Safety
Reduce Aviation and Commercial Space Transportation-Related Fatalities and Serious Injuries in Commercial and General Aviation.

Systemic Safety Approach
Mitigate risks and encourage infrastructure and behavior change by using a data-driven systemic safety approach to identify risks, enhance standards and programs, and evaluate effectiveness.

Initiative: Legal Services Supporting the Agency Compliance and Enforcement Program
Prioritize and prosecute enforcement actions timely in accordance with the agency’s safety goals by taking the first legal action in at least 60% of cases within 60 days of receipt by legal counsel and 80% within 90 days. Conduct 70% of informal conferences within 90 days of receipt of a respondent's request and 90% of informal conferences within 180 days. Provide legal support for the compliance and enforcement activities of AVS, ASH, ARP, and AST, which include representing the agency before the NTSB, the FAA decision maker and the Federal courts, providing timely and effective legal advice and policy document review in support of enforcement activities, and providing and assisting with training that improves the effectiveness of the agency’s enforcement program.

Activity: Timely Prosecute Legal Enforcement Actions
Take first legal action (initiate case, transmit case alert to headquarters, return case to program office, take other significant action (EIS legal event code 20)) in at least 60% of cases within 90 days of receipt by a legal counsel and 80% within 180 days.

Target: First Legal Action
Take first legal action (initiate case, transmit case alert to headquarters, return case to program office, take other significant action (EIS legal event code 20)) in at least 60% of cases within 90 days of receipt by a legal counsel and 80% within 180 days.

Target: Monitor and Report
Monitor and report results for each Field Enforcement Team, AGC-300 HQ. Due quarterly and final report due at the end of the fiscal year.

Target: Target 1 Accountability
If any Team or AGC-300 HQ does not meet Activity Target 1 over two consecutive quarters, evaluate and determine the root cause of the lapse and make adjustments as necessary to achieve timely prosecution of legal enforcement actions. Due at close of second quarter, if necessary, and final report due by end of fiscal year.
Activity: Efficient Processing of Enforcement Actions
Process legal enforcement cases efficiently by conducting 70% of informal conferences within 90 days of receipt of a respondent's request and 90% within 180 days. When no informal conference is requested, take the next action (e.g., issuing a final notice, responding to a written reply to a notice, or issuing an order of suspension or assessment) after initiating a case in at least 70% of the cases within 90 days of case initiation and in at least 90% within 180 days.

Target: Informal Conferences
Conduct 70% of informal conferences within 90 days of receipt of a respondent’s request and 90% within 180 days.

Target: Next Action
When no informal conference is requested, take the next action (e.g., issue a final notice, respond to a written reply to a notice or issue an order of suspension or assessment) after initiating a case in at least 70% of the cases within 90 days of case initiation and in at least 90% within 180 days.

Target: Monitor and Report Results
Monitor and report results of Targets 1 and 2 for each Field Enforcement Team, AGC-300 HQ, and AGC-wide. Due quarterly and final report on September 25, 2018.

Target: Target 1 and 2 Accountability
If any Team or AGC-300 HQ does not meet Activity Target 1 and/or Activity Target 2 over two consecutive quarters, evaluate and determine the root cause of the lapse and make adjustments as necessary to achieve efficient processing of legal enforcement actions. Due close of second quarter, if necessary and final report due September 25, 2018.

Initiative: Audit and Evaluation
Identify an area for audit and evaluation to assess Compliance and Enforcement matters for delivery of timely, efficient and quality legal service.

Activity: Compliance and Enforcement Audit and Evaluation
Identify an area for audit and evaluation to assess Compliance and Enforcement matters for delivery of timely, efficient and quality legal service.

Target: Audit and Evaluation Tasks
Identify an area for audit and evaluation by January 31, 2019. Select a team and design an implementation plan by March 31, 2019. Report findings and recommendations to AGC-1 and AGC-3 by the end of the fiscal year.

Activity: Enhance Legal Representation
Enforcement management will meet regularly with primary client offices.
Target: Communication with primary client offices
Enforcement management will meet regularly with primary client offices, as appropriate to workload received, to discuss legal enforcement caseloads, priorities, and issues and report to enforcement attorneys and support staff on outcomes of those meetings. Due as held and at least no later than September 30, 2019.

Activity: Compliance and Enforcement Training
Provide support for AVS compliance and enforcement training to agency employees.

Target: Support AVS compliance and enforcement training
Provide support for AVS compliance and enforcement training to agency employees.

Target: FAA Order 2150.3C eLMS training
Develop and support the provision of FAA Order 2150.3C eLMS differences training.

Target: Enforcement Training Materials
Design and create training materials for AGC-300 attorneys on at least two enforcement practice areas.

Target: Database or Case Management Training
Target 4: Ensure training for support staff on database or case management or document management systems affecting the processing of enforcement actions as appropriate

Activity: Equalize Workloads across Enforcement Teams
Analyze and ensure equitable distribution across enforcement teams.

Target: Implement redistribution process
Implement redistribution process, gather data on a monthly basis, evaluate outcome, and adjust process as appropriate.

Target: Re-evaluate Process and Outcomes
Re-evaluate process and outcomes, adjust process as appropriate.
Initiative: Provide Legal Analysis of Agency Regulations and Documents Associated with Existing Regulations

Provide legal analysis of agency regulations to Office of Rulemaking and program offices and provide the regulated community with timely guidance on regulations by (i) completing review of 85% of exemption responses within 30 days of receipt; (ii) responding to 70% of public requests for regulatory interpretations within 120 days of receipt, unless they involve precedent-setting or novel issues, or would implicate the establishment of new policy.

