquarters staff. Due March 31, 2018

#### Internal Work Activity: Terminal Area Forecast

Develop and publish Terminal Area forecasts.

**Activity Target 1:**

Have TAF ready for publication on internet. Due December 31, 2017

**Activity Target 2:**

Publish TAF Summary on internet along with high and low scenarios for Core 30 passengers and commercial operations. Due February 28, 2018

#### Internal Work Activity: Additional Aerospace Forecasts

Develop and publish additional aerospace forecasts, including an Air Route Traffic Control Center (ARTCC) forecast.

**Activity Target 1:**  
Publish the ARTCC forecasts. Due February 28, 2018

**Activity Target 2:**  
Publish a UAS Forecast. Due March 17, 2018

### **Internal Work Activity: ICAO Forecast Support**

Develop forecasts as needed to support ICAO traffic forecast needs.

**Activity Target 1:**  
Provide forecast support and expertise for work under CAEP11 activities as needed. Due September 30, 2018

**Activity Target 2:**  
Provide forecast support and expertise for ICAO Secretariat Long Term Forecast activities under the Aviation Data Analysis Panel (ADAP) activities as needed. Due September 30, 2018

### **Internal Work Activity: AEE Forecast Support**

Develop forecasts as needed to support AEE forecast needs.

**Activity Target 1:**  
Develop extension of TAF or TAF-M forecasts out to 2050. Due January 31, 2018

### **Internal Work Activity: Industry Trends and Operations Report(s)**

Publish quarterly report highlighting aviation industry traffic and revenue trends.

**Activity Target 1:**  
Publish and distribute quarterly reports by the following dates: November 3, 2017, February 16, 2018, May 18, 2018, August 17, 2018. The reports will highlight aviation industry traffic and revenue trends to internal Office of Aviation Policy, Planning, and Environment (APL) and/or FAA customers. Due September 30, 2018

### **Internal Work Activity: Aviation Industry Information Requests**

Perform analyses, collect statistics, and provide recommendations on aviation industry issues as requested.

**Activity Target 1:**  
Respond to agency customer requests for

information and insights within one week. Due September 30, 2018

### **Internal Work Activity: UAS Implementation Plan**

APO's milestones for UAS Implementation Plan.

**Activity Target 1:**  
Define FAA UAS data collection and analysis requirements. Due December 31, 2017

**Activity Target 2:**  
Develop forecast for small UAS. Due March 31, 2018

**Activity Target 3:**  
Develop forecasts for UAS activity (as needed). Due September 30, 2018

**Activity Target 4:**  
Identify, elevate, and coordinate emerging policy issues with FAA. Due September 30, 2018

### **Internal Work Initiative: Development and Implementation of New Forecast Tools and Products**

Develop Origin and Destination segment level passenger and operations forecasts for commercial, domestic, and international services in the NAS. Develop a tool to project future U.S. airport level fleet forecast. Develop methodology to integrate segment level flight forecasts into ARTCC forecasts.

### **Internal Work Activity: Terminal Area Forecast Modernization (TAF-M)**

Develop Origin and Destination segment level passenger and operations forecasts for commercial domestic and international services in the NAS.

**Activity Target 1:**  
Develop revised international segment forecast model as basis for creating international passenger and commercial operations forecasts. Due September 30, 2018

### **Internal Work Activity: Fleet Forecast**

Develop a tool to project future U.S. airport level fleet forecast.

**Activity Target 1:**  
Develop and test methodology for airport level fleet forecast using macro fleet forecast output from tool. Due September 30, 2018

**Activity Target 2:**

Provide documentation for an international (foreign carrier) fleet forecast tool including tutorial and user guide. Due September 30, 2018

**Internal Work Activity: ARTCC Forecast Model**

Develop a methodology to integrate segment level flight forecasts from TAF into ARTCC forecasts.

**Activity Target 1:**

Identify and test method for using TAF-M forecast data to forecast ARTCC counts, including departures and overflights. Summarize results in a presentation or paper. Due September 30, 2018

**Internal Work Activity: UAS Survey**

Develop survey of UAS owners that collects data on number of units, type of mission, and amount of time in use.

**Activity Target 1:**

Identify and test prototype UAS survey. Summarize results in a presentation or paper. Due September 30, 2018

**Internal Work Initiative: Develop Standardized Values and Methodologies**

Update "Economic Values for FAA investment and Regulatory Decisions, A Guide." (Economic Values) Completion is contingent upon resource availability.

**Internal Work Activity: Develop Standardized Values and Methodologies**

Review data contained in the Economic Values Document.

**Activity Target 1:**

APO-100 staff will determine, based on the changing economic condition of the aviation industry, the periodicity for updating the data contained in the Economic Values Document. Due September 30, 2018

**Activity Target 2:**

Identify at least one section of the Economic Values Document and attempt to update/replicate the information found in that section using both the methodology report produced for APO-300 and the corresponding data sets. Due September 30, 2018

**Activity Target 3:**

Identify new material for inclusion in future updates; Coordinate the updating of the guidance document as appropriate. Due September 30, 2018

**Internal Work Objective: Optimizing the Use of Agency Resources**

As public stewards, AFN will optimize the use and management of FAA resources to improve accountability and enhance operational efficiency through improved management of FAA acquisitions and real property assets, effective management of financial resources, and support of non-AFN workforce planning. Successful accomplishment of this objective is measured through effective management of Agency acquisition policies and practices, reducing space requirements and pursuing alternative workplace strategies to increase space utilization, achieving cost reduction and avoidance targets, favorable financial system audit results, continuous efforts to promote the development of small businesses as well as good corporate citizenship, and establishing an AIT UAS PMO office to provide an one-stop-shop portal for all UAS applications.

