



## Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

### 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.

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#### **Initiative: Surface Safety Risk Reduction**

AJI will utilize the surface safety metric to: Establish consensus among Runway Safety stakeholders on a policy to assess and quantify the risk in runway safety events. Address precursors, as well as latent risks by proactively providing event trend summaries and best practices to the field.

#### **Activity: ARA Support of Surface Safety Risk Reduction**

Through corporate leadership and collaboration, ARA provides real-time advocacy, and integration activities related to identifying issues and solutions that will reduce the risk of all runway incursions and surface incidents.

#### **Target: ARA-HQ Support of Surface Safety Risk Reduction**

ARA-HQ Support of Surface Safety Risk Reduction: Conduct quarterly Regional Council meetings and achieve a minimum of 90% participation by appropriate LOBs (ATO, AVS, ARP and ARA). Identify 100% of national concerns raised by the Regional Councils and present to ATO Vice President of Safety.

#### **Initiative: Air Tour Management Program**

As a result of the May 1, 2020 Decision and Order issued by the U.S. Court of Appeal for the District of Columbia Circuit, FAA and National Park Service (NPS) are required to bring 23 eligible parks into compliance with the National Parks Air Tour Management Act of 2000 (NPATMA).

#### **Activity: Air Tour Management Program**

As a result of the May 1, 2020 Decision and Order issued by the U.S. Court of Appeal for the District of Columbia Circuit, FAA and National Park Service (NPS) are required to bring 23 eligible parks into compliance with the National Parks Air Tour Management Act of 2000 (NPATMA). The Western-Pacific Regional Administrator's Office and the Office of Environment and Energy serve as the FAA's leads on this effort and will be jointly responsible for the completion of this goal.

#### **Target: Air Tour Management Plan (ATMP) - T1**

In coordination with NPS, invite Tribes to participate as cooperating agencies in the air tour management plan (ATMP) process at eligible parks.

### **Target: Initiate appropriate level of National Historic Preservation Act (NHPA) - T2**

In coordination with NPS, initiate appropriate level of National Historic Preservation Act (NHPA) consultation with State Historic Preservation Officers (SHPO's) and Endangered Species Act (ESA) consultation for eligible parks.

### **Target: Development of Proposed Action Template - T3**

In coordination with NPS, develop a proposed action template. The proposed action template could include the number of tours allowed at each park, the initial allocation amongst air tour operators, and could include any additional operating parameters such as routes, altitudes, or time of day restrictions.

### **Target: Public Meetings Plan- T4**

In coordination with NPS, draft a plan for holding public meetings on the Draft ATMPs for each of the 23 national park units. The plan would include a proposal on the timing of virtual meetings (could be sequential as opposed to date specific), any potential for consolidation, media platforms, information and presentation materials, and other logistics as necessary.

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### **Target: Public Meetings Plan**

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## **Initiative: Alaska Safety Initiative**

Reduce the total fatal and serious injury (FSI) accident rate of the state of Alaska.

### **Activity: Develop FAA's Implementation Plan for the Alaska Safety Initiative**

Fatal accidents in Alaska are proportionally more common than our population would estimate. Alaska has far less than 1% of the population and greater than 4% of fatal and serious injury accidents. Air transportation is the only way to access over 80% of Alaska. However, aviation infrastructure density in Alaska is far below the contiguous states. Additionally, flying in mountainous terrain plagued by rapidly changing weather results in increased risk.

FY 2021 is the year to develop an agency plan to enhance aviation safety in Alaska. FAA, across lines of business, will work internally to understand our current and near-term future programs/projects already enhancing Alaska's aviation safety culture, engage our stakeholders and system users to gather crucial input on where our system needs improvement, and propose a program of prioritized recommendations, crossing lines of business, that will bring aviation safety parity to the NAS in Alaska.

Areas for likely evaluation include, but are not limited to, additional infrastructure (weather systems, communication systems, and surveillance systems), enhancements to airports (especially runways), and regulatory flexibility and modernization with a focus on the types of aircraft and operations common in Alaska. The use of single engine aircraft is common in Alaska by Part 135 scheduled and on-demand air carriers and many are unpressurized. Part 121 operations in rural Alaska may be conducted under visual flight rules. Injured and ill patients must be medevac'd for medical treatment. Throughout most of the year, air cargo delivers most supplies (medicine, food, school supplies, household supplies, and most everything needed). General aviation has a substantial beneficial impact on Alaska's economy.

### **Target: Safety Program Inventory - T1**

Conduct Safety Program inventory of existing programs and research and near future plans within ATO, AVS, ANG, and ARP to include written recommendations on actions needed to reduce FSI. Complete post- safety program inventory analysis and establish prioritized list.

### **Target: Evaluate FAA Recommendations - T2**

Collaborate with Alaska aviation stakeholders and system users to evaluate FAA recommendations developed in Target 1 and develop prioritized proposals based on a combination of greatest impact and reasonable ability to implement programs/projects identified by the collaborative team. Shared with the industry the prioritized plan to move forward.

# Operational Excellence Infrastructure

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment (maps to infrastructure, innovation and accountability)

## 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.

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### Initiative: Noise Abatement

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.

#### Activity: Noise Understanding

Advance understanding of aviation noise through research and tool development to characterize source level emissions, rulemaking, and performance tracking.

#### Target: Noise Understanding

Publish Final Rule titled Special Flight Authorization for Testing Supersonic Aircraft (Part 91.818) by February 28, 2020

#### Activity: Aviation Environmental Tool Suite Development

Develop and validate Aviation Environmental Tool Suite.

#### Target: Aviation Environmental Tool Suite Development

Release AEDT3d and advance capabilities in future releases of AEDT

#### Activity: Explore Lower Noise Aircraft Operations

Explore and develop, and deploy aircraft operational procedure concepts that could reduce community noise.

#### Target: Explore Lower Noise Aircraft Operations

Explore and develop aircraft operational procedure concepts that could reduce community noise and quantify their environmental benefits.

### Initiative: Emissions Abatement

Achieve a reduction of air quality impacts attributable to U.S. civil aviation.

#### Activity: Emissions Understanding

Advance understanding of aviation emissions through research and tool development to characterize source level emissions, rulemaking, and performance tracking.

**Target: Emissions Understanding**

Update FAA aviation emissions plan.

**Target: Emissions Understanding**

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

**Target: Emissions Understanding**

Advance analyses that support supersonic engine and aircraft emissions certification standards.

**Target: Emissions Understanding**

Track and report the National Airspace System-Wide fuel consumption for domestic operations compared to a 2005 baseline.

**Target: Emissions Understanding**

Conduct domestic rulemaking to promulgate the new international Engine nvPM emissions standard. Assist EPA with their rule making for this standard.

**Target: Emissions Understanding**

Conduct domestic rule making to promulgate the new international Airplane Fuel Efficiency (a.k.a. CO2) standard. Assist EPA with their rule making for this standard.

**Target: Emissions Understanding**

Track National Airspace System Energy Efficiency.

**Activity: Environmental \_ Aircraft Efficiency and Emissions**

Continue FAA leadership in improving environmental efficiency and addressing carbon emissions from aviation through domestic implementation of ICAO airplane carbon dioxide standard and continued domestic implementation of the Carbon Offsetting and Reduction Scheme for International Aviation ("CORSIA").