Provide legal analysis of agency regulations and responses to exemptions from regulatory requirements to Office of Rulemaking and program offices by (i) completing review of 85% of exemption responses within 30 days of receipt, and (ii) providing Milestone 3 concurrence within 90 of the original rulemaking program schedule as approved by the Rulemaking Management Council for at least 85 percent of the rule projects.

Activity: Provide Legal Services on Agency Rulemaking

Provide legal advice, representation, policy guidance, and legal sufficiency reviews relating to rulemaking.

**Target: Milestone 3 Concurrence**

Provide Milestone 3 concurrence within 90 days of the original rulemaking program schedule as approved by the Rulemaking Management Council for at least 85 percent of the rule projects.

Activity: Provide Legal Review of Agency Grants and Denials of Exemptions from Regulatory Requirements

Provide program offices with timely legal review of grants and denials of exemptions from the agency’s existing regulatory requirements in accordance with criteria set forth by statute in 14 CFR Part 11.

**Target: Timely Legal Review**

Within 30 days of receipt, provide legal concurrence or return document to program office with detailed explanation of why document is not legally sufficient for 85% of the exemptions submitted to AGC for review in FY19.

Activity: Provide Legal Review of Agency Guidance and Advisory Materials

Provide legal concurrence or return document to program office with an explanation of why the document is not legally sufficient.

**Target: Document Review**

Complete review within timeframes requested to the extent possible based on other priorities. If program office has designated insufficient time for adequate legal review, attorney is to notify the program office and let it know when legal review will be complete.

**Target: Technical Evaluations Review**

Provide review of technical evaluations and guidance prepared by the Office of Commercial Space within 30 days from receipt of the documents.
Target: Legal Support to FAA's Emergency Operations Effort
Provide legal support to FAA's emergency operations planning and response effort including planning for and response to all hazards and emergencies.

Initiative: Provide Regulated Community with Guidance on Agency Regulations
Provide regulated community with timely and publicly available guidance in response to requests for interpretations of FAA regulations.

Activity: Statutory Interpretation and Preemption
Provide a plan of action to respond to initial question of statutory interpretation and preemption from internal sources and external sources.

Target: Initial Source Request
Within 15 days of a request from an internal source, provide an initial response or course of action on questions of statutory interpretation and preemption.

Target: External Source Request
Within 30 days of a request from an external source, provide a course of action to respond to questions of statutory interpretation and preemption.

Activity: Respond to Requests by the Public for Legal Interpretations of Agency Regulations
Provide regulated community with timely guidance in response to requests for interpretations of FAA regulations from internal sources and external sources.

Target: Requests for Interpretations
Respond to 70% of requests for interpretation within 120 days of receipt in FY2019 in cases where the response would not involve issues of a precedent-setting nature or novel issues, or would result in the introduction of a new policy. In cases where the Agency decides not to answer the request, a "no-response" letter will be sent within 120 days of receipt in FY2019, consistent with performance metric. We plan to revisit this metric at the end of the first quarter (December 2018).

Target: Requests for Interpretations - Novel Issues
Responses to requests for interpretation that involve issues of a precedent-setting nature or involve novel issues, or would result in the introduction of a new policy, will be provided in a timely fashion.

Initiative: Federal Tort Claims Act and Litigation Training for Air Traffic Control Specialists and Managers
Provide Federal Tort Claims Act and Litigation training.
Activity: Federal Tort Claims Act and Litigation Training
Work with AJI to deliver training to the ATCS workforce re: tort liability for negligent performance of duties.

Target: Quarterly Training Sessions
Work with AJI to deliver quarterly training sessions to the ATCS workforce re: tort liability for negligent performance at an ATC facility.

Target: Department of Justice Attorneys
Incorporate DOJ attorneys with training to ATO personnel.

Infrastructure
Invest in Infrastructure to Ensure Safety, Mobility, and Accessibility and to Stimulate Economic Growth, Productivity and Competitiveness for American Workers and Businesses.

Project Delivery Planning  Environment Funding and Finance
Facilitate expanded infrastructure development, modernization, and construction in both rural and urban communities by fostering more efficient and collaborative planning and construction techniques, accelerating project approval, leveraging all sources of funding, and promoting innovative financing while maintaining environmental stewardship.

Initiative: Airport and Environmental Law Services to Build the National Airspace System of the Future
Provide legal advice and guidance to assist the Office of Airports, Air Traffic Organization, and other lines of business to build the national airspace system of the future by completing review of environmental documents for projects to increase efficiency or capacity within 30 days of receipt of a technically adequate and complete document. Airport and other environmental legal services will be provided in accordance with agency strategic initiatives to make aviation safer and smarter and deliver benefits through technology and infrastructure. Collaborate across lines of business to provide excellent representational legal services and training to maintain the effectiveness of agency airport and environmental programs.
Support strategic initiatives to increase airport and system capacity and Next Generation system capability. Complete timely and effective legal reviews for infrastructure modernization and military special use airspace projects. Assist in formulating and implementing policies, strategies, and best practices to advance aviation in an environmental responsible and sustainable manner. Provide timely legal services to help the Office of Airports maintain the safety and sustainability of US airports and maintain airport infrastructure that benefits the National Airspace System.

Activity: Client Priorities and Provide Timely Legal Services to Office of Airports
Ensure that airport and environmental law services are provided in a manner that reflects agency and primary client priorities.
Target: Identify Priorities of Primary Clients
Meet with primary clients (e.g. ACO, ARP, ATO, AEE) to identify priorities, define the legal support needed to advance those priorities, obtain client feedback on support provided, and, as necessary, reassess services being provided. Provide summary report to AGC-1 and AGC-3.