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**Internal Work Initiative: Contracting Opportunities for Small Businesses**

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women owned small businesses.

**Internal Work Activity: Awarding of Procurement Dollars (APL)**

Award procurement dollars to small businesses, with special emphasis on procurement opportunities for small disadvantaged businesses, service-disabled veteran-owned small businesses, and women owned small businesses.

**Activity Target 1:**

Award at least 25 percent of the total APL direct procurement dollars to small businesses. Due September 30, 2018

**Internal Work Objective: SPECTRUM**

Define the opportunity and benefit from optimizing the FAA's Spectrum use. Desired Impact: Capitalize on

existing Spectrum assets to finance modernization of communications, navigation, and surveillance capabilities in the NAS.

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## **Internal Work Initiative: Identify Recommendations for Spectrum Reallocation Opportunities and Incentives**

Identify pros and cons of different options for including Spectrum reallocation incentives, along with recommendations for implementation.

### **Internal Work Activity: Identify recommendations for implementation based on value and risk characteristics for the different options.**

Define recommendations for spectrum reallocations opportunities, assess options, document required implementation activities for recommended spectrum opportunities which includes a final proposal that meets both commercial and federal agency spectrum needs. \*\*NOTE: Targets 2 and 3 are FY18 items that will carryover from FY17 plan. Due Dates for each Target is: 10/31/2017

#### **Activity Target 1:**

Assess options to reduce risk/increase value. Due October 31, 2017

#### **Activity Target 2:**

Document required implementation activities for recommended spectrum opportunities as well as a final proposal Document required implementation activities for recommended spectrum opportunities while meeting both commercial and federal agency spectrum needs. Due October 31, 2017

## **Internal Work Initiative: Outline Enabling Framework for Spectrum Reallocation Opportunities**

Develop an outline and detailed plan for implementing the 2 to 3 Spectrum reallocation opportunities identified, recommended and defined in FY17. \*\*NOTE: This is a FY18 carryover requirement.

### **Internal Work Activity: Develop Strategy for Implementing Spectrum Reallocation Opportunities**

Develop the detailed strategy and plan for implementing the 2 to 3 Spectrum reallocation opportunities identified in FY17.

#### **Activity Target 1:**

Develop a detailed plan for implementing spectrum reallocation opportunities based on initiatives 2 & 3 in FY17. Due December 31, 2017

## **Internal Work Objective: Average Daily Capacity**

Maintain an average daily capacity for core airports of 59,136, or higher, arrivals and departures.

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## **Internal Work Initiative: NY Operational Initiatives**

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

### **Internal Work Activity: NY Operational Initiatives - Stakeholder Support**

Provide policy support to FAA's New York Area Program Integration Office (NYAPIO).

#### **Activity Target 1:**

Provide support to implement FY-18 Integrated Master Schedule activities. Due September 30, 2018

## **Internal Work Objective: FAA Environmental Policy Development.**

Provide expert policy guidance and support to AEE Directors, Managers and FAA Senior Leadership.

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## **Internal Work Initiative: Advise FAA decision makers with respect to environmental policy issues.**

Provide expert FAA environmental policy guidance and advice for consideration in FAA decisions and actions.

### **Internal Work Activity: Advise FAA decision makers with respect to environmental policy issues.**

Provide expert policy guidance and advice to AEE and Senior FAA leadership on NEPA and other environmental laws, regulations, and Executive Orders.

#### **Activity Target 1:**

Provide expert policy guidance and advice to AEE and Senior FAA leadership on NEPA and other

environmental laws, regulations, and Executive Orders. Due September 30, 2018

considerations related to National Noise Survey. Due September 30, 2018

**Activity Target 2:**

Provide Expert policy guidance advice and support on ANCA applicability and issues . Due September 30, 2018

**Activity Target 3:**

Provide expert policy guidance and advice to Lines of Business on NEPA and other environmental laws, regulations, and Executive Orders. Due September 30, 2018

**Activity Target 4:**

Provide expert policy guidance, advice, applicability and issues Due September 30, 2018

**Activity Target 5:**

Support the pursuit of Air Tour Voluntary Agreements for National Parks. Due September 30, 2018

**Activity Target 6:**

Support the pursuit of Quiet Technology Incentives for Grand Canyon air tour operators. Due September 30, 2018

**Activity Target 7:**

Provide expert environmental policy guidance, advice, and support for UAS rulemaking. Due September 30, 2018

**Activity Target 8:**

Coordinate AEE involvement in UAS decisions and actions involving noise, air emissions, tribal consultation, and other environmental impact concerns. Due September 30, 2018

**Internal Work Initiative: Advise FAA decision makers with respect to updating FAA Noise Policy.**

Provide expert policy advice and guidance to the Noise Steering Group and the Noise Policy Workgroup.

**Internal Work Activity: Advise FAA decision makers with respect to updating FAA Noise Policy.**

Provide expert FAA environmental policy guidance, advice, and support on National Noise Survey.

**Activity Target 1:**

Develop Federal Register Notice on Policy

## Enhance Global Leadership

APL works directly with the International Civil Aviation Organization (ICAO) and other international bodies to further global harmonization of aviation standards and practices focusing on safety, operational efficiency and capacity, economics, forecasting, environment, and technical assistance. The U.S. is the largest contributor of technical and financial support to ICAO, in which authorities from 190 countries participate. Our office facilitates direct and indirect technical assistance to over 150 countries around the world to help them improve their aviation systems. APL leads the expansion and coordination of all aspects of global outreach for the NextGen activities within FAA and around the world to harmonize standards and recommended practices for new technologies, enhanced procedures, safety, and airport requirements, as well as environmental considerations.