**Target: Environmental - Aircraft Efficiency and Emissions**

Secure AOA signature on Notice of Proposed Rulemaking for FAA airplane carbon dioxide standard.

**Initiative: FAA Environmental Policy Development**

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

**Activity: Advise AEE and Senior FAA Leadership 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. Strengthen coordination across Lines of Business and with stakeholders.

**Target: Advise AEE and Senior FAA Leadership with respect to environmental policy issues.**

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**Target: Advise AEE and Senior FAA Leadership with respect to environmental policy issues.**

Strengthen coordination across Lines of Business and with stakeholders.

**Target: Advise AEE and Senior FAA Leadership with respect to environmental policy issues.**

Provide expert policy, guidance, advice and support on ANCA applicability and policy issues.

**Initiative: Environmental Review**

Provide policy, oversight and support on the requirements of the National Environmental Policy Act (NEPA) and related environmental reviews.

**Activity: Permitting Dashboard**

Expand use of the Permitting Dashboard as a program management tool.

**Target: Permitting Dashboard**

Add and update projects on DOT's Permitting Dashboard.

**Target: Permitting Dashboard**

Hold regular check-ins with Permitting Dashboard Work Group and distribute information to LOB Dashboard Administrators to ensure projects are uploaded and maintained.

**Activity: Environmental Review Guidance**

Develop and revise guidance as necessary to reflect current requirements and best practices.

**Target: Environmental Review Guidance**

Develop updates and revisions to Order 1050.1F.

**Target: Environmental Review Guidance**

Develop and issue guidance memorandum as needed to address changes in NEPA regulations.

**Target: Environmental Review Guidance**

Consult with Tribes to finalize Tribal Consultation Handbook.

**Activity: Environmental Review Support**

Provide ongoing support to AEE and other SOs/ LOBs on individual actions requiring environmental review.

**Target: Environmental Review Support**

Provide subject-matter expertise on environmental justice.

**Target: Environmental Review Support**

Provide support to AEE on special projects.

**Target: Environmental Review Support**

Provide support on wildlife management, habitat, water resources and coastal zone management.

**Activity: Historic Preservation**

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

**Target: Historic Preservation**

Provide expert advice on individual actions subject to Section 106.

**Target: Historic Preservation**

Update Section 106 Handbook.

**Activity: Tribal Consultation**

Support FAA consultation with tribes on environmental and other issues.

**Target: Tribal Consultation**

Coordinate with Regional Tribal Consultation Officials, other FAA offices, and DOT on outreach to tribes.

**Target: Tribal Consultation**

Provide guidance and support on individual actions subject to consultation with tribes.

### **Activity: Environmental Review Processes**

Streamline and improve the environmental review process to make informed decisions more quickly and efficiently and provide for a more predictable, transparent and timely Federal review and authorization process.

#### **Target: Percent of Major FAA Owned Projects Posted on Permitting Dashboard that are on Schedule**

Achieve on-Schedule performance for 90% of FAA-led Major Transportation Projects.

#### **Target: Average Time to Complete Environmental Review for Major FAA owned projects**

Reduce the average time to complete environmental reviews for major transportation projects to 30 months.

### **Initiative: Community Engagement**

Support agency goals to implement mission critical projects, such as Performance Based Navigation (PBN) procedures and capacity enhancement projects, by facilitating community engagement. Regional Administrators have established relationships and contacts with a wide range of aviation stakeholders and can play a significant role in facilitating engagement efforts and constructive local level dialogue. This provides a forum for conveyance of agency plans and goals, creates an opportunity for timely stakeholder input, and provides a platform for FAA to address known stakeholder concerns

### **Activity: Runway Safety**

Work with FAA LOB/SO and Runway Safety Team to support mitigation efforts for surface safety issues

#### **Target: Identification of Priority and Core 30 Airports**

The Regional Administrators' teams will work collaboratively with Airports (ARP), Aviation Safety (AVS) and the Air Traffic Organization (ATO) to determine which airports have the highest hazard risk as it relates to surface safety and establish a list of Priority and Core 30 Airports. Considerations will include rates per operation as well as actual total numbers. This list will be used to identify required Regional Administrator/Deputy Regional Administrator participation at Runway Safety Action Team (RSAT) meetings.

#### **Target: Runway Safety Action Team (RSAT) Meetings**

The collective Regional Administrators, Deputy Regional Administrators and/or a designee from each regional administrator's office, will attend 80% of the Runway Safety Action Team (RSAT) meetings on the combined national list of Tier 1 Airports in FY-21. Through this engagement, the Regional Administrator will facilitate cross organizational involvement in identifying and addressing existing safety risks.

### **Initiative: Community Engagement**

Develop a procedural communication campaign that results in better coordination and collaboration across lines of business, staff offices and stakeholders to address a wide range of concerns including aircraft noise.

#### **Activity: Community Engagement and Noise**

As the public sees us as “one FAA,” develop a series of informational tools (presentations, talking points, infographics, web pages) that can be used by the FAA to educate and inform Airport sponsors and Community Roundtables as well as local elected officials.

#### **Target: Community Engagement**

Work with the existing regional Community Engagement matrix teams to develop informational tools on the FAA’s aircraft noise research programs including efforts to better understand potential community impacts from aircraft noise and ways to address them.

## **System Operations and Performance**

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.

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### **Initiative: Operational Initiatives**

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

#### **Activity: NY Operational Initiative**

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

#### **Target: Support PANYNJ runway rehabilitation and taxiway improvements**

Support PANYNJ runway rehabilitation at Newark International Airport (EWR) to help minimize equipment and operational impacts including replacement of ILS Shelters and returning night minima to RWY 29. Track and complete all critical path Integrated Master Schedule (IMS) activities in support of returning EWR R/W 4R-22L to service.

#### **Target: Ensure timely delivery of FY20 Delay Reduction initiatives**

Ensure timely delivery of all FY20 Delay Reduction initiatives captured in the Integrated Master Schedule (IMS) through efforts of the New York Area Program Integration Office (NYAPIO) Matrix team. The IMS activities will be updated monthly. Executive level status briefings will be provided quarterly or as requested by majority stakeholder lines of business.

#### **Activity: Capacity Optimization Initiatives - Stakeholder Support**

Provide economic/policy support to senior FAA management regarding use of slots to allocate scarce airport capacity

**Target: As Requested**

As requested, provide preliminary economic/policy analysis regarding FAA's slot allocation program and the implications on airport capacity and efficiency within 90 days of initial request. Subsequent analyses to be provided within 30 days subsequent requests.

## **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.

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**Initiative: CORSIA (Domestic)**

Competitiveness/Workforce (Objective) - Support expanding market opportunities and competitiveness of U.S. airlines through domestic implementation of CORSIA Standards and Recommended Practices (SARPs)

**Activity: CORSIA (Domestic)**

Develop prototype CORSIA Data Management System (CDMS) to enable necessary reporting.

**Target: CORSIA (Domestic)**

Refine Mature prototype to operational version (i.e., "v1.0") to enable reporting and management of emissions reports with industry partners.