Target: Judicial Decision Summaries
Within 30 days of a judicial decision, provide client offices with written summaries of judicial decisions in airport and environmental cases where the FAA is a party to the litigation or where the decision may have a direct impact on future FAA actions.

Activity: Provide Timely Legal Review of NEPA Documents
Support timely completion of NEPA documents to fulfill strategic initiatives to make aviation safer and smarter and deliver benefits through technology and infrastructure.

Target: Legal Review of Complete NEPA Documents
Except as set forth in Targets 2 and 3 below, or in connection with the review of environmental assessments for Metroplex projects and other proposed RNAV/RNP projects, complete legal review of technically adequate and complete NEPA documents within 30 days or within a mutually agreed upon time. If the program office has not provided sufficient time for adequate legal review, the assigned attorney will notify the program office and will complete the review no later than 30 days of receipt.

Target: Legal Sufficiency Review of EISs for Airport Projects
Complete legal sufficiency review of 95% preliminary EISs for airport projects at core airports and capacity-constrained airports within 30 working days of receipt of a technically adequate and complete document.

Target: Legal Sufficiency Review of Preliminary Environmental Documents
Complete legal sufficiency review of preliminary environmental documents for all other airport projects will be completed within 30 working days of receipt of a technically adequate and complete document 75% of the time.

Target: Legal Support - Metroplex Airport Development
Provide legal support on the development of community outreach strategies associated with Metroplex, airport development, infrastructure, and RNAV/PBN procedure projects.

Activity: Policy and Guidance Information for NEPA Compliance Support
Provide legal support for policy and guidance on the requirements on the National Environmental Policy Act and related natural and cultural resource issues.

Target: Legal Support - AEE
Provide legal support for AEE’s noise policy research. Assist AEE in developing responses to comments and provide legal sufficiency review for any order revisions that may result.
Activity: Provide Guidance and Coordinate FAA Sustainability Efforts
Provide timely legal services that support remediation of sites where federal activities have resulted in environmental contamination.

**Target: Legal Services that Support Remediation of Sites**
Provide documentation for administrative orders on consent, consent decrees, settlement agreements, and other legal documents necessary to memorialize legal obligations and agreements entered into by the agency.

Activity: Timely and Effective Provision of Representational Legal Services
Provide timely and effective representational legal services to deliver benefits through technology and modernized National Airspace System infrastructure.

**Target: Petition for Review or Complaint**
Within 30 days of receiving a petition for review or complaint, contact the U.S. Department of Justice attorney assigned to the matter to provide an overview of the key issues in the case and to discuss the support to be provided by AGC.

**Target: Review of Petitioner's Initial Briefs**
Review petitioners' initial briefs within 2 weeks of receipt and provide written comments on the accuracy of the statement of facts, with references to the administrative record.

**Target: Department of Justice Coordination**
Assist the U.S. Department of Justice attorney in drafting respondents' briefs, as requested, within 10 business days of the request.

**Target: Review Petitioner's Reply Briefs**
Review petitioners' reply briefs and provide any appropriate additional analysis and comments, with references to the administrative record at least ten days before oral argument is held. Participate in moot courts to help the Department of Justice attorney prepare for oral arguments.

Initiative: Ensure the Nation's System of Airports Has the Right Technology and Infrastructure to Support Evolving Needs.
Ensure the nation's system of airports has the right technology and infrastructure to support evolving needs.

Activity: Align Airport Infrastructure with Current and Anticipated Demand
Form strong relationships with clients to facilitate the provision of counseling and legal services that support and enhance the client's work. Create policy guidance.
Target: Legal Support to ARP - Orders
Provide legal support to ARP on the revision of FAA Orders as appropriate or as needed. Provide written comments within 30 days of receipt of a complete stand-alone section or within 90 days of receipt of the complete order.

Target: Part 16
Part 16. Complete legal review of 95% of draft Part 16 orders submitted to AGC within 30 days of receipt of a complete document.

Target: Legal Support to ARP - Policies
Provide legal support to ARP on the revision or promulgation of FAA policies that ARP desires to promulgate or update. Provide written comments within 30 days of receipt of a complete stand-alone section or within 90 days of receipt of the complete policy statement.

Activity: Accommodate New Entrants to the Aviation System
Complete internal ARP coordination on definition of which types of Unmanned Aircraft Systems and commercial space activity represent "aeronautical use".

Target: Legal Support to ARP and AST - New Entrants Guidance
Provide legal support to ARP and AST in developing policies or guidance related to the integration of UAS, commercial space vehicles, and other new entrants into the operations of airports. Provide comments, approvals or legal opinions within 60 days of client submission or request.

Economic Competitiveness and Workforce
Enhance reliable and efficient movement of people and goods by promoting effective management and ensuring leadership in securing data and in sharing information across the transportation system.
Initiative: Office of Adjudication (OADJ) Procurement and Acquisition Related Adjudication and Dispute Resolution Services (ODRA)

As an independently operating adjudicatory authority comprised of a Director/Administrative Judge and other administrative judges, safeguard the quality and integrity of the Agency's acquisition and contract administration processes by deciding or resolving, on behalf of the FAA Administrator, all bid protests and contract disputes that arise under the FAA's Acquisition Management System. Provide timely, fair, responsive and efficient adjudication, alternative dispute resolution ("ADR") and dispute avoidance services in matters arising under the AMS, as well as in other designated administrative matters.

Serve as the FAA's exclusive tribunal for adjudicating and deciding procurement and acquisition-related and other administrative disputes. Provide dispute avoidance and early resolution services to the Agency and its private sector contracting partners, assisting them through voluntary dispute resolution and dispute avoidance methods to the maximum extent practicable. For those matters that cannot be avoided or resolved through ADR, provide a flexible, efficient and transparent adjudication process. Educate Agency personnel and private sector stakeholders regarding the FAA's dispute resolution and adjudication processes.