Our collaboration with other countries fulfills the President's commitment to bilateral and multilateral cooperation and enables a robust international role. When we promote U.S. best practices to improve global transportation safety, efficiency and sustainability, we not only promote compliance with international safety standards but also foster multimodal transportation practices, which advance our mutual interest in a lasting economic recovery and a clean energy future.

## Strategic Objective: Global Leadership

Improve safety, air traffic efficiency, and environmental sustainability across the globe through an integrated, data-informed approach that shapes global standards and enhances collaboration and harmonization.

## Strategic Initiative: Cross-Cutting Global Priorities

As the global leader in aviation, the FAA leads in the development and implementation of new aviation technologies and practices that improve aviation safety, efficiency, and sustainable growth. Developing standards and recommended practices and introducing best practices into the global aviation system require cross-cutting international engagement to ensure interoperability and safety.

## Strategic Activity: International Civil Aviation Organization (ICAO) Leadership & Influence

Continue active engagement at ICAO to provide opportunities for the FAA and the U.S. to share best practices, provide global leadership and strategic influence on world-wide aviation issues. Supports International Strategy Focus Areas 1, 2, 3 and 4.

**Activity Target 1:**

Facilitate five (5) international capacity building/training efforts that support U.S. environmental priorities (such as Carbon Offsetting and Reduction Scheme for International Aviation (CORSA) State Action Plans and the Balanced Approach). Due September 30, 2018

**Activity Target 2:**

Formulate best practices for U.S. suborbital and spaceport operations for international adoption through the ICAO Space Learning Group. Due September 30, 2018

**Activity Target 3:**

Present positions at key ICAO events, including the 2nd Global Air Navigation Industry Symposium (GANIS) and 1st Safety and Air Navigation Implementation Symposium (SANIS), to advocate U.S. concepts, methodologies and best practices in cyber-security, transportation of dangerous goods, unmanned aircraft systems, and commercial space transportation to influence the development of global standards for these key FAA priorities. Due September 30, 2018

**Strategic Activity: International Training Enhancement**

Identify effective methods for delivery that are more cost-conscious and affordable for the global community. Supports International Strategy Focus Areas 1,2 and 4.

**Activity Target 1:**

Target - Implement a regular schedule of international training program reviews between AMA-800 and the International Steering Committee (ISC) lines of business/staff offices to evaluate and coordinate, in a transparent manner, on international training needs and opportunities. Due December 31, 2017

**Activity Target 2:**

Target - Present recommendations on how to reform the FAA's International Training Program to the Executive Council. Due September 30, 2018

**Strategic Initiative: Asia Pacific Priorities**

By leveraging the sustained growth in the region, ensure FAA engagement on safety, as well as continued engagement and collaboration on efficiency and harmonization with mature aviation systems deploying advanced technologies.

**Strategic Activity: Association of South East Asian Nations (ASEAN) Engagement**

As a "Dialogue Partner" to the Association of South East Asian nations (ASEAN) Air Transportation Working Group (ATWG), the FAA will assist the group collectively, and its members bilaterally, to find ASEAN solutions to ASEAN's unique challenges by sharing best practices and lessons learned in safety, airspace efficiency and capacity, and environmental leadership.

**Activity Target 1:**

Share best practices and lessons learned from the Metroplex redesign initiative with at least one ASEAN member State. Due December 31, 2017

**Activity Target 2:**

Conduct a two-way technical exchange meeting with ASEAN participants in the Multi-Nodal ATFM initiative in order to share progress on collaborative decision making (CDM) concepts, ATFM network technologies, and performance data and outcomes from both Multi-Nodal in Southeast Asia, and the CANSO ATFM Data Exchange Network for the Americas (CADENA). Due September 30, 2018

**Activity Target 3:**

Conduct at least two planning meetings with ASEAN in the development of a System Wide Information Management (SWIM) demonstration. Due September 30, 2018

**Activity Target 4:**

Deliver an ICAO workshop to one targeted ASEAN member state related to the basic building blocks of the Aviation Safety Block Upgrades (ASBUs) Block 0 modules. Due September 30, 2018

**Strategic Activity: North East Asia Engagement**

Ensure active engagement in Northeast Asia with safety, efficiency, modernization and harmonization initiatives, most notably China & Japan. Supports International Strategy Focus Areas 1, 2 and 3.

**Activity Target 1:**

In preparation for the 2020 Olympic Games, the FAA will develop an engagement plan to collaborate with the Japan Air Navigation Services

(JANS) on airspace re-design in the Tokyo area; increased traffic requirements across the Anchorage, Oakland, and Fukuoka airspace boundaries; airspace security requirements and VIP movement for special events; traffic flow management; performance measurement; and the Collaborative Actions for Renovation of Air Traffic Systems (CARATS) program. Due September 30, 2018

**Activity Target 2:**

Release final draft FAA/Civil Aviation Administration of China (CAAC) Implementation Procedures for Airworthiness (IPA) to the CAAC for review and signature. Due December 31, 2017

## **Strategic Initiative: Africa, Europe, & Middle East Priorities**

As a substantial mature aviation market with large numbers of passengers, ensure Europe remains a key safety focus for the FAA and economic focus for U.S. Industry, as well as develop opportunities for targeted strategies to advance U.S. leadership in Africa and the Middle East.