**Activity: Environmental - Aircraft Efficiency and Emissions**

Continue FAA leadership in improving environmental efficiency and addressing carbon emissions from aviation through domestic implementation of ICAO airplane carbon dioxide standard and continued domestic implementation of the Carbon Offsetting and Reduction Scheme for International Aviation ("CORSIA").

**Target: Environmental - Aircraft Efficiency and Emissions**

Submit monitoring, reporting, and verification information for 2019 emissions from U.S. operators to ICAO in accordance with the FAA CORSIA MRV Program.

**Initiative: Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Program**

Enhance and expand STEM/AVSED offerings to engage external stakeholders and support development of the program into the future.

**Activity: Develop FAA's Implementation Plan for the Adopt a School Program**

Complete the analysis of the recommendations from the FY 20 Adopt A School Pilot Program and lay the groundwork to implement the program broadly in FY 22.

**Target: Internal review - T1**

Complete the analysis of the recommendations from the FY 20 Adopt A School Pilot Program and lay the groundwork to implement the program broadly in FY 22.

**Target: Adopt a School Implementation Plan - T2**

Develop FY22 implementation plan for the Adopt a School Program and seek concurrence from ARA-1.

**Target: Local and National Stakeholders - T3**

Identify local and national stakeholder partnerships to include in the program

**Target: Locations & School Candidates**

Identify locations and school candidates for program execution in FY22 and begin coordination.

**Activity: Begin implementation of FAA's FY 21-24 strategic plan for Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Program**

Lead the effort to expand and improve the FAA's STEM/AVSED program to align with the strategic plan as approved by the Aerospace Workforce Steering Committee and endorsed by the Administrator.

**Target: Formal Coordination of Order 1250.2A - T1**

Conduct formal FAA-wide coordination of the Aviation and Space Education Outreach Program - Order 1250.2A and submit to AOA office for signature.

**Target: Governance Structure - T2**

Establish and implement the governance structure as detailed in FAA's strategic plan for STEM/AVSED.

**Target: SME Workgroup - T3**

Identify and establish a SME workgroup to provide guidance in the areas of privacy, legal and communications.

**Target: Safety and Security Guidance Document - T5**

Develop safety and security guidance document for the program. Obtain concurrence from the SME workgroup.

**Activity: Cross-Agency STEM AVSED Program governance structure - CSTI**

The Federal Aviation Administration (FAA) places a high priority on ensuring a robust pipeline to support the aerospace system of the future. Cross-Agency collaboration is critical to support that priority. This collaboration will be overseen by the National STEM AVSED Program office aligned to the Office of Policy, International Affairs, and Environment (APL) and the Office of National Engagement and Regional Administration (ARA).

Fully implement the cross-Agency STEM AVSED governance structure, to include the STEM AVSED Executive Board (EB) and the STEM AVSED Steering Committee (SC).

**Target: Identify Committed Members - T1**

Identify committed members of the STEM AVSED EB and SC from all FAA organizations that are involved in STEM AVSED engagement initiatives.

**Target: Recurring Meetings and Charters - CSTI**

Establish recurring meetings and develop charters for STEM AVSED EB and SC.

**Target: Oversight Procedures - T3**

Implement oversight procedures for cross-Agency STEM AVSED engagement initiatives, to include development of annual Agency business plan goals and activities for FY22 and identification of resources to support those goals. Due September 30, 2021

# Innovation

Lead in the development of innovative aerospace capabilities that improve the safety and performance of our nation's aerospace 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.

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### **Initiative: Continuous Lower Energy Emissions and Noise (CLEEN) Program**

Advance the maturation of aircraft technologies to reduce fuel burn, emissions and noise. Mature quieter, cleaner and more fuel efficient aircraft technologies under the Continuous Lower Energy Emissions and Noise Program (CLEEN).

#### **Activity: Accelerate Aircraft Technology Maturation Under CLEEN Phase II**

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

#### **Target: Accelerate Aircraft Technology Maturation Under CLEEN Phase II**

Prepare for and perform high-level ground or flight tests and demonstrations of CLEEN Phase II technologies that reduce noise, fuel burn and emissions.

#### **Activity: Assess Benefits of Aircraft Technology Maturation**

Model the aircraft technologies, including those being matured under the Continuous Lower Energy Emissions and Noise Program, to assess their benefits with respect to noise, emissions and noise

#### **Target: Assess Benefits of Aircraft Technology Maturation**

Assess environmental benefits of new sub-sonic and supersonic aircraft technologies, including those being matured in the CLEEN program, at the aircraft and fleet levels.

#### **Activity: Accelerate Aircraft Technology Maturation Under CLEEN Phase III**

Perform design, component and system level integration, testing and analysis of CLEEN Phase III technologies that reduce noise, fuel burn and emissions.

#### **Target: Accelerate Aircraft Technology Maturation Under CLEEN Phase III**

Perform the first year of design, component and system level integration, testing and analysis of CLEEN Phase III technologies that reduce noise, fuel burn and emissions.

**Activity: Accelerate Aircraft Technology Maturation**

Conduct inter-agency coordination on aircraft technology research and development.

**Target: Accelerate Aircraft Technology Maturation**

Coordinate with other government agencies to ensure our aircraft technology investments are aligned and complementary.

**Activity: Accelerate Aircraft Technology Maturation**

Conduct FAA-internal coordination on aircraft technology research and development with other lines of business and staff offices.

**Target: Accelerate Aircraft Technology Maturation**

Coordinate with other FAA lines of business and staff offices to ensure our aircraft technology investments are aligned and complementary.

**Initiative: UAS NAS Integration.**

Provide expert FAA environmental policy guidance, advice, and support on UAS integration in order to strengthen coordination across Lines of Business and with stakeholders.

**Activity: Advise AEE and Senior FAA Leadership with respect to UAS integration environmental policy issues.**

Provide expert FAA environmental policy guidance, advice, and support on UAS integration in order to strengthen coordination across Lines of Business and with stakeholders.

**Target: Advise AEE and Senior FAA Leadership with respect to UAS integration environmental policy issues.**

Provide expert environmental policy guidance, advice, and support for UAS rulemaking.

**Target: Advise AEE and Senior FAA Leadership with respect to UAS integration environmental policy issues.**

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

**Target: Noise Understanding**

Advance the research to create UAS Noise Certification methodologies.

**Initiative: Alternative Jet Fuels**

Characterize the environmental and economic sustainability of alternative jet fuels, and coordinate the advancement of certification and qualification of alternative jet fuels via ASTM International.

**Activity: Alternative Jet Fuels Development**

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

**Target: Alternative Jet Fuels Development**

Conduct environmental and economic sustainability and production potential analysis of alternative jet fuels.

**Target: Alternative Jet Fuels Development**

Conduct supply chain analyses to support the deployment of alternative jet fuels by industry.

**Activity: Jet Fuel Certification and Qualification**

Advance certification and qualification of alternative jet fuels via ASTM International.

**Target: Jet Fuel Certification and Qualification**

Secure ASTM International approval of additional "drop-in" alternative jet fuel pathways.

**Target: Jet Fuel Certification and Qualification**

Continue performance tests of additional "drop-in" alternative jet fuels pathways to ensure they are safe for use.