Activity: ADR and Adjudication Services

Provide timely, fair, responsive and efficient dispute avoidance, ADR and adjudication services to the FAA and its contracting partners.

Target: System for Optional Electronic Filing, Pleadings and Other Documents

Continue to optimize a permanent system for the optional electronic filing and exchange of pleadings and other documents in ODRA matters. Establish procedures that facilitate the voluntary use of electronic filing and document exchange in the majority of ODRA matters. Track, review and report interim status by March 31, 2019 and complete by end of FY19.

Target: Educational Programs

Conduct educational programs for Agency personnel and outside stakeholders on the FAA dispute resolution system. Participate in at least 4 programs and professional activities that promote knowledge and acceptance of the FAA acquisition process. Track, review and report interim status by March 31, 2019 and complete by end of FY19.

Target: Voluntary ADR

Provide voluntary ADR and as the primary means of managing matters filed with the ODRA. Actively manage and establish appropriate timeframes for completion of adjudication processes in all cases. Complete Findings and Recommendations in typical adjudicated cases in the following average number of days from the date of closing of the administrative record: non-complex protests- 30 calendar days; complex protests- 60 calendar days; non-complex contract disputes-90 calendar days; complex contract disputes- 160 calendar days. Track, review and report interim status by March 31, 2019 and complete by end of FY19.
Initiative: Office of Adjudication Timely Civil Penalty Adjudication and Appeals Process and Decisions

Civil Penalty staff prepares recommended decisions for the Administrator in appeals from decisions issued by DOT Administrative Law Judges and provide hearing officers in other civil penalty cases. Civil penalty staff also provides docket clerking services for the ALJs in all civil penalty adjudications.

Activity: Civil Penalty Appeal Decisions

Civil Penalty staff prepare recommended decisions for the Administrator in appeals from decisions issued by DOT Administrative Law Judges and provide hearing officers in other civil penalty cases. Civil penalty staff also provide docket clerking services for the ALJs in all civil penalty adjudications.

Target: Civil Penalty Appeals and Adjudications

Prepare draft decisions for the Administrator for typical civil penalty appeals and adjudications in an average of 120 days from the closing of the record.

Target: ADR Option Pilot Program

In conjunction with the Enforcement Division, continue to conduct a pilot program offering a voluntary ADR option in select civil penalty cases during FY19 and evaluate the effectiveness of the pilot at the end of the FY.

Target: NPRM to Part 13 Procedural Rules

Publish an NPRM for comprehensive revision to the Part 13 Procedural Rules governing civil penalty adjudication and appeal procedures, including a provision allowing electronic filing and case management.

Initiative: Acquisition & Fiscal Law Services Division Support of Strategic Initiative: NAS

Provide legal advice and represent the Agency interests relating to the FAA’s acquisition of the systems and services needed to achieve the NAS Priority Initiative and other high priority goals. In particular, this Initiative supports the NAS Guiding Principle: Provide safe, secure, and efficient services to NAS users in the most cost effective and innovative manner. The Division’s staff ensures the legal sufficiency of acquisition processes and documents; assists clients in developing a rational basis for acquisition and related decisions, and represents the agency when acquisition decisions are challenged.

Activity: Provide Timely and Accurate Review of Acquisition Documentation

The Office of the Chief Counsel will review 100% of documents within 10 days, on average, of receipt of complete packages.

Target: Review of Acquisition Documents

The Office of the Chief Counsel will review 100% of documents within 10 days, on average, of receipt of complete packages.
Activity: Provide Timely and Accurate Representation at the Office of Dispute Resolution (ODRA)
Represent the Agency before the Office of Dispute Resolution for Acquisition (ODRA)

Target: Agency Representation
The Office of the Chief Counsel will represent the Agency in all matters before ODRA, AGC-70, meeting 100% of deadlines imposed.

Innovation
Lead in the Development and Deployment of Innovative Practices and Technologies that improve the Safety and Performance of the Nation's Aviation System.

Development of Innovation
Encourage, coordinate, facilitate, and foster world-class research and development to enhance the safety, security, and performance of the Nation’s transportation system.

Initiative: International Legal Services - Support Client Offices
Provide legal services relating to drafting and negotiation of international agreements; prepare the U.S. position on matters before ICAO; and provide legal support for the client offices with international legal issues through the provision of legal services. Provides legal services to ensure strategic priorities of the Administrator, and primary clients are met by (i) providing the initial review of 80% of template-based technical assistance agreements for international activities within 15 working days of receipt, and (ii) by performing initial review and coordination of 90% U.S. positions and strategies by the deadlines specified in a particular interagency Group on International Aviation (IGIA) paper.

Activity: Interagency Group on International Aviation (IGIA)
Legal review of Interagency Group on International Aviation (IGIA).

Target: Legal Review of Interagency Group on International Aviation (IGIA)
Complete legal review of IGIA matters as assigned by the deadline specified in the IGIA circulation. Legal review results either in (i) determination of legal sufficiency or (ii) a determination of work to be done by others to correct legal deficiencies. When it becomes clear that a deadline cannot be met, the attorney will contact the Assistant Chief Counsel so that the matter can be reassigned.

Activity: International Agreements and Contracts
Legal review of international agreements and contracts and providing technical assistance.

Target: Review of International Agreements and Contracts
Complete review of international agreements and contracts as assigned within 15 working days of receipt in the AGC-700.
Activity: Promote USG Interests at the International Civil Aviation Organization (ICAO)
Provide legal assistance to FAA Program Offices on technical issues involving ICAO Standards and Recommended Practices. Serve as legal representatives at upcoming ICAO meetings, as necessary.