### **Strategic Activity: U.S. - European Union (EU) Safety Agreement Expansion**

Continue expanding the scope of cooperative agreements in an effort to optimally leverage U.S. and EU certification and safety oversight systems. Supports International Strategy Focus Areas 1 and 4.

**Activity Target 1:**

Sign Bilateral Oversight Board (BOB) Decision 8 to link fee reduction target to progress on the implementation of the Validation Improvement Roadmap. Due March 30, 2018

**Activity Target 2:**

Initiate internal USG coordination for the new Annex text for Flight Simulator Training Device between FAA, European Commission and European Aviation Safety Agency (EASA). Due March 30, 2018

**Activity Target 3:**

Sign Amendment to U.S. European Union (EU) Safety Agreement to expand its scope. Due June 30, 2018

**Activity Target 4:**

Initiate internal USG coordination for the new Annex text for Pilot Licensing between FAA, European Commission and European Aviation Safety Agency (EASA). Due September 30, 2018

**Activity Target 5:**

Determine the requirement for additional expansion of harmonization activities under the Annexes, or determine the need for new annexes. Due September 30, 2018

### **Strategic Activity: NextGen - Single European Sky ATM Research (SESAR) Harmonization & Interoperability**

Continue collaborating with the European Union in harmonizing air traffic modernization to ensure seamless global air traffic Management (ATM) services for aviation users and reduce development and implementation risk for NextGen programs. Supports International Strategy Focus Area 2.

**Activity Target 1:**

Complete coordination of expanded FAA-European Commission (EC) Memorandum of Cooperation (MOC) for ATM modernization, including all associated Annexes, Appendices and Attachments. Due December 31, 2017

**Activity Target 2:**

Provide for review to the High-Level Committee (Executive Committee if changes to MOC are approved) under the FAA-European Commission (EC) MOC for ATM Modernization on the following work products: a) DataComm Strategy - Due December 31, 2017. b) SWIM Strategy - Due July 31, 2018. Due September 30, 2018

### **Strategic Activity: Post-Brexit Seamless Transition of Cooperative Activities**

Mitigate against projected disruption and ensure a seamless and efficient transition of FAA's aviation relationship with the United Kingdom as a result of its decision to exit the European Union, in order to avoid uninterrupted safety oversight and certification, and continue air traffic modernization with the UK. Supports International Strategy Focus Areas 1, 2, 3 and 4.

**Activity Target 1:**

In accordance with the FAA-UK framework, the FAA-UK working groups will complete work plans and milestones to meet the goal of completing an updated Implementation Procedures for Airworthiness (IPA), and developing a new Maintenance Implementation Procedures (MIP) (or other temporary working arrangements that preserve the status quo) for implementation by March 2019. Brief work plans to AOA, State Department (DOS), Office of the Secretary of Transportation (OST), Congress, and industry. Due October 15, 2017

**Activity Target 2:**

FAA-UK working groups will implement the defined milestones in the work plans and report progress monthly to AOA, and quarterly to State Department (DOS), Office of the Secretary of Transportation (OST), Congress, and industry. Due September 30, 2018

**Activity Target 3:**

Once aviation sectorial negotiations begin between the UK and the EU, interact with Task Force 50 to determine the status of the UK's EASA membership and its implications on the US/UK bilateral aviation safety agreement, and the UK's status in Single European Skies to ensure a long-term air traffic modernization strategy post-Brexit. Due September 30, 2018

**Strategic Activity: Safe Skies for Africa (SSFA)**

In cooperation with the Departments of State and Transportation and subject to funding availability, provide support to the African region in an effort to improve and sustain basic air traffic and aerodrome aviation safety, and build sustainable capacity at targeted African training institutions. Engagements are collectively focused on gaining measured improvements of the worst regional safety record in the world. Supports International Strategy Focus Area 1.

**Activity Target 1:**

Subject to the availability of Safe Skies for Africa (SSFA) funding from the Department of Transportation (DOT), work with the International Civil Aviation Organization (ICAO) and FAA Lines of Business to conduct one (1) workshop in Africa to be focused on strategies and solutions to improve runway safety. Due August 31, 2018

**Activity Target 2:**

Work with regional training institutions and regional safety oversight organizations in sub-Saharan Africa to establish and strengthen aviation safety training cooperation to build sustainable training capacity on the African continent. Due August 31, 2018

**Strategic Initiative: Western Hemisphere Priorities**

Continue collaboration and harmonization with states that share Flight Information Region (FIR) boundaries to maximize U.S. aviation system safety and efficiency, as well as make every effort to ensure popular travel destinations for U.S. citizens meets the highest safety standards.

**Strategic Activity: Caribbean Initiative**

Continue to implement the Caribbean Initiative, which includes airport safety measures, Air Traffic Flow Management/Collaborative Decision-Making (ATFM/CDM) projects, and the implementation of the RTCA Tactical Operations Committee - Eastern Regional Task Group (ERTG) recommendations from 2016. In addition, the Caribbean Initiative will continue its work to improve air traffic controller communications between the FAA and foreign air traffic control facilities in the Caribbean. Supports International Strategy Focus Areas 1 and 2.

**Activity Target 1:**

Develop and deploy the web-based Civil Air Navigation Services Organization (CANSO) ATFM Data Exchange Network for the Americas (CADENA) Operational Information System (OIS), which will allow CADENA members to input and share operational data. Due March 31, 2018

**Activity Target 2:**

Share runway safety best practices with Caribbean stakeholders in at least two (2) runway safety events. Due August 31, 2018

**Activity Target 3:**

Promote airport safety in the Caribbean by planning at least one job shadow opportunity in FY18 and engaging with at least two aviation authorities to host follow-up visits from FY17 job shadowing activities. Due September 30, 2018

**Activity Target 4:**

Plan a Cybersecurity Continuity of Operations tabletop exercise for representatives from the Caribbean region. Due September 30, 2018

**Strategic Activity: Mexico Engagement**

Engage with Mexico's civil aviation authorities on initiatives to improve aviation safety and efficiency, increase data sharing, and further enhance air transportation system modernization and harmonization. Supports International Strategy Focus Areas 1 and 2.