**Target: Jet Fuel Certification and Qualification**

Conduct pre-screening activities to support fuel producers considering ASTM International qualification.

**Activity: Alternative Jet Fuel Development and Deployment**

Advance development and deployment of alternative jet fuels via coordination activities.

**Target: Alternative Jet Fuel Development and Deployment**

Support development and deployment of alternative jet fuel through interagency coordination and with industry via the Commercial Aviation Alternative Fuels Initiative (CAAFI).

**Initiative: Advise AEE and Senior FAA Leadership with respect to updating FAA Policy on Supersonic Flights.**

Provide expert policy advice and guidance with respect to updating FAA Policy on Supersonic Flights.

**Activity: Advise AEE and Senior FAA Leadership with respect to updating FAA Policy on Supersonic Flights.**

Provide expert FAA environmental policy guidance, advice, and support on Supersonic Flights.

**Target: Advise AEE and Senior FAA Leadership with respect to updating FAA Policy on Supersonic Flights.**

Provide Expert FAA environmental policy guidance, advice, and support on Supersonic Flights.

**Initiative: ASCENT Center of Excellence**

Conduct research through the ASCENT Center of Excellence (a.k.a., the COE for Alternative Jet Fuels and Environment) to advance knowledge of noise and emissions to enable the development of cost effective mitigation solutions.

**Activity: Report research progress**

Complete annual report on the research conducted by the ASCENT COE

**Target: Report research progress**

Conduct Autumn Meeting with the ASCENT Advisory Committee to review research progress

**Target: Report research progress**

Complete annual report (FY 2020) on the research conducted by the ASCENT COE

**Target: Report research progress**

Conduct Spring Meeting with the ASCENT Advisory Committee to review research progress

## Deployment of Innovation

Accelerate and expand the deployment of new technologies and practices by reducing barriers to innovation and actively promoting innovations that enhance the safety and performance of the Nation's transportation system.

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**Initiative: Regions (ARA) Support for Northeast Corridor (NEC)**

Support agency efforts to harness NextGen capabilities at focused implementation sites to improve infrastructure, schedule reliability, and reduce delays within the Northeast Corridor.

**Activity: Support improvements in the Northeast Corridor**

ARA will support outreach initiatives, provide program management support and coordination activities to assist in the prioritization of activities that support the Northeast Corridor Initiative. The Northeast Corridor includes Boston, NY, PHL and DC.

### **Target: Support improvements in the Northeast Corridor**

Support the NextGen Internal Working Group (NIWG) to facilitate implementation of NEC initiatives including furthering development of an RNAV replacement for LGA 31 Expressway Visual that provides vertical guidance and access for most aircraft. Integrate FY21 activities into the Integrated Master Schedule to minimize operational impact.

### **Initiative: Remote Towers**

The FAA will work with commercial vendors to support approval of Remote Tower Systems. These systems will potentially provide more cost effective solutions to traditional brick and mortar towers, especially for smaller rural communities.

#### **Activity: Remote Towers**

Work with ATO Technical Operations and Air Traffic Services to: 1) develop a strategy for long term Remote Tower integration into the NAS and 2) develop a documented process to achieve the approval to integrate Remote Tower systems as an option especially for smaller rural communities.

#### **Target: Establish initial Business Case Model to apply Remote Towers for the Federal Contract Tower (FCT) program**

Establish initial cost benefit model, including draft strategy to evaluate safety and efficiency benefits vs. cost, to apply Remote Tower technology at FCT airports operating in a VFR environment. Deliver initial Business Case document for Remote Tower systems at FCT airports

# People Accountability

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

## Regulatory Reform

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

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### **Initiative: Benefit Cost Analysis: Infrastructure Investments**

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

#### **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.

##### **Target: Complete reviews**

Complete initial reviews of AIP BCAs (BCA) within 120 days of receipt. Final review will depend on the responsiveness of the airport sponsor in addressing initial comments.

#### **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.

##### **Target: Conduct Annual BCA for Federal Contract Tower Program (Scheduled)**

Conduct BCA once annually for all cost share participants, and full-share participants whose traffic drops by statutorily-defined levels, in the FAA Contract Tower Program.

##### **Target: Support NextGen and Remote Tower Activity**

Provide guidance to NextGen and ATO to develop policies for remote towers as they relate to the Federal Contract Tower program.

##### **Target: Support ATO**

Document processes for data collection and reporting necessary for periodically updating BC ratios.

### **Initiative: Regulatory Evaluations: Regulatory Analysis and Support**

Provide timely Regulatory Impact Analyses as required in rulemaking using accepted economic principles and statistical analysis. Provide consulting for agency regulatory and deregulatory projects.

#### **Activity: Economic Evaluations and Support of Aviation Regulations**

Perform economic analysis for agency rulemaking projects to promote a safe and efficient National Airspace System. Support FAA's performance goal of "reducing the regulatory burden on the transportation industry and public while still achieving safety standards" under Executive Order 13771 (EO 13771), Reducing Regulation and Controlling Regulatory Costs, and the requirements under EO 12866, Regulatory Planning and Review.

**Target: Produce draft regulatory evaluations for Milestone 2**

Produce draft regulatory impact analyses that meet timelines approved by the Rulemaking Management Council for the priority strategic rulemaking projects that are RAMP-1, unless projects are on hold due to prioritization of other projects

**Target: Maintain EO 13771 Regulatory Budget Tracking**

Maintain FAA's EO 13771 regulatory budget tracking of costs and cost savings for FY21

**Target: Complete review of 14 CFR**

Complete review of 14 CFR parts as scheduled in the DOT Semi-Annual Regulatory Agenda as required by Section 610 of the Regulatory Flexibility Act.

**Target: SLR-2 Streamlined Launch and Re-Entry Licensing Requirement**

Publication of the final rule for SLR-2.

**Initiative: APO 300 Continuous Improvement Team (CIT) For Regulatory Analyses**

Enhance quality of regulatory analyses for agency rulemaking projects. Implement CIT action plan for the development of style guides and templates. Convene on a quarterly basis to share lessons learned from OST and OMB review of Regulatory Impact Analyses for agency Rulemaking projects

**Activity: Lead APO-300 Continuous Improvement Team**

Implement action plan and convene on a quarterly basis to share lessons learned from DOT and OMB reviews and develop templates for regulatory analyses.

**Target: Develop and Implement Style Guides and Templates**

Develop and implement style guides and templates for regulatory analyses.

**Target: Develop and implement Regulatory Analysis Quality Checklists (QMS Checklists)**

Develop and implement Regulatory Analysis Quality Checklists (QMS Checklists) for Rulemaking Milestones established in new FAA Rulemaking Governance Policy.

**Initiative: EEO/Diversity and Inclusion Action Committee (EAC)**

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

**Activity: APL Ensure a Diverse and Inclusive Workforce**

- APL in collaboration with the LOB/SO's will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.
- Assist in the 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).
- Managers engage in the mediation/facilitation process.

**Target: Target 1: Reasonable Accommodations**

Ensure 90% of APL's reasonable accommodation requests are processed within 25 business days or less.