Target: Legal Support to FAA Program Offices
Provide as assigned (i) legal support to the relevant client offices in their review of ICAO initiatives, including proposals for new or revised Standards and (non-binding) Recommended Practices (SARPs); and other ICAO guidance materials; and (ii) legal assistance to FAA program offices in implementation of any new or amended SARPs.

Target: Represent the FAA and United States in ICAO Legal Bodies
Represent the FAA and the United States in ICAO legal bodies, including but not limited to the Legal Commission of the Triennial Assembly, the Legal Committee, diplomatic conferences and high-level ministerial conferences on various subjects, the Cape Town Commission of Experts (CESAIR), the Task Force on the Cross-Border Transferability of Aircraft, and ad hoc legal advisory and work groups of various kinds.

Activity: International Aviation Safety Assessment Audits (IASAs)
Implement and support the IASA program by (1) conducting legal assessment of the civil aviation laws, regulations, and enforcement systems of foreign aviation authorities for compliance with minimum international aviation safety standards established under the Convention on International Civil Aviation; (2) assisting with communicating the results of the assessment to both representatives the assessed country and the U.S. embassy staff; and (3) assisting the program office in development of policy for execution of the Administrator’s responsibility for the safety of foreign air carriers.

Target: Cooperation with Flight Standards Services International Affairs Office
Cooperate as assigned with the Flight Standards Service international affairs office (AFS-50) in scheduling and conducting IASA audit visits to foreign Civil Aviation Authorities (CAAs), so-called Final Discussions, or other consultations. Assist in the drafting of cables, team reports, and Records of Discussions (ROD) in a timely manner.

Target: Development of IASA Policies and Procedures
Participate in the development of IASA policies and procedures and in training audit team members.

Activity: United Kingdom Withdrawal from the European Union (Brexit)
Assist Agency clients in ensuring a seamless transition in safety relationship with the UK upon its withdrawal from the EU.
Target: Assist Agency Clients to Ensure Transition
Assist AVS-1, API-1, AIR-1, and AFS-1 in ensuring a seamless transition in our safety relationship with the UK upon its withdrawal from the EU, projected to occur in March, 2019, with minimal impact on our continuing safety relationship with the EU, especially the European Aviation Safety Agency and the European Commission, as assigned.

Initiative: Assist in Development and Implementation of the FAA's Global Leadership Initiative (GLI)
Provide assistance to the Executive Director for International Affairs in development, oversight, and execution of the FAA's International strategy.

Activity: Assist in Development and Implementation of the FAA’s Global Leadership Initiative (GLI)
Provide assistance to the Executive Director for International Affairs in development, oversight, and execution of the FAA's International strategy.

Target: International Steering Committee (ISC) Participation
Participate as assigned in the International Steering Committee (ISC) and assist with the implementation of its initiatives. Support the Chief Counsel and Deputy Chief Counsel's participation in the International Advisory Board (IAB).

Accountability
Serve that Nation with Reduced Regulatory Burden and Greater Efficiency, Effectiveness and Accountability.

Regulatory Reform
Reduce current regulatory burdens and bureaucracy to ensure a safe, efficient, accessible, and convenient transportation system for people and commerce.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)
Utilize the EEO/Diversity and Inclusion Action Committee (EAC) to create, oversee and support a diverse and inclusive workplace.

Activity: AGC Ensure a Diverse and Inclusive Workforce
• AGC will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process. • Assist in development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF). • Provide EEO training to managers and employees. • Managers engage in the mediation/facilitation process.
Target: Reasonable Accommodations (RA)/Reasonable Accommodations Management System (RAMS) Training

Ninety percent (90%) of all new managers and supervisors must complete Reasonable Accommodations (RA) and Reasonable Accommodations Management System (RAMS) training within one year of newly appointed supervisory position. This goal will be tracked on a bi-monthly basis through the EEO Action Committee (EAC) for Diversity and Inclusion.

Target: Reasonable Accommodations:

Ensure ninety percent (90%) of AGC reasonable accommodation requests are processed within 25 business days or less.

Target: Improve Participation/Outreach

Provide legal support to ACR in the development of strategies to improve the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women by providing resources and data analysis to LOB/SOs to increase the workforce as compared to the civilian labor workforce (CLF) and/or MD-715, Part J. These strategies will address hiring, training, career progression opportunities and will be deployed and tracked through the EAC Workgroups.

Target: EEO Training

Monitor the delivery of EEO training to 80% of AGC managers and 70% of AGC employees.

Target: Mediation:

Ensure that 75% of all AGC managers engage in mediation when requested by employees.

Initiative: Commercial Standards and Policy

Provide project management and analytical support on regulations, minimum standards, guidance, procedures, rulemaking and Advisory Circulars (ACs).

Activity: AGC: Process Exemptions

Issue all necessary exemptions in a timely manner.

Target: AGC: Process Exemptions

With the exception of petitions for reconsideration, process (grant, deny, or close out) 75% of the exemptions requests within 120 days of receipt during the current fiscal year processing cycle (June 4, 2018- June 3, 2019) and within the average processing time of 90 days

Target: AGC: Process Exemptions

Process (grant, deny, or close out) 75% of open exemption requests received through the previous fiscal years processing cycle.
Initiative: Regulation Reform (Coordinated Activities)
Reduce the Regulatory Burden on the Transportation Industry & Public While Still Achieving Safety Standards

Activity: AGC: Supersonic Aircraft Noise Rulemakings
Address environmental challenges to enable future supersonic flight.