**Activity Target 1:**

Develop a portfolio of strategic collaboration areas based on engagement with SENEAM (Mexico's ANSP) to reflect alignment between the FAA's Air Traffic Services priorities and priorities in Mexico, the ICAO/NACC region, and along the U.S./Mexico common airspace boundaries. The portfolio will consider areas for joint engagement for ATO, ARP, and API such as Runway Safety



and the planned opening of the new Mexico City airport in 2020. Due September 30, 2018

**Activity Target 2:**

Complete internal FAA coordination of an agreement with SENEAM to exchange Traffic Flow Management (TFM) data via System Wide Information Management (SWIM) in lieu of the legacy Enhanced Traffic Management System (ETMS). Due September 30, 2018

**Activity Target 3:**

Complete internal FAA coordination for Mexico civil aviation authority and/or airport officials to shadow technical experts to support an exchange of U.S. best practices in aerodrome certification. Due September 30, 2018

**Activity Target 4:**

Initiate a pilot program with Mexico to test and implementation the FAA's Portal for International Pilot Deviations (PIPD). Due September 30, 2018

## **Internal Work Objective: Ensure Efficient Global ATS to Support U.S. Economy**

The FAA will proactively manage air transportation across international boundaries in a manner that is operationally efficient and seamless, with fully harmonized procedures and technologies utilizing the best practices of the industry.

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### **Internal Work Initiative: ICAO Panel Engagement**

Support the Airport and Air Navigation Services Economics Panels (ANSEP).

#### **Internal Work Activity: Air Navigation Services Economics Panel (ANSEP) and Airports Economics Panel (AEP)**

Actively participate in meetings of the ANSEP and AEP.

**Activity Target 1:**

Ensure that USG international policy objectives are achieved while at the same time balancing these objectives with the interest of the US air carriers serving foreign markets. Due September 30, 2018

## **Internal Work Objective: Ensure Aviation Growth While Reducing Environmental Impacts**

Lead the development and global acceptance of cost-beneficial environmental standards and policies that provide environmental protection while enabling the U.S. aerospace industry and airlines to grow internationally without restrictive regulations.

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### **Internal Work Initiative: Ensure Aviation Growth While Reducing Environmental Impacts**

Lead the development and global acceptance of cost-beneficial environmental standards and policies that provide environmental protection while enabling the U.S. aerospace industry and airlines to grow internationally without restrictive regulations.

#### **Internal Work Activity: Global Environmental Leadership**

Prepare the USG response to ICAO State Letter concerning standards and recommended practices associated with the ICAO Carbon Offsetting Reduction Scheme for International Aviation, and develop a roadmap for domestic implementation.

**Activity Target 1:**

Work with key aviation countries, stakeholders, and ICAO to support the development and implementation of CORSIA. Due September 30, 2018

**Activity Target 2:**

Work with key aviation countries to support continued progress on environment at the International Civil Aviation Organization (ICAO), including actions on noise and emissions that affect air quality agreed to at the 2016 ICAO 39th Assembly. Due September 30, 2018

**Activity Target 3:**

Initiate domestic implementation of the CORSIA Standard and Recommended Practices, once available from ICAO. Due September 30, 2018

**Activity Target 4:**

Support the implementation of alternative fuels in CORSIA. Due September 30, 2018

**Activity Target 5:**

Implement and maintain existing international agreements focused on environment (e.g.

## Empower and Innovate with the FAA's People

APL supports agency initiatives to help employees see the link between their jobs and agency goals. FAA employees report over 1500 work-related injuries or illnesses each year. APL facilitates agency efforts to lessen the number and cost of these injuries and illnesses. Executive Order 13423, Strengthening Federal Environmental, Energy, and Transportation Management, requires Federal agencies to systematically examine all environmental aspects of their operations and to address those aspects more cost-effectively. Likewise, a systematic approach to energy and water use will reduce operations and maintenance costs and improve reliability. The FAA workforce is a key component in all efforts, because it is the FAA employees who respond to the needs of our domestic and international customers through advice, training, and technical assistance. APL helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world, helping them improve their aviation systems. APL 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 deliver quality customer service.

APL is committed to developing and empowering its employees, as well as attracting new talents. When the Reauthorization is introduced by Congress, APL employees are already at the forefront, leading the formulation and coordination of orchestrated responses for the FAA, and for the DOT. APL also provides strategic planning and performance management support for the agency, especially in the development and tracking of FAA business plans. Given unique responsibilities and exposure to agency planning efforts, APL and its employees are well positioned to be able to identify, collaborate, and tackle challenging domestic and international policy issues to help move the agency's strategic initiatives forward.

### Internal Work Objective: Hiring Persons with Targeted Disabilities (PWTD)

Support the objective to build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees to increase the hiring of PWTD for eligible positions to 3 percent by 2018.

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### Internal Work Initiative: Hiring PWTD

The FAA line of businesses and staff offices (LOBs/SOs) will work collaboratively to support the goal to increase the representation of PWTD in the workforce to 3% of all FAA new hires.