**Target: Target 2: Improve Participation/Outreach**

Develop 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: Target 3: EEO Training**

Monitor the delivery of EEO training to 70% of APL managers and 20% of APL employees.

**Target: Target 4: Mediation**

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

## **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.

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**Initiative: Environmental Professional Development**

Provide training and professional development opportunities to FAA environmental protections specialists and other FAA employees involved in environmental issues.

**Activity: Environmental Network**

Strengthen and enhance effectiveness of Environmental Network

**Target: Environmental Network**

Support Headquarters LOBs and Regional Offices by coordinating quarterly calls and disseminating information as appropriate.

**Target: Environmental Network**

Finalize Order 1054.1A -- Environmental Network .

**Activity: Environmental Forum**

Host annual meeting of FAA environmental professionals.

**Target: Environmental Forum**

Plan and execute the annual Environmental Forum, incorporating feedback from past years.

**Target: Environmental Forum**

Complete post-Forum analysis and document lessons learned.

**Activity: Environmental Training**

Develop and provide training to FAA environmental professionals and other FAA employees.

**Target: Environmental Training**

Develop in-depth training to meet needs of FAA NEPA practitioners.

**Target: Environmental Training**

Develop Section 106 training course tailored to FAA.

**Target: Environmental Training**

Develop environmental management and compliance training for FAA facilities.

**Target: Environmental Training**

Convert 2020 virtual training modules to on-demand NEPA training for FAA employees.

**Activity: Environmental Information Resources**

Consolidate environmental guidance and documents in centralized system to increase accessibility to FAA practitioners.

**Target: Environmental Information Resources**

Expand and build on NEPA Library.

**Target: Environmental Information Resources**

Identify and track LOB/SO needs for training and guidance on environmental issues.

**Target: Environmental Information Resources**

Develop directory of FAA practitioners/subject-matter experts.

**Initiative: Environmental Management**

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

**Activity: Environmental Management System (EMS)**

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

**Target: Environmental Management System (EMS)**

Support and coordinate implementation of LOB EMSs by conducting or overseeing EMS External Audits.

**Target: Environmental Management System (EMS)**

Compile the EMS management review for FY-20.

**Target: Environmental Management System (EMS)**

Convene meeting of the EMS Steering Committee.

**Target: Environmental Management System (EMS)**

Finalize Order 1050.21A \_ Environmental Management Systems consistent with EO 13834.

**Activity: Energy Efficiency and Sustainability**

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

**Target: Energy Efficiency and Sustainability**

Provide guidance and coordinate FAA efforts to plan and implement energy efficiency and conservation projects.

**Target: Energy Efficiency and Sustainability**

Document and report on FAA progress in meeting efficiency targets.

**Target: Energy Efficiency and Sustainability**

Coordinate with OST to review guidance materials and respond to data requests from DOT, CEQ, OMB, and DOE.

**Target: Energy Efficiency and Sustainability**

Update Order 1053.1C to provide guidance on energy efficiency and sustainability requirements for FAA facilities that is consistent with EO 13834.

### **Activity: Environmental Compliance**

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

#### **Target: Environmental Compliance**

Review AEE Orders and identify any needed updates and additional guidance.

### **Activity: Resiliency Planning**

Provide expert advice and support for ensuring the ability of FAA's assets to withstand extreme weather events.

#### **Target: Resiliency Planning**

Participate in Department of Transportation meetings and provide input to the development of guidance and reports.

#### **Target: Resiliency Planning**

Provide support to LOBs on individual resiliency projects as needed.

### **Initiative: Mission Efficiency and Support--Program Performance**

Provide technical assistance to Congress in response to requests for technical assistance and other inquiries to improve program performance by streamlining processes, improving systems, and maximizing employee performance, development, and engagement to make efficient and effective use of FAA resources.

#### **Activity: Advise AEE and Senior FAA Leadership with respect to environmental policy issues.**

Provide technical assistance to Congress in response to requests for technical assistance and other inquiries to improve program performance by streamlining processes, improving systems, and maximizing employee performance, development, and engagement to make efficient and effective use of FAA resources.

#### **Target: Advise AEE and Senior FAA Leadership with respect to environmental policy issues.**

Provide expert policy guidance, advice, applicability and issues when responding to Congressional inquiries.

### **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.

### **Activity: Contracting with Small Businesses**

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for and 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.

#### **Target: APL - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

### **Initiative: FAA FOIA Program**

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

#### **Activity: FOIA Backlog Reduction**

Renew focus on closing FOIA requests pending without response beyond the statutory time limit of 20 working days, reassess steps needed to close the requests, identify any barriers to closing them, and develop solutions that will allow for the processing to be completed by the end of the fiscal year.

#### **Target: APL - Reduce FAA FOIA Backlog**

Reduce APL FOIA backlog by 10 percent from overdue backlog levels as of October 1, 2020.

### **Initiative: Strategic and Business Planning: Strategic and Business Planning Development and Oversight**

Enhance FAA's business planning, strategic planning, and performance management activities.

#### **Activity: Support FAA Business Planning**

Support FAA business planning.

#### **Target: Provide Guidance on Strategic and Business Planning**

Provide guidance on strategic and business planning procedures, obtain stakeholder input on the planning process, and support the user community through troubleshooting, training, and enhancement of processes and tools. Deliverable: Facilitate 2021 business planning and communications through weekly business planner and monthly Performance Committee meetings and customer communications formal and informal training sessions. Respond to business owner and business planner questions. Develop and deliver a Draft 2022 FAA Business Plan

#### **Activity: Support DOT and FAA Strategic Planning and Performance Management**

Support DOT and FAA strategic planning and performance management.

### **Target: Support Implementation for DOT & FAA Strategic Plans and Provide Performance Measures Oversight**

Support Development and implementation of the DOT and FAA “Charting the Future” Strategic Plans, involving DOT and FAA performance measurement and reporting. Deliverable: Draft Strategic Plan Framework for AOA. Develop the strategic implementation plan, in collaboration with LOBs/SOs, which encompasses the five pillars of excellence picked out by Administrator Steve Dickson and the Management Board. Collaborate with LOB/SOs to complete all DOT/OMB reports on-time and accurately; facilitate development and delivery of FY22 Corporate Goals, on time and accurately.

### **Activity: Provide Computerized Planning and Performance Support**

Support planning and performance activities with efficient and effective computer systems

### **Target: Develop and maintain Corporate IT tools (the CARL-Consolidated Agency Resource Library, Spire 2.1 SBM, and FedTool)**

APL and AIT in collaboration with all LOB/SOs to create, and then maintain, the CARL; Maintain Spire 2.1 SBM and FEDTool for business planning and tracking. Deliverable: Collaborate with AIT to deliver the next version of the CARL which addresses the Administrator’s requirements. Provide oversight and support enhancement development for SBM and FEDTool.

### **Activity: Develop the CARL (Consolidated Agency Resource Library)**

The CARL will be the FAA’s Information Technology search tool that allows senior executives and other key personnel to quickly access FAA authoritative information from all relevant FAA Lines of Business and Staff Offices (LOB/SO). APL and AIT in collaborate with all LOB/SOs to create, and then maintain, the CARL. All four targets must be met. Due September 30, 2020

### **Target: FAA Deputy Administrator and LOB/SO Deputy's support resourcing the CARL**

FAA Deputy Administrator and LOB/SO Deputy's will ensure annual funding and resources are available to develop and maintain the CARL as an ongoing corporate application. Deliverable: System Development initially or fully funded.