Target: AGC: Supersonic Aircraft Noise Rulemakings

Target: AGC: Supersonic Aircraft Noise Rulemakings
AOA concurrence of NPRM titled Domestic Noise Certification of Supersonic Aircraft (Part 36), by June 30, 2019

Activity: AGC: Issue Commercial Space Notice of Proposed Rulemaking
In accordance with Space Policy Directive-2, no later than February 1, 2019, the FAA will publish for notice and comment proposed rules to streamline the licensing of commercial space launch and reentry vehicles.

Target: AGC: Issue Commercial Space Notice of Proposed Rulemaking
AOA concurrence of NPRM titled Updates to Clarify and Streamline Commercial Space Transportation Regulations.

Activity: AGC: Unmanned Aircraft Systems (UAS) Rulemakings
Deploy critical steps in enabling complex UAS operations.

Target: AGC: Unmanned Aircraft Systems (UAS) Rulemakings

Target: AGC: Unmanned Aircraft Systems (UAS) Rulemakings

Mission Efficiency and Support
Support mission requirements by efficiency and effectively planning for and managing human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and other mission support services.
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: ATO cost per operation, overhead rates, and cost per accounting transaction.

Activity: AGC Efficiency Measure: Response Time to Public Requests for Interpretations
Implement measures to improve timeliness of responses to public requests for interpretations of FAA regulations.

Target: Annual Check/Update
Provide or check updated FY 2020 measure template with changes are needed.

Target: Quarterly Submission
Report quarterly results and comments to ABA on response rate as percentage of requests. Due 30 days after the end of each quarter.

Activity: AGC Efficiency Measure: Time to Process Enforcement Cases
Efficient Processing of Enforcement Cases.

Target: Annual Check/Update
Provide or check updated FY 2020 measure template with changes are needed.

Target: Quarterly Submission
Report quarterly results and comments to ABA on the percentage of legal enforcement cases. Due 30 days after the end of each quarter.

Initiative: 1: Shared Services
Initiative Description: AHR will work internally and in collaboration with DOT and other federal agencies on efforts to establish shared service models for the delivery of crucial processes and systems to improve customer service.

Activity: Business Partner Review
Refine model for delivery of HR activities across the agency to improve the efficient utilization of resources.

Target: Review, Staff Performance - AGC
Complete initial review of LOB/SO staff performing HR functions and time spent. Document recommendations for further process improvement analysis across various HR disciplines. (AHR-100) (ALL LOB/SOs)

Target: Updated AHR Processes - AGC
Collaborate with AHR to respond to the Management Board Reduction Initiative Data call. AHF, AHL, AHD, ARP, AGI, ASH, AGC, ATO, AFN, ACR
Target: Revised AHR Model - AGC
Collaborate with AHR by attending and participating in the Management Board Reduction Initiative Follow-up Conference. AHF, AHL, AHD, ARP, AGI, ASH, AGC, ATO, AFN, ACR

Activity: Workers’ Compensation
Increase agency productivity and contain agency costs through effective management of the Department of Transportation (DOT) Workers’ Compensation Program (OWCP).

Target: Collaboration for Medical Management System - AGC
Collaborate with FAA Contracting, General Counsel, DOT, and DOL to determine whether to issue an RFI / SOW for a Medical Management System for all DOT modes. (AHB) (AFN, AGC)

Initiative: Employment and Labor Law
In support of the agency’s objective of building and enhancing our high performance workforce, AGC continues to support the numerous agency-wide strategic initiatives and provide legal services in support of the administrative activity of the agency. The largest legal practice group within this goal area is our employment and labor law office (AGC-100), Attorneys represent the agency before the Equal Employment Opportunity Commission (EEOC), Merit System Protection Board (MSPB) and assist with federal litigation at all stages. AGC-100 attorneys provide advice and guidance to the Administrator and primary client offices on personnel, labor, civil rights, and equal employment opportunity matters. They also counsel on ways to minimize the legal risks relating to employment decisions and policy. Moreover, AGC-100 supports debt collection proceedings, FOIA and ethics.

Activity: Air Traffic Control Specialist (ATCS) Hiring Process
Continuously improve the ATCS hiring process to deliver innovative and defensible strategies to recruit, assess and hire ATCS.

Target: Air Traffic Control Specialist (ATCS) Hiring Process
Provide timely legal support for FAA efforts in FY2019 to recruit, assess, hire and train ATCS. Support focuses on internal management, administrative processes, and improvement for the FY2019 ATCS recruitment.

Target: Collaboration with HR and ATO
Collaborate with Human Resources and ATO to innovate recruitment and hiring process. Participate in monthly executive steering committee to discuss ATCS hiring initiatives.

Activity: Training for Managers, Attorneys and Staff
Provide training to managers, attorneys and staff to increase and continuously improve the skills, level of knowledge and professional development.
Target: Establish Team
Establish a team of employment managers and attorneys to review and evaluate existing training options and develop a plan for future options. The team will consider the source (i.e. internal, external), method, frequency, and value of different training options focusing on the needs of the employment practice. Identify a team leader.

Target: Meeting Schedule
The team will meet on a regular basis. The team will provide quarterly updates to the Assistant Chief Counsel.

Target: Workgroup Deliverable
The workgroup will provide a recommendation for skill and knowledge based training.

Activity: Identify and Monitor Emerging and Key Areas of Law
Ensure highest quality of service and knowledge. Provide growth and developmental opportunities for attorneys. Hone analytic and presentation skills.

Target: Emerging and Key Areas of Law
Establish process within each of the three teams (HQ, EAST and WEST) to identify and monitor emerging and key areas of law.

Target: Meeting Schedule
Schedule bi-monthly Employment Law Updates to share a concise overview of emerging and key areas of law. Each team will provide an overview of one emerging or key area.