### Internal Work Activity: APL Hiring PWTD

In FY 2018, APL in collaboration with the FAA LOBs/SOs will ensure that at least 3% of all FAA new hires are PWTD by implementing the following strategies to improve the participation rate of PWTD in agency applicant pool.

#### Activity Target 1:

Sponsor annual PWTD hiring events with ACR, AHR, HQs and Regional Management Teams. Due September 30, 2018

#### Activity Target 2:

Heads of LOBs/SOs commit to one or more PWTD student interns during the FY 2018 academic year. Due September 30, 2018

#### Activity Target 3:

Heads of LOBs/SOs ensure one or more HQs and RMT managers proactively support and participate in PWTD hiring events. Due September 30, 2018

#### Activity Target 4:

Commit resources to establish a PWD/PWTD aviation career education group with representatives and promote aviation career workforce to partner with AVSED activities/initiatives and promote aviation careers among PWD/PWTD applicants. Due September 30, 2018

### Internal Work Objective: EEO/Diversity and Inclusion Action Committee (EAC)

The EAC oversees and supports the FAA efforts to create a diverse and inclusive workplace that ensures equal opportunity for all its employees.

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### Internal Work Initiative: Diverse and Inclusive Workforce

In FY 2018, ACR in collaboration with FAA LOB/SO's will work to ensure a diverse and inclusive workplace. We will ensure that at least 3% of all FAA new hires are Persons with Targeted Disabilities (PWTD). LOB/SO will develop and implement strategies to increase the participation rate of Hispanics and women in the FAA workforce, as compared against the national civilian

labor force (CLF). LOB/SO will work to improve workplace behavior by ensuring 70% of management and 20% of employees complete at least one Equal Employment Opportunity (EEO) training course. In support of Alternative Dispute Resolution (ADR) engagement, will ensure that 75% of all managers engage in mediation when requested by employees.

### **Internal Work Activity: APL Diverse and Inclusive Workforce**

APL will work to ensure a diverse and inclusive workplace, by ensuring hires of Person's With Targeted Disabilities (PWTDD), engagement in support of Alternative Dispute Resolution (ADR), increasing workplace behavior by completing Equal Employment Opportunity (EEO) and Diversity and Inclusion training, and in coordination with the Equal Employment Action Committee (EAC).

#### **Activity Target 1:**

Support agency's goal of 3% PWTDD hires, by attending bi-monthly EAC with limited delegation. Implement strategies developed in coordination with PWTDD Tiger Team to ensure PWTDD new hire goal is achieved. Due September 30, 2018

#### **Activity Target 2:**

APL will identify strategies and actions to improve groups with lower than expected participation rates, based on data provided by ACR during the EEOC MD-715 Part G checklist review. Due November 30, 2017

#### **Activity Target 3:**

Develop and implement outreach and recruitment strategies to increase the participation rates of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). Due September 30, 2018

#### **Activity Target 4:**

Ensure 90% of APL reasonable accommodation requests are processed within 25 business days or less. Due September 30, 2018

#### **Activity Target 5:**

Utilizing various learning platforms, monitor the delivery of EEO training to 70% of APL managers and 20% of APL employees. Due September 30, 2018

#### **Activity Target 6:**

Assist Agency effort with ADR engagement by ensuring that 75% of all APL managers engage in mediation when requested by employees. Due September 30, 2018

## **Internal Work Objective: Business Planning**

Achieve a high level of excellence managing FAA Business Planning activities. Provide excellent support of FAA Strategic Planning and Performance Management activities.

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### **Internal Work Initiative: Business Planning and Strategic Support**

Manage and enhance the agency-wide business planning processes and tools to best meet the agency's needs. Provide excellent support of FAA Strategic Planning and Performance Management activities.

#### **Internal Work Activity: Enable Development of FAA Business Plans**

Ensure completion and implementation of high-quality FY18 business plans for all LOBs/SOs, while maintaining a high level of satisfaction among FAA customers.

##### **Activity Target 1:**

Based on agency leadership and planning community input, update guidance to ensure completion of high-quality FY18 business plans for all FAA Lines of Business and Staff Offices (LOBs/SOs) before the beginning of the new fiscal year. Due July 31, 2018

##### **Activity Target 2:**

To obtain stakeholder input on the Business Planning process, conduct at least two "lessons learned" exercises on the various processes related to Business Planning. Due September 30, 2018

##### **Activity Target 3:**

Support the user community through troubleshooting, training, and enhancement of planning processes and tools. Due September 30, 2018

#### **Internal Work Activity: Enable FAA Strategic Planning and Performance Management**

Develop an outstanding set of performance measures for the agency, prepare effective reports on metric data, develop the capability to perform strategic planning studies, and maintain a high level of satisfaction among FAA and external customers.

##### **Activity Target 1:**

Following FAA leadership input and coordinating

across the agency, lead development and refinement of key FY18 FAA performance measures including but not limited to those for FAA strategic priority activities, Organizational Success Increase/Organizational Success Measures (OSI/OSM) ), Short Term Incentive (STI) programs, and Portfolio of Goals, satisfying quality requirements on time. Due September 30, 2018

**Activity Target 2:**

For a satisfaction survey sent to Performance Committee members and Strategic Initiatives Group (SIG) leaders, achieve a 75% response rate, with "good" or "excellent" ratings from at least 85% of respondents, regarding quality of APO strategic planning and performance management support. Due September 30, 2018

**Activity Target 3:**

Provide support for FAA-wide and LOB/SO future planning. Due September 30, 2018

**Internal Work Activity: FAA Enterprise Dashboard (FED) Tool**

Manage the continued development of FEDTool at the LOB/SO and agency level.