### **Target: Support Development of Key Business Content of the CARL**

Coordinate with all relevant LOB/SOs to ensure key appropriate content sources (e.g. data systems, SharePoint sites, dashboards) are identified and made available to the search tool, in a retrievable format, for the CARL. Deliverable: Complete list of content required for Phase 3 of CARL reported to the CARL development KSN.

### **Target: AIT to develop and implement the CARL (Consolidate Agency Resource Library)**

AIT will work with APL and LOB/SO to develop and implement the first production release of CARL. Deliverable: Initial production release. Due September 30, 2020

### **Target: Work with all FAA LOB/SO to enable quality search results for the CARL**

To ensure the CARL system meets its user needs, APL and AIT will work with the LOB/SOs to develop and implement Key Performance Indicators (KPI) for the CARL system. Deliverable: APL and AIT will conduct at least three quality assurance reviews to assess how Tableau dashboards and Search results meet the user needs.

## **Initiative: Management Staff Support**

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

### **Activity: Personnel Support**

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

#### **Target: Response Time**

Respond to FAA managers and employees within 1 business day and provide accurate information about human resource issues.

#### **Target: Mandatory Training**

Track and issue monthly reminders to APL and ARA employees on mandatory FAA training requirements

#### **Target: LDR Compliance**

Track and issue biweekly reminders to employees for LDR entries. Maintain at least a 98% compliance rate.

#### **Target: ICAO Detailee Support**

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

#### **Target: Access to Classified Information Training**

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 and ARA.

#### **Target: Performance Management**

Provide advice and guidance to managers and employees on performance management issues, and ensuring that 100% of employees receive a mid-year review and EOY final rating.

### **Activity: Finance and Training Support**

Provide financial and acquisition support to the APL organization, regional offices, and FAA's operations in foreign areas. Support the registration of international students for resident training courses at the FAA Academy.

#### **Target: Response Time**

Respond to FAA managers and employees within 1 business day and provide accurate information about financial management issues.

**Target: Budget Reviews**

Provide quarterly budget reviews to each of the APL and ARA office directors within three weeks of the close of each quarter.

**Target: FIT Plans**

Develop annual spending plans and cost estimates within established Office of Budget & Programs (ABP) deadlines throughout FY 2021.

**Target: Reimbursable Closeouts**

Close out international reimbursable agreements within 30 days of the activity conclusion.

**Target: R&R Requests**

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

**Target: Monthly Reconciliations**

Complete previous month reconciliations within 5 business days of the beginning of the next month and maintain a monthly green status (>95%) in REGIS for APL and ARA.

**Activity: Travel and Transportation Support**

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

**Target: Response Time**

Respond to FAA managers and employees within 1 business day and provide accurate information about travel and transportation issues.

**Target: International Travel Guidelines**

Provide biannual reminders to FAA employees on international travel guidelines.

**Target: Passport and Visa Applications**

Forward all visa and passport applications for official travel within 1 day of receipt.

**Target: Courier Actions**

Ensure all courier actions are delivered within 1 business day to Department of State and Embassies.

**Target: eCountry Clearances**

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.

**Activity: Logistical Support**

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

### **Target: Response Time**

Respond to APL managers and employees within 1 business day and provide accurate information about logistical issues.

### **Target: AITS**

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).

### **Target: Records Management**

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.

### **Target: Section 508 Compliance**

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.

### **Target: ENS Support**

Support the FAA Emergency Notification System (ENS) through APL. Send at least one test message every quarter.

### **Target: VP Tool**

Maintain tool to evaluate VP narrative ratings in accordance with HRPM 9.1a and 2.25c.

## **Initiative: Policy Development and Monitoring: Legislative, Policy and Funding Activities**

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. Support the FAA Reauthorization process and cross-cutting policy issues.

### **Activity: Legislative Support**

Lead FAA efforts to support FAA re authorization and other legislative implementation activities and facilitation of new legislation.

### **Target: Facilitate implementation of FAA Reauthorization legislation**

Lead the implementation of FAA Reauthorization legislation Deliverable: Develop Monthly COVID19 Reauthorization implementation impact report for the Administrator

### **Activity: Trust Fund Analysis and Monitoring**

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

### **Target: Monitor the Trust Fund**

Description: Develop high-quality and well-coordinated analysis of FAA Trust Fund receipts. Analyze Trust Fund revenues, and analyze Trust Fund receipts. Deliverable: Monitor Trust Fund revenues and receipts biweekly, and aggregate data quarterly. Ensure Trust Fund information portal maintains a 100% response rate to stakeholder inquiries.

### **Activity: Emerging Policies**

Lead cross-organizational efforts to facilitate maturation of emerging policy issues impacting FAA and the aviation industry.

### **Target: Identify, Coordinate, and Develop Emerging Aviation Policies**

Identify, coordinate, and develop emerging aviation policies, working across and outside of the agency. These may include UAS and counter-UAS, UAS preemption, stable funding (1108) for FAA, spectrum SENSAR auction, and Hyperloop, Ligado, V2x spectrum analysis. Deliverable: Provide a monthly report on the progress of emerging technologies to the Deputy Director of Policy and Planning, develop policy/status memos, prepare FAA senior leaders for meetings with DOT/OST and industry, and provide staffing support.

### **Target: Support OST's Economic Growth Council (EGC) and Economic Rebuilding Task Force (ERTF)**

Identify, coordinate, develop, and maintain regulatory and policy relief initiatives. Support the Deputy Administrator in briefing OST Economic Growth Council (EGC), and Economic Rebuilding Task Force (ERTF). Deliverable: Develop and maintain agency regulatory and relief initiatives; coordinate with LOBs/SOs to update FAA COVID-19 work priorities on a bi-weekly basis; attend EGC and ERTF and serve as a representative for the Deputy Administrator to brief S-3 on FAA COVID-19 work priorities on a bi-weekly basis.

### **Target: Support Transition Work Requests**

Provide support on transition. Deliverables: Collaborate with LOBs/SOs to develop issue/position papers; updates of various FAA organization, business, operations, and safety information; develop briefing/transition book.

### **Activity: Support the Management Advisory Council**

Provide support to the Administrator for all engagements with the Management Advisory Council (MAC), which advises the Administrator on internal FAA and aviation matters.

### **Target: Staff meetings of the MAC**

Lead/manage all MAC engagements for the Administrator; provide support during MAC new term transition. Deliverable: Coordinate with the administrator and the MAC chairman to formulate quarterly agendas, collaborate with LOBs/SOs and other ANSPs, industry, and academia to develop papers, presentations needed for MAC meetings. Manage MAC engagements to successfully execute all required MAC meetings in FY2021. Support the Administrator to transition to the new MAC membership in FY2021.

## **Initiative: Ensure Efficient Global ATS to Support U.S. Economy: ICAO Panel Engagement**

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

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

Actively participate in meetings of the ANSEP and AEP.