Target: Employment Practice KSN
Publish any written updates on the Knowledge Sharing Network (KSN) for the employment practice.

Activity: Track Adverse Administrative Decisions (FAA Specific)
Continue to track and review EEOC findings of discrimination and MSPB decisions that failed to sustain the Agency's action. Share these topics with the training team.

Target: Track Adverse Administrative Decisions (FAA Specific)
Track adverse EEOC and MSPB decisions on a quarterly basis. Due September 30, 2019.

Target: Lessons Learned
Brief decision and any lessons learned during Employment Law Updates.

Activity: Training for Client Offices (External)
Continue and Improve Collaboration with Client and Support Offices.
**Target: Client Outreach**
Establish and schedule quarterly meetings with key clients and support offices. AGC Managers will provide a briefing of trends and address concerns/issues of the key client and support offices.

**Activity: Monitor and Maintain Effort to Reduce Use of Outside Counsel.**
Reduce reliance on outside counsel for administrative class actions and complex litigation

**Target: Reduce Use of Outside Counsel**
Monitor, implement and modify, as necessary, plan to reduce use of outside counsel.

**Target: Develop and Train Internal Resources**
Continue to train and mentor internal resources (attorneys and support) staff) on the handling of class action litigation.

**Initiative: Manage Ethics Program and Related Legal Services**
Provide management of the Ethics Program and related legal services.

**Activity: Manage Ethics Program and Related Legal Services**
Provide training to Agency Ethics Program Coordinators (EPCs).

**Target: EPC Training**
Provide training as necessary to EPCs on their respective program management duties under Order 3750.7A throughout the calendar year; with a special training emphasis on their duties and responsibilities prior to the opening of the annual confidential financial disclosure reporting cycle. December 31, 2018 and September 30, 2019.

**Activity: Order Update**
Update Order 3750.7A - Ethical Conduct and Financial Disclosure Program.

**Target: Order Update**
With the rapid commercialization of new technologies that continue to bring new business interests, business arrangements, products, and services within the purview of the agency's regulatory authority, conduct an internal review of the agency's list of prohibited financial investments (a.k.a. "the 6001 list") applicable to all 45,000 plus agency employees to determine its completeness. Recommend to the Agency's Deputy Ethics Official and Chief Counsel updates to Order 3750.7A and its various appendices based upon this review and other changes to the Agency's organizational structure.

**Activity: Ethics Training**
Train and educate employees on the Standards of Conduct for Employees of the Executive Branch and their implementing orders, regulations, and policies.
Target: Ethics Training
Provide ethics training and education to specifically targeted and requesting lines-of-business.

Activity: Recurring Event Topic Sheets
Identify and develop topic sheets to address common ethics issues arising from invitations to recurring events. Review existing, and where necessary develop, general ethics topic information guidance used to address the most frequently occurring questions regarding ethical initiatives and events.

Target: General Ethical Guidance
Update, and where necessary develop, general ethical guidance in the form of memorandum or topic sheets to address those recurring annual events that generate a need for ethical consideration, advice, and approval.

Initiative: Acquisition & Commercial Law Services Division Support of Strategic Initiative: Workforce of the Future
Provide legal support for acquisition workforce training needed to achieve the Workforce of the Future Strategic Initiative and other high priority goals. In particular, this Core Initiative supports the Workforce of the Future Aspiration to drive results and deliver on services and assignments. The Division’s staff provides training and quality assurance to the FAA’s Acquisition Workforce.

Activity: Training and Certification in Key Acquisition Disciplines
Train, develop, and certify personnel in key acquisition disciplines to ensure FAA has sufficient numbers of skilled acquisition professionals (current and pipeline) to successfully manage acquisitions.

Target: Acquisition Training
Provide localized, topic-focused training to designated acquisition professionals on specific topics of interest at least once per quarter (December, March, June and September). The topics and format of training will be determined in consultation with Acquisition and Contracting (ACQ).

Target: Develop Training
Start developing training to identify, articulate, and differentiate the FAA’s Acquisition Management System (AMS) vice the Federal Acquisition Regulation (FAR). Draft list of topics.

Initiative: AGC FY19 Management Objectives
The Office of the Chief Counsel (AGC) supports the FAA’s strategic objectives by providing legal services to the FAA Administrator and all agency organizations. In support of the Agency’s objective to empower and innovate with the FAA’s People, AGC has developed organizational management objectives for AGC executives to achieve during this fiscal year.
Activity: Succession Planning
Identify and develop individuals to fulfill key leadership and strategic positions within AGC by ensuring opportunities for self-identification; managerial recommendation; and supporting development through training, on the job training, details and mentoring.

**Target: Identify Key Leadership Positions in AGC**
Identify key leadership positions and strategic positions of knowledge in AGC.

**Target: Skills and Abilities Assessment**
Identify skills and abilities necessary for success in each key position.

**Target: Timeline**
Identify critical timelines.

**Target: Reporting**
Develop report of findings.

**Target: Draft Plan**
Propose draft plan based on feedback.

Activity: Resource Management
Identify the appropriate resources necessary to accomplish the AGC mission including financial, space, and human resources. Determine appropriate level and location for each category of resources.

**Target: Develop and Evaluate Trend Lines**
Develop trend lines for historical use of financial and human resources across legal and administrative practices.

**Target: Legal and Administrative Staffing Plans**
Develop legal and administrative staffing plans that project the need for human resources to include the number and level of positions within each area.

**Target: Expenditure Assessment**
Assess past expenditures for "other than personnel" and forecast future need for resources.

**Target: Insufficient Resources**
Develop process for triage when there are insufficient resources.

**Target: Functional Review**
Conduct functional review to determine undesirable or unnecessary functions.
Target: Report and Analysis
Provide a written report and analysis of findings.