**Activity Target 1:**

Continue FEDTool development of common core carry over requirements from FY17. Due September 30, 2018

**Activity Target 2:**

Develop FEDTool to accommodate FAA Administrator governance and reporting needs, where identified for FY18. Due September 30, 2018

**Activity Target 3:**

Develop FEDTool to accommodate Department of Transportation (DOT), Office of the Secretary (OST) governance and reporting needs, where identified for FY18. Due September 30, 2018

**Activity Target 4:**

Manage the development of FY19 requirements into the FEDTool based on based on Business Plan Builder/Performance Assessment Module (BPB/PAM) migration to SPIRE SBM 2.1 Portal for the FY19 formulation cycle. Due September 30, 2018

**Internal Work Activity: SPIRE (SBM) Development**

Manage the process and requirements for migration of Business Plan Builder to SPIRE SBM 2.1 Portal implementation in FY19.

**Activity Target 1:**

Work with and attend AFN SPIRE Portal project managers meetings as scheduled to ensure collaboration and communication remains consistent throughout development, migration and implementation of the SPIRE SBM 2.1 Portal. Due September 30, 2018

**Activity Target 2:**

Complete Acceptance Criteria for all User Stories identified for formulation, coordination, implementation, change request and STI processes necessary for readiness of the FY19 business planning cycle. Due September 30, 2018

**Activity Target 3:**

Work with SPIRE SBM 2.1 developers throughout development SPRINTS to ensure continuity and completion of development, user acceptance test (UAT), and product requirement functionality approvals for all user stories through implementation. Due September 30, 2018

**Activity Target 4:**

Coordinate efforts with the FEDTool and SPIRE SBM 2.1 Portal developers to ensure database are synced, linked and communicating in preparation for the FY19 formulation cycle. Due September 30, 2018

**Internal Work Activity: Support DOT Strategic Planning and Performance Management**

Develop an outstanding set of performance measures and plans for DOT, maintaining a high level of satisfaction among points of contact at OST.

**Activity Target 1:**

Working across FAA, complete agency performance reports to support progress reports on DOT Agency Priority Goals, Deputy Secretary of Transportation (S-2) reviews, and other Secretary of Transportation updates and reports, as requested, providing FAA inputs on a timely basis. Due September 30, 2018

**Activity Target 2:**

Support OST creation and implementation of the DOT Strategic Plan and Performance Plan, providing FAA inputs on a timely basis. Due September 30, 2018

**Activity Target 3:**

Support OST development of the DOT Enterprise Risk Management program, providing FAA inputs on a timely basis. Due September 30, 2018

changeover in Administration. Due September 30, 2018

**Internal Work Objective: Policy Development and Monitoring**

Timely and high-quality support to senior management and stakeholders in monitoring and developing cross-agency policies, including but not limited to funding stability and adequacy, and other high-level objectives.

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**Internal Work Initiative: Legislative Proposal for Reauthorization**

Support the introduction of an FAA Reauthorization Bill through the development of proposals, analysis, legislative text, and responses to inquiries from stakeholders.

**Internal Work Activity: Reauthorization Development**

Coordinate and develop agency reauthorization priorities and proposals. Provide analysis and technical assistance on draft legislative proposals as necessary.

**Activity Target 1:**

Lead internal and external coordination on new reauthorization proposals for the agency. Due September 30, 2018

**Activity Target 2:**

Monitoring the legislative implementation of several bills featuring requirements for the FAA. Due September 30, 2018

**Internal Work Activity: Government Inquiries**

Coordinate and support responses to government inquiries, including both official and informal requests from Congress and associated organizations

**Activity Target 1:**

Lead or support development and coordination of responses to government inquiries such as Technical Assistance requests, GAO questions, and Questions for the Record (QFR). Due September 30, 2018

**Activity Target 2:**

Lead the development of briefing books and materials for the Presidential Transition and

**Internal Work Initiative: Monitor Policy and Funding Environment**

Analyze forecasts of Trust Fund revenues and expenditures, and analyze Trust Fund receipts. Support senior management and stakeholders on policy and funding issues.

**Internal Work Activity: Trust Fund Analysis and Monitoring**

Develop high-quality and well-coordinated analysis of FAA Trust Fund receipts and revenue forecasts. Analyze Trust Fund revenues, and analyze Trust Fund receipts.

**Activity Target 1:**

Monitor the Trust Fund receipts compared to expectations, and flag any unexpected deviations from trend. Due September 30, 2018

**Activity Target 2:**

Work with the Budget Office (AFN) to maintain the FAA's Trust Fund information on the Web and to respond to stakeholder inquiries. Due September 30, 2018

**Internal Work Initiative: Identify and Develop Cross Cutting Policies**

Identify and develop cross-cutting NextGen and emerging aviation and commercial space policies as needed, working across the agency, and with the Administration, Congress, and stakeholders.

**Internal Work Activity: Emerging Policies**

Maintain awareness, education, and communication with FAA lines of business on emerging policy issues. Respond to requests, internal and external to the agency, and develop information and analysis products to inform policy decisions. Support groups such as the UAS Board and Executive Working Group, Drone Advisory Committee, NextGen Advisory Committee, and others.

**Activity Target 1:**

Identify, coordinate, and develop emerging aviation policies as needed, working across the agency, and with the Administration, Congress, and stakeholders. Examples of emerging issues include NextGen, UAS, commercial space transportation, cyber security, and spectrum management. Due September 30, 2018

## Internal Work Initiative: Support the Management Advisory Council

Provide staff support and coordination for the Management Advisory Council (MAC), which provides general management and performance advice to the Administrator.