#### **Target: Ensure that USG international policy objectives are achieved**

Ensure that USG international policy objectives of safeguarding that ICAO's key policy considerations of cost-relatedness, transparency, non-cross subsidization, and non-discrimination are achieved per the coordinated U.S. Position while at the same time balancing these objectives with the interest of the US air carriers serving foreign markets. Prior to AEP-ANSEP Panel meetings and work group meeting, produce IGIA cleared positions papers and/or U.S. working papers to support U.S. goals and objectives. Within 30 days of the completion of each meeting, provide a summary document indicating U.S. accomplishment and strategies moving forward.

## **Initiative: Aviation Industry Information -Develop Forecasts**

Forecast of overall demand for FY21 as measured by passengers enplaned is within levels established by COVID-19 recovery scenarios: 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

### **Activity: FAA Aerospace Forecast**

Develop and publish an annual FAA Aerospace Activity Forecast out to FY 2041.

#### **Target: Publish the annual Aerospace Forecast for FY 2021-2041**

Publish the annual Aerospace Forecast for FY 2021-2041 (including a UAS forecast) and provide overview of Aerospace Forecast and Terminal Area Forecast to FAA headquarters staff.

### **Activity: Terminal Area Forecast (TAF)**

Develop and publish Terminal Area forecasts.

#### **Target: TAF Publication**

Prepare the TAF for publication. Once management approves release, publish on the internet within one week

#### **Target: Publish TAF**

Publish TAF Executive Graphs on taf.faa.gov

#### **Target: Publish high and low TAF scenarios**

Publish high and low scenarios for Core 30 passengers and commercial operations.

### **Activity: Additional Aerospace Forecasts**

Develop and publish additional aerospace forecasts, including an Air Route Traffic Control Center (ARTCC) forecast and Commercial Space Launch and Re-Entry forecasts.

#### **Target: Publish the Air Route Traffic Control Center (ARTCC) Forecast**

Publish the Air Route Traffic Control Center (ARTCC) Forecasts for Aircraft Handled.

#### **Target: Publication of Commercial Space Launch and Re-Entry Forecast**

Transition generation of FAA Commercial Space Launch and Re-Entry Forecasts from AST to APO in FY 2021. Produce report/guidance document describing process used by AST to generate forecast.

### **Activity: ICAO Forecast Support**

Develop forecasts as needed to support ICAO traffic forecast needs

#### **Target: Provide forecast support**

Provide forecast support and expertise for work under CAEP12 and Aviation Data Analysis Panel (ADAP) activities as needed.

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

Publish quarterly report highlighting aviation industry traffic and revenue trends.

#### **Target: Publish and distribute quarterly reports**

Publish and distribute quarterly reports. The reports will highlight aviation industry traffic and revenue trends to internal Office of Aviation Policy, Planning, and Environment (APL) and/or FAA customers.

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

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

#### **Target: Respond to agency customer requests**

Respond to agency customer requests for information and insights within three weeks.

### **Activity: UAS Implementation Plan**

Support and identify UAS integration research activities that align to FAA strategic priorities

#### **Target: Define FAA UAS Data Collections**

Define FAA UAS data collection and analysis requirements.

#### **Target: Develop forecasts for UAS**

Develop forecasts for UAS activity, including small and large UAS (as needed).

**Target: Research on UAS forecasting**

Sponsor and oversee research to analyze and update a large UAS forecast that breaks out Government, civil, commercial UAS and transitioning sUAS above 400 ft. The output will be a technical report that shows growth in units, missions, aircraft type, altitude, and other performance characteristic and relates to the UAS Implementation Plan.

**Target: UAS Survey**

Develop a survey/questionnaire and plan for deployment of a UAS survey. The survey/questionnaire will be coordinated within FAA and include part 107 and recreational UAS operators.

**Initiative: Develop Standardized Values and Methodologies**

Update/ Develop Economic Guidance Material in support of FAA Rulemaking or the review of LOI proposals

**Activity: Develop Standardized Values and Methodologies**

Coordinate the updating of economic guidance material

**Target: Update/Develop Economic Guidance Documentation**

Review data contained in the Economic Values Document and APO's BCA for Investment Analysis Guidance

**Initiative: FAA Reauthorization**

Complete requirements in the FAA Re authorization Act of 2018

**Activity: FAA Reauthorization**

Support of other lines of business in completing their requirements.

**Target: FAA Re authorization**

Provide support of other lines of business in completing their FAA 2018 Re-authorization requirements.

**Initiative: Development and Implementation of New Forecast Tools and Products**

Develop new forecasting products and tools.

**Activity: Economic Impact of Civil Aviation Report**

Have a report ready for publication on National and State level (alternate years) Economic Impact of Civil Aviation in U.S.

**Target: Publish report on Economic Impact**

Prepare report for publication on State Economic Impact of Civil Aviation in U.S.

## **Initiative: Expenditure of Resources on NavAids**

Identify ways to better support mission requirements and facilitate expanded infrastructure development, modernization and construction. Currently the FAA expends significant resources in terms of both human capital and cost to install and maintain navigational aids and other physical assets associated with the National Airspace System (NAS). Yet the existing processes limit infrastructure development, modernization and construction, as evidenced by historical backlogs. Many projects faced exceptionally long delays because they simply are not a high priority for the agency. This indicates that the FAA has determined they either offer very low risk to the NAS, do not provide a benefit that justifies the cost, or both. A limited review of non-federal reimbursable agreements for FY2018 & 2019 indicates that the agency entered into 360 agreements, at a cost of \$125M. Approximately 58 percent of these agreements were funded through AIP and the data does not include projects funded by a means other than a non-federal reimbursable agreement, indicating that the loss of efficiency is not limited to any one type of agreement. The backlog to install or relocate NavAids in FY2018 & 2019 is difficult to quantify. However, the balance of outstanding non-Federal projects as of 30 Sept 2019 is \$135M, indicating the FAA is running into substantial delays in finishing projects covered by reimbursable agreements. Data for FY2020 will be significantly worse because the current processes do not contemplate FAA personnel being unavailable to exercise oversight. The plan described in the “activity” write-up below should provide senior agency management with a plan that is ready for implementation, although it may take between three and five years to fully realize, depending on the types of changes to existing processes and procedures.

### **Activity: Expenditure of Resources on NavAids**

Develop and present an executable plan to the Management Board that addresses FAA oversight of physical airfield assets associated with the efficiency of the NAS. Plan will establish a multi-year road map to modify the existing mechanisms for procurement and support of navigational aids and other physical assets associated with the efficiency of the NAS.

In order to effectuate meaningful changes to existing processes and procedures, the agency must identify inefficiencies and then develop possible approaches to address them. Such solutions may require changes to not only existing practices, but also to existing agency orders, regulations and agreements. Approaches to resolve inefficiencies should be data-driven and -based on both safety risk assessments and cost benefit analyses and will evaluate the impact of possible changes on all affected LOB/SOs.

#### **Target: Identify Team Members- T1**

Identify team members from ARA, ATO (Tech Ops, Engineering Services, Mission Support), ARP, AFN, AGC and APO with the authority and obligation to represent and consult with their respective LOB/SO.