Activity: Technology
Identify and promote technological efficiencies in legal and administrative practices by identifying cutting edge technology being used in the support of the practice of law; identifying and evaluating customer technology for which AGC is dependent upon to provide the necessary legal services.

Target: Inventory of Software Applications
Inventory of software applications in use by AGC customers.

Target: Best Practices
Benchmark best practices in legal offices across the government and private sector.

Target: Forecasting
Forecast technology needs for the next 3 to 5 years, and coordinate with OST CIO.

Target: Written Plan
Provide a written plan.

Target: Training and Implementation Process
Develop process for training and implementation of technology.

Activity: Emergency Operations Planning
Develop emergency response plans for AGC headquarters and field locations by assessing for each legal practice and administrative practice the capabilities to respond to mission impacting emergency events.

Target: Develop AGC Emergence Response Plan
Appropriate Emergency response plans to include: • key personnel for each location; • communication plan; and • training plan for alternate locations

Target: Identify Gaps in Capacity and Resources
Identify areas where AGC lacks sufficient capacity and resources for the plan and recommend actions/next steps to fill the gap.

Target: Coordination with ASH
Work closely with ASH to align the AGC plan to the extent practicable with the Agency level emergency program and plan. The Agency is revising its policies, program, and plan significantly. ASH does not expect to finalize the Agency proposal before November 2018.
Activity: Case Management System
The Office of the Chief Counsel, will implement a comprehensive case document management system (CDMS) that will streamline the legal and administrative work processes to increase overall productivity.

Target: Develop Workflows
Develop practice area workflows

Target: User Profiles
Develop initial user profiles.

Target: Data Integration/Migration
Implement data integration/migration and user training.

Initiative: Legislative Legal Services
Provide management of timely legislative legal services to senior leadership.

Activity: Legislative Legal Services
Advise and prepare agency leaders for legislative proposals and related congressional activity.

Target: Congressional Hearings and Roundtables
Assist in agency preparations for Congressional hearings and roundtables, including drafting and reviewing of witness testimony, participating in witness preparation meetings, and drafting or coordinating questions for the record (QFR).

Target: Legislative Implementation Plans
Support the development of legislative implementation plans, and assist in monitoring the execution of the plan. Provide legal advice on requirements imposed by the legislation.

Target: Tracking Legislative Proposals
Track legislative proposals and corrections, stay apprised of legislative activities and priorities of authorizing committees.

Target: Advise Agency Leaders
Advise agency leaders about legal and resource implications regarding legislative proposals and enacted laws.

Target: Technical Assistance Requests
Track all requests for technical assistance and adjudicate them accordingly on the technical assistance database.
Target: General Legislative Legal Services
Provide general legislative legal services regarding interpretations of FAA's unique authorities and administrative structure.

Initiative: Identify and Develop Cross Cutting Policies
Monitor and assist in the development of legislative proposals and agency positions on cross-cutting policy issues on emerging technologies, such as commercial space transportation, unmanned aircraft systems and NextGen as needed, working across the agency, and with the Administration, Congress, and stakeholders.

Activity: Provide Technical Assistance and Draft Legal Documents to Support Agency Reauthorization Proposals and Activities as Necessary
Provide assistance in support of congressional hearings and other congressional activities. Assist with evaluating alternatives and provide technical assistance on Congressional legislative proposals, as needed.

Target: Support Agency Priorities
Support agency priorities related to emerging technologies such as commercial space transportation, unmanned aircraft systems and NextGen.

Target: Congressional Requests
Respond to congressional requests for documents and assist in preparing agency witnesses for hearings.

Target: Draft Opening Statements
Draft hearing opening statements by congressional deadlines.

Activity: Support the Department and Intra-Departmental Legislative Efforts
Support the Department and Intra-Departmental Legislative Efforts.

Target: Coordination of Responses
Coordinate FAA's response to requests from the Department pursuant to the Legislative Referral Memorandum and other inter-agency processes.

Target: Response to Departmental Requests
Coordinate and assist in the FAA's response to Departmental requests pertaining to Executive Branch policy documents, reports to Congress, hearings, round tables and other legislative policy matters.

Initiative: Information Law Practice
Provide legal counsel to Agency FOIA and Privacy Offices.
Activity: Review FOIA Materials
Review FOIA Order 1270.1, AFN-400 checklist and AFN-400 eLMS training material and identify areas that need revisions/improvements.

**Target: Review of Referenced Material**
Internal review of referenced material to be completed, with recommendations on revisions and improvements.

**Target: AGC-400 Recommendations to AFN-400**
AGC-400 submits recommendations on revisions and improvements to AFN-400 for implementation.

Activity: Legal Review of AIS Privacy Processes and Privacy Office eLMS Training Material
Review internal AIS Privacy Processes available on FAA internal site and any eLMS PA office training provided and identify areas that need revisions/improvements.

**Target: Internal Review of Referenced Material**
Internal review of referenced material to be completed, with recommendations on revisions and improvements.

**Target: AGC-400 Recommendations to Privacy Office and Privacy Compliance Office**
AGC-400 submits recommendations on revisions and improvements to Privacy Office and Privacy Compliance Office.

Initiative: E-Discovery Training and Resources for AGC
Training for e-Discovery tools.

**Activity: Training for e-Discovery tools.**
E-Discovery training for AGC workforce on how to best utilize search capabilities of AGC e-Discovery tools.

**Target: Presentation**
Presentation during a FY19 AGC all-hands meeting.

**Target: e-Discovery SOP**
Develop and load e-Discovery SOP for requesting e-Discovery searches onto AGC webpage/KSN.