### Internal Work Activity: Support the Management Advisory Council

Provide staff support and coordination for the Management Advisory Council (MAC), which provides general management and performance advice to the Administrator.

#### Activity Target 1:

Staff meetings of the MAC and other Congressionally-mandated advisory boards, as directed by the Administrator. Due September 30, 2018

## Internal Work Objective: Management Staff Support

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.

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## Internal Work Initiative: Management Support

Provide a broad range of personnel, financial management, travel, transportation and logistical services for the APL organization as well as all FAA lines of business and staff offices in support of FAA's international programs

### Internal Work Activity: Personnel Support

Provide personnel support to the APL organization and FAA's operations in foreign areas.

#### Activity Target 1:

Respond to FAA managers and employees within 1 business day and provide accurate information about human resource issues. Due September 30, 2018

#### Activity Target 2:

Track and issue monthly reminders to APL employees on mandatory FAA training requirements. Due September 30, 2018

#### Activity Target 3:

Track and issue quarterly notifications to FAA employees who traveled to danger pay posts and

were not paid danger pay allowance. Due September 30, 2018

#### Activity Target 4:

Track and issue biweekly reminders to employees for LDR entries. Maintain at least a 98% compliance rate. Due September 30, 2018

#### Activity Target 5:

Provide advice and guidance to employees seconded and detailed to International Civil Aviation Organization (ICAO) in support of Global Leadership Initiative. Due September 30, 2018

#### Activity Target 6:

Ensure completion of required security training (Access to Classified Information), both annual and situational, by all personnel in accordance with prescribed standards for appropriate levels of access. Annual audit and provide documentation of completed training to APL-1/2. Due June 30, 2018

#### Activity Target 7:

Ensure proper completion and retention of Classified Information Nondisclosure Agreements (SF-312) by all personnel holding access to classified information under APL control. Annual audit and provide documentation of completed training to APL-1/2. Due June 30, 2018

## Internal Work Activity: Finance and Training Support

Provide finance and training support to the APL organization and FAA's operations in foreign areas. Support the registration of international students to the FAA Academy.

#### Activity Target 1:

Respond to FAA managers and employees within 1 business day and provide accurate information about financial management issues. Due September 30, 2018

#### Activity Target 2:

Provide quarterly budget reviews to each of the APL office directors within three weeks of the close of each quarter. Due September 30, 2018

#### Activity Target 3:

Forward 98% of international training agreements (ITAs) within 2 business days of receiving request. Due September 30, 2018

#### Activity Target 4:

Develop annual spending plans and cost

estimates within established Office of Budget & Programs (ABP) deadlines throughout FY 2018. Due September 30, 2018

**Activity Target 5:**

Close out international reimbursable agreements within 30 days of the activity conclusion. Due September 30, 2018

**Activity Target 6:**

Coordinate 100% of new Reception and Representation (R&R) requests within 2 business days of receiving request. Due September 30, 2018

**Activity Target 7:**

Complete previous month reconciliations within 5 business days of the beginning of the next month and maintain a monthly green status (>95%) in REGIS. Due September 30, 2018

**Internal Work Activity: Travel and Transportation Support**

Provide travel and transportation support to the APL organization and FAA's operations in foreign areas.

**Activity Target 1:**

Respond to FAA managers and employees within 1 business day and provide accurate information about travel and transportation issues. Due September 30, 2018

**Activity Target 2:**

Provide biannual reminders to FAA employees on international travel guidelines. Due September 30, 2018

**Activity Target 3:**

Forward all visa and passport applications for official travel within 1 day of receipt. Due September 30, 2018

**Activity Target 4:**

Ensure all courier actions are delivered within 1 business day to Department of State and Embassies. Due September 30, 2018

**Activity Target 5:**

Track and issue monthly reminders to FAA employees who have traveled internationally and have not obtained the required official passport or submitted an eCountry Clearance. Due September 30, 2018

**Internal Work Activity: Logistical Support**

Provide logistical support to the APL organization and FAA's operations in foreign areas.

**Activity Target 1:**

Respond to APL managers and employees within 1 business day and provide accurate information about logistical issues. Due September 30, 2018

**Activity Target 2:**

Work collaboratively with AIT Shared Services to ensure that the issuing, tracking, and disposing of accountable equipment in accordance with FAA's property management policies. Verify and maintain a 90% compliance rate that APL's accountable equipment is inventoried and input into the FAA's Automated Inventory Tracking System (AITS). Due September 30, 2018

**Activity Target 3:**

Work collaboratively with the designated APL Record Coordinators to ensure each office is following the federal government's records management responsibilities. Attend monthly FAA Records Management Officer meetings and report minutes to record custodians. Due September 30, 2018

**Activity Target 4:**

Work with the FAA Section 508 Program Office to provide APL staff with requirements and standards for posting material to the FAA Internal and External websites. Establish training materials for APL staff that will help facilitate document and/or material creation in Section 508 standards. Replace non-compliant Section 508 material from APL's assigned Internal and External websites, and achieve a 95% compliant rating material from the FAA Section 508 Program Office Due September 30, 2018

**Activity Target 5:**

Support the implementation of FAA Emergency Notification System (ENS) through APL. Develop and implement periodic ENS test protocol to ensure workforce familiarity with ENS. Send at least one test message every quarter, starting in quarter Q3 of FY-18. Due September 30, 2018

**Activity Target 6:**

Develop and maintain tool to evaluate VP narrative ratings in accordance with HRPM 9.1a and 2.25c. Due August 31, 2018