#### **Target: Development of Draft Plan - T2**

Develop a draft plan for review and concurrence by each LOB/SO. Including: ARA, ATO (Tech Ops, Engineering Services, Mission Support), ARP, AFN, AGC and APO.

#### **Target: Finalize Plan- T3**

Finalize plan based on input from LOB/SO review identified in Target 2.

#### **Target: Present Plan to FAA's Management Board/JRC -T4**

Present plan to Management Board/JRC

### **Initiative: ARA Key Operational Activities**

This initiative represents key activities and projects performed by ARA which are not clearly aligned under other APL Initiatives and serves as a repository for short term incentives for ARA Executives.

#### **Activity: National Engagement and Regional Administration (ARA) Order**

Develop, coordinate, and issue changes to the ARA 1100 order.

##### **Target: Coordination of 1100 Order**

Conduct formal FAA-wide coordination of the National Engagement and Regional Administration 1100 Order and submit to AOA office for signature.

#### **Activity: ARA Devolution Exercise**

Conduct an ARA devolution exercise to evaluate staff familiarization, readiness, and competence in responding to a significant incident requiring the activation of the ARA Devolution Plan.

##### **Target: ARA Devolution Exercise - T1**

Two ARA Regions will conduct a devolution exercise to evaluate staff familiarization, readiness, and competence in responding to a significant incident requiring the activation of the designated Devolution Plan. The participating Regions will be identified no later than June 20, 2021. One exercise will test a Service Center Region. One exercise will test a non-Service Center Region.

##### **Target: Conduct an Exercise Hot Wash - T2**

Conduct an exercise Hot Wash for each exercise and brief the ARA Management Team on all exercise findings.

### **Initiative: ARA Support to Airport Improvements Projects**

ARA AGL Regional Office provides support to analyses, planning, environmental review, and construction of significant runway or capacity-related projects.

#### **Activity: O'Hare Runway Improvements**

Provide executive leadership, facilitate horizontal integration and conduct the external outreach needed to accomplish the timely establishment of Runway 9C/27C and the extension of Runway 9R/27L at O'Hare airport. The benefits from implementing these projects will be improved safety, additional operating flexibility and enhanced efficiency, thus supporting the FAA's efforts to increase capacity and reduce delay.

##### **Target: Runway 9C/27C - Target 1**

Commission Runway 9C/27C with Area Navigation (RNAV) and visual services

**Target: Execute activities required to successfully flight check Runway 9C/27C Nav aids equipment required to achieve Cat I services - Target- 2**

Plan and execute activities required to successfully flight check Runway 9C/27C Nav aids equipment required to achieve Cat I services. Complete necessary site preparation, equipment installation and tune-up, and successfully flight check impacted Instrument Landing System (ILS) localizer, glide slope and Precision Approach Path Indicator (PAPI) systems associated with both runway ends (

**Target: O'Hare Surface Movement Guidance and Control System (SMGCS) Plan - Target 3**

Coordinate the development of an O'Hare Surface Movement Guidance and Control System (SMGCS) updated plan with impacted stakeholders to include input from the Chicago Department of Aviation (CDA), Airports, Flight Standards and Air Traffic Organization (ATO). The SMGCS plan will reflect airfield changes in support of Runway 9C/27C Cat II/III services.

**Target: Runway 9C/27C Nav aids Equipment - Target 4**

Complete Runway 9C/27C Nav aids equipment burn in to achieve Cat II and III services.

# Global Leadership

Advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally

## Higher Level of safety and security globally

Advancing the safety and security of commercial aviation is a complex, multi-faceted and continually evolving challenge with an array of important stakeholders required to achieve success.

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### **Initiative: Advance priority safety areas**

Influence the development of international approaches to ensure the safe and sustainable pandemic recovery of the aviation sector.

#### **Activity: Promote International Safety and U.S. Interests**

Promote International Safety and U.S. Interests. Influence the development of international approaches to ensure the safe and sustainable pandemic recovery of the aviation sector.

#### **Target: Develop global pandemic risk mitigation measures (API)**

Develop global pandemic risk mitigation measures for passenger and aviation professionals in alignment with U.S. best practices in the ICAO Council Aviation Recovery Task Force (CART).

#### **Target: Promote a FAA policy position in support of Council Aviation Recovery Task Force (CART) (API)**

Develop, maintain and actively promote a FAA policy position in support of Council Aviation Recovery Task Force (CART) implementation measures in at least three (3) bilateral and multilateral venues, to include ICAO regional engagement

## Streamlined International Regulatory Environment

FAA can help maintain or even increase safety and efficiency while reducing costs associated with meeting divergent standards by leading the harmonization of standards globally.

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### **Initiative: Ensure Aviation Growth While Addressing Environmental Impacts**

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

#### **Activity: Global Environmental Technical Leadership**

Work Bilaterally with other States and within ICAO to progress international environmental initiatives in line with U.S. priorities and objectives.

#### **Target: Global Environmental Technical Leadership**

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

**Target: Global Environmental Technical Leadership**

Work with key aviation countries to support continued progress on environment at the International Civil Aviation Organization (ICAO), including actions agreed to at the 2019 ICAO 40th Assembly.

**Target: Global Environmental Technical Leadership**

Support the implementation of alternative fuels in CORSIA.

**Target: Global Environmental Technical Leadership**

Prepare the USG response to ICAO State Letter associated with ICAO Annex 16 (SL 2020-28, 2020-29, 2020-30)

**Activity: Global Environmental Technical Support**

Provide technical support to ICAO international aviation Long Term Aspirational Goal Technical Group (LTAG TG)

**Target: Global Environmental Technical Support**

Provide aircraft technology technical support and expertise to the ICAO international aviation Long Term Aspirational Goal Technical Group (LTAG TG)

**Target: Global Environmental Technical Support**

Provide alternative fuels technical support and expertise to the ICAO international aviation Long Term Aspirational Goal Technical Group (LTAG TG)

**Activity: Global Environmental Research Leadership**

Manage international environmental agreements.

**Target: Global Environmental Research Leadership**

Implement and maintain existing international agreements focused on environment (e.g. collaboration, research and development)

**Initiative: Pursue harmonization and interoperability of aviation standards**

Pursue harmonization and interoperability of aviation standards where appropriate within ICAO and other global bodies, with key states and regional organizations, and with aviation stakeholders.

**Activity: Implement FAA International Strategy and enhance ICAO work**

Implement FAA International Strategy and enhance ICAO work. Contribute to the development of the U.S. government position for the ICAO Secretary General Election in March 2021, and proactively identifying qualified U.S. citizens for ICAO's senior technical and regional positions in order to have a direct and continuous influence at the U.N. technical agency.

**Target: Evaluate the technical capabilities and familiarity with managing complex civil aviation matters (API)**

Evaluate the technical capabilities and familiarity with managing complex civil aviation matters of each Secretary General candidate, and provide FAA recommendations to the Department of State.

**Target: Conduct outreach to States and Regional Organizations (API)**

Conduct outreach to States and Regional Organizations in support of U.S. Government positions for the election.

**Target: Establish an ICAO Succession Planning strategy (API)**

Establish an ICAO Succession Planning strategy to identify and support highly qualified U.S. candidates for selected ICAO Director-level positions that have a direct impact on FAA's strategic priorities.