



**Federal Aviation  
Administration**



**Policy, International Affairs and Environment**  
*Fiscal Year 2011 Business Plan*

# 2011 APL Business Plan

APL is FAA's policy office for broad-based, novel, and crosscutting policy initiatives. The office works to identify, develop, and resolve policy issues related to increased safety, greater capacity, maintaining international leadership, and sustainability of the global and domestic civil aerospace system in an environmentally sound manner. This work requires outreach to domestic and international customers and stakeholders, extensive research and development efforts, data collection and analysis, economic analysis, and policy development. It also provides leadership to the agency's strategic policy and planning efforts, coordinates the agency's reauthorization before Congress, and is responsible for national aviation policies and strategies in the environment and energy arenas, including aviation activity forecasts, economic analyses, aircraft noise and emissions analyses and mitigation, environmental policy, and aviation insurance. The FAA through the Office of Policy, International Affairs, and Environment participates in international standards setting and harmonization activities in aviation transportation around the globe and engages in implementing programs that provide technical assistance for capacity building to developing countries. We are engaged in advancing U.S. transportation policy and advocating worldwide adoption of harmonized standards and global technical regulations (GTR) through participation in bilateral and regional forums or international organizations at the ministerial and working levels. APL supports the Department of Transportation's (DOT) goals of Economic Competitiveness and Environmental Sustainability through multiple programs and projects designed to reduce aircraft noise and aviation emissions, minimize their impacts as well as increase fuel efficiency and to foster the continued development of competent civil aviation authorities worldwide to meet international standards. APL provides U.S. leadership on reducing global aviation's carbon footprint and working with the International Civil Aviation Organization's (ICAO) Committee on Aviation Environmental Protection (CAEP) and international partners exploring options for a new carbon dioxide emissions standard for aircraft. As more Americans travel worldwide, the development of competent civil aviation authorities has become a cornerstone for providing technical assistance, building capacity and transferring technologies for public benefit.

## Increased Safety

Under the Safety goal area, the Office of Policy, International Affairs, and Environment (APL), assures that our policy and economic analysis programs support safety initiatives of the agency domestically and internationally, and the agency benefits from superior decision support tools and innovative risk mitigation approaches

throughout FAA programs and projects.

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

## Flight Plan Target: Commercial Air Carrier Fatality Rate

Cut the rate of fatalities per 100 million persons on board in half by FY 2025. FY 2011 Target: 7.9

### Strategic Initiative: Critical Safety Rules

Send critical safety rules to the Office of the Secretary of Transportation within 90 days of the planned date.

#### Strategic Activity: Critical Safety Rules

Send critical safety rules to the Office of the Secretary of Transportation within 90 days of the planned date.

#### Activity Target 1:

Submit to OST 85% of the significant rules approved by the Rulemaking Council within 90 days of the scheduled date. Due September 30, 2011

## Core Business Target: Regulatory Evaluations

Achieve the regulatory evaluation and final team concurrence due dates within 90 days of the original agency rulemaking program schedule for at least 80 percent of the rules and rule projects.

### Core Business Initiative: Regulatory Analysis and Support

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

#### Core Activity: Economic Evaluations of Aviation Regulations

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

**Activity Target 1:**

At least 85% of the rules approved by the Rulemaking Management Council since 10/1/04 should be out of the agency no later than 90 days of the scheduled date. For a significant rule, out of the agency is when the rule is sent to the Office of the Secretary of Transportation (OST). For a nonsignificant rule, out of the agency is when the rule is issued. Due September 30, 2011

**Activity Target 2:**

Complete reviews of 14CFR parts as scheduled in the DOT Semi-Annual Regulatory Agenda as required by Section 610 of the Regulatory Flexibility Act Due September 30, 2011

**Activity Target 3:**

Complete at least one post-review of a previously published regulation as required by statute. Due September 30, 2011

**Core Activity: Develop standardized values and methodologies**

Identify cost and benefit parameters used in FAA regulatory evaluations for which it is feasible and desirable to develop standardized values or methodologies for valuation. These parameters should be ones beyond those already standardized in Report FAA-APO-98-8.

**Activity Target 1:**

Document and publish in guidance document titled 'Economic Values for FAA investment and Regulatory Decisions, A Guide' at least one new or revised standard value or methodology. Due September 30, 2011

**Activity Target 2:**

Update commercial aircraft operating cost values. Due September 30, 2011

**Core Business Target: General Aviation Fatal Accidents**

This is the depository for AVS Core Business under General Aviation Fatal Accidents.

Target: FY11 Target: AVS will successfully complete 80% of the initiatives within this target.

**Core Business Initiative: GA Joint Steering Committee Implementation**

Continue implementing General Aviation Joint Steering Committee initiatives. This is a copy of 11S2R Flight Plan Initiative. This was moved to core in FY 2011.

**Core Activity: GA Activity and Forecast Quarterly Update**

APO will provide quarterly updates of the current FY GA activity estimates to AVS for the GA fatal accident rate performance metric.

**Activity Target 1:**

Provide current FY GA activity estimate. Due December 31, 2010

**Activity Target 2:**

Provide current FY GA activity estimate. Due March 31, 2011

**Activity Target 3:**

Provide current FY GA activity estimate. Due June 30, 2011

**Activity Target 4:**

Provide current FY GA activity final estimate and next FY activity estimate.. Due September 30, 2011

**Greater Capacity**

The Office of Policy, International Affairs, and Environment (APL) is responsible for developing national aviation policy relating to environmental and energy matters internationally and domestically. APL will focus effort in the Capacity arena through developing the FAA's policy positions in areas of congestion management or how best to balance efficient operations with other policy objectives such as access and competition in the face of insufficient capacity.

**Flight Plan Target: Average Daily Airport Capacity (35 OEP Airports)**

Achieve an average daily airport capacity for the 35 OEP airports of 103,068 arrivals and departures per day by FY 2011 and maintain through FY 2013. FY 2011 Target: 103,068

**Strategic Initiative: NextGen**

Expand FAA's NextGen Implementation Plan to incorporate critical path decisions and milestones necessary to accomplish the Mid-Term commitments.

**Strategic Activity: AEP NextGen Implementation Plan**

Publish the Next Generation Implementation Plan reflecting the agency and aviation priorities.

**Activity Target 1:**

Collaborate, review and comment on draft 1 NextGen Implementation Plan. Due December 15, 2010

**Activity Target 2:**

Collaborate, review, comment and resolve comments on draft 2 NextGen Implementation Plan. Due February 7, 2011

**Activity Target 3:**

Publish NextGen Implementation Plan on FAA website thirty days after the President's budget submission. Due March 14, 2011

## Strategic Initiative: Environmental Approach for Capacity Expansion

Ensure that the environmental approach for capacity expansion is compatible with the road map developed by the Environmental Working Group (EWG) for NextGen.

### Strategic Activity: Joint Planning and Development Office (JPDO) Environment Working Group (EWG) Policy and Coordination

The Office of Aviation Policy, Planning, and Environment (APE) will lead an Environment WG in implementing a vision for 2025 in which significant health and welfare impacts of aviation community noise and air quality emissions will be reduced in absolute terms, notwithstanding the anticipated growth in aviation.

#### Activity Target 1:

As the initiative lead, work with EWG Standing Committee Chairs and Executive Committee members to complete the EWG FY11 work plan. This activity requires critical support from AGC, ARP, ATO, and AVS, including participation in the EWG Executive Committee and/or Standing Committee. Due March 31, 2011

#### Activity Target 2:

Refine EMS Framework to achieve NextGen environmental protection goals. Due June 30, 2011

#### Activity Target 3:

Evaluate non-aircraft engine environmental impacts sources with the potential to contribute to the NextGen goals. Due September 30, 2011

#### Activity Target 4:

Begin designing approaches to integrate environmental data into existing decision support tools. Due September 30, 2011

### Strategic Activity: NextGen Technologies, Model & Metrics

Develop and mature clean and quiet technologies and advance alternative fuels to mitigate NextGen environmental impacts.

#### Activity Target 1:

Conduct detailed integrated system level analyses to identify the most promising CLEEN technologies. Due September 30, 2011

#### Activity Target 2:

Perform first round of ground rig tests. Due September 30, 2011

#### Activity Target 3:

Perform feasibility and environmental impact assessment study for gas turbine renewable alternative fuels. Due September 30, 2011

#### Activity Target 4:

Perform safety assessment of "drop-in"

alternative fuels. Due September 30, 2011

#### Activity Target 5:

Complete preliminary assessment of aviation's impact on climate. Due September 30, 2011

#### Activity Target 6:

Initiate assessment of efficacy of environmental impacts metrics. Due September 30, 2011

#### Activity Target 7:

Continue efforts to develop metrics to evaluate noise impacts of potential future unconventional aircraft. Due September 30, 2011

#### Activity Target 8:

Initiate re-evaluation of land use compatibility guidelines and noise mitigation criteria. Due June 30, 2011

#### Activity Target 9:

Initiate evaluation and assessment of advanced measurement, recording, and data analysis approaches for noise and emissions. Due September 30, 2011

#### Activity Target 10:

Advance significant exploration and demonstration of environmental control algorithms for NextGen operational procedures. Due September 30, 2011

#### Activity Target 11:

Continue NAS-wide benefits assessment of CLEEN aircraft technologies and aviation alternative fuels and their effects on NextGen environmental goals. Due September 30, 2011

#### Activity Target 12:

Continue development and evaluation of enhanced NextGen local-regional-NAS wide environmental assessment capability in AEDT and APMT. Due September 30, 2011

#### Activity Target 13:

Initial analyses of NextGen NAS wide environmental impacts and cost-beneficial mitigation options. Due September 30, 2011

## Strategic Initiative: NextGen Environment and Energy

Address NextGen aviation environmental impacts by (1) improving scientific understanding of NextGen environmental impacts and integrated noise, emissions, and fuel efficiency analyses; (2) advance clean, quiet, and energy efficient aircraft technologies; (3) develop and demonstrate sustainable aviation alternative fuels; (4) explore clean, quiet, and energy efficient operational procedures; and (5) develop policy and environmental standards.

### Strategic Activity: Explore NextGen Environmental Operations

Identify and explore the advances in communication, navigation and surveillance technology for NextGen to advance terminal area aircraft arrival and departure, surface movements,

and cruise procedures for reduced noise, fuel burn, and engine emissions.

**Activity Target 1:**

Refine environment and energy operations research priorities and initiate projects to support these priorities for FY12. Due September 30, 2011

**Activity Target 2:**

Report on results of environment and energy operations research projects. Due September 30, 2011

**Activity Target 3:**

Evaluate the environment/energy impacts (positive/negative) of NextGen planned operational improvements. Due September 30, 2011

**Activity Target 4:**

Refine the environment and energy operations research roadmap for FY12. Due September 30, 2011

## **Flight Plan Target: Airport Average Daily Capacity (7 Metro Areas)**

Achieve an average daily airport capacity for the 7 Metro areas of 39,484 arrivals and departures per day by FY 2009, and maintain through FY 2013. FY 2011 Target: 39,484

### **Strategic Initiative: Capacity-Enhancing Policies**

Work with the aviation community to establish the most feasible policies to enhance capacity and manage congestion.

#### **Strategic Activity: Develop and Implement Capacity and Delay Policies**

Analyze capacity and congestion policy implications of NextGen near-term and mid-term improvements with recommendations.

**Activity Target 1:**

Develop orders, regulations or legislation to address NextGen equipage-related policy implications as needed. Due September 30, 2011

#### **Strategic Activity: Congestion management solutions in the New York Area**

Implement congestion management solutions in the New York Area.

**Activity Target 1:**

Submit to the Administrator rulemaking proposal(s) to address congestion management initiatives at the New York Metro airports as needed. Due September 30, 2011

## **Strategic Initiative: NY Operational Initiatives**

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

### **Strategic Activity: New York Operational Initiatives- Stakeholder Support & Communication**

Working with the NYAPIO, ensure all stakeholders are clear on the expectations of each delay reduction initiative. Gain formal agreement from FAA and industry stakeholders on expectations for all new delay reduction initiatives expected to commence in 2011.

**Activity Target 1:**

Provide AEP support to NYAPIO via a Matrix team representative to assist in development of stakeholder scope agreements Due September 30, 2011

**Activity Target 2:**

Participate in a minimum of 2 stakeholder meetings to ensure clarity on the Delay Reduction Activities for 2011. First meeting will be held not later than March 31, 2011 Due September 30, 2011

## **Flight Plan Target: Noise Exposure**

Reduce the number of people exposed to significant noise by 4 percent compounded annually through FY 2013 from the calendar year 2005. FY 2011 Target: - 19.28%

### **Strategic Initiative: Noise and Emissions Research**

Conduct research and develop, validate and apply analytical tools to better understand the relationship between noise and emissions and different types of emissions, and to provide the cost-benefit analysis capability necessary for data-driven decision making.

#### **Strategic Activity: Noise and Emissions Analytical Tools Research**

Conduct research to better characterize noise and emissions and understand their interdependencies, and to provide the cost-benefit analysis capability necessary for data-driven decision making.

**Activity Target 1:**

Connect generic fleet with generic operations within EDS for calculations of fuel burn, emissions and noise. Due September 30, 2011

**Activity Target 2:**

Develop architecture for noise and emissions modules communications and sharing of common databases, including population and weather databases, across suite of tools. Due September 30, 2011

**Activity Target 3:**

Expand fleet coverage within AEDT for fuel burn, emissions and noise analyses. Due September 30, 2011

**Activity Target 4:**

Enhance integrated aircraft noise and emissions modeling for airspace management activities. Due September 30, 2011

**Activity Target 5:**

Continue testing and development of AEDT for airport vicinity noise analysis. Due September 30, 2011

**Activity Target 6:**

Complete annual assessment of noise exposure. Due August 15, 2011

**Activity Target 7:**

Forecast future global noise from aviation activities. Due August 15, 2011

## Strategic Initiative: Noise and Emissions Mitigation

Along with stakeholders, increase aircraft noise and emissions mitigation activities at the environmental Center of Excellence and Airports Cooperative Research Program to mitigate environmental impacts.

### Strategic Activity: Environmental Center of Excellence (COE) and Airports Cooperative Research Program

Leverage a broad cross section of stakeholders through the Partnership for Air Transportation (PARTNER) Center of Excellence and the Airports Cooperative Research Program (ACRP) to foster breakthrough scientific, operations, policy and work advances to mitigate noise and emissions impacts.

**Activity Target 1:**

Update COE Strategic Plan. Due January 31, 2011

**Activity Target 2:**

Work with all stakeholders to submit need statements to address airport environmental issues under ACRP program. (AIP funded) Due April 30, 2011

**Activity Target 3:**

Conduct COE focused sessions at a national and an international conference. Due September 30, 2011

**Activity Target 4:**

Update noise research roadmap Due January 31, 2011

**Activity Target 5:**

Assess noise impact metrics. Due September 30, 2011

**Activity Target 6:**

Report on studies to establish acceptability of low-boom supersonic flight as perceived indoors. Due September 30, 2011

**Activity Target 7:**

Report on studies to update current understanding of aviation impacts on sleep disturbance and/or annoyance. Due September 30, 2011

**Activity Target 8:**

Report on studies to support investigations of long-term health impacts of noise exposure. Due September 30, 2011

**Activity Target 9:**

Develop methodologies to model noise propagation for current and potential future unconventional aircraft configurations. Due September 30, 2011

**Activity Target 10:**

Working in collaboration with the Aviation and Space Education (AVSED) Outreach Programs, support AVSED by sponsoring research for 15 Masters and 6 Ph.D students focused on aviation environmental issues. When available, provide material for AVSED website ([www.faa.gov/education](http://www.faa.gov/education)). Due September 30, 2011

**Activity Target 11:**

Disseminate ACRP aircraft community noise research results to stakeholders. (AIP funded). Due September 30, 2011

## Strategic Initiative: Environmental Management Systems

Implement Environmental Management Systems to ensure that FAA operations protect the environment, meet statutory and regulatory environmental requirements, and improve reliability and cost effectiveness.

### Strategic Activity: Environmental Management Systems (EMS)

AEP is leading the FAA in maintaining and effective Environmental Management System pursuant to Executive Order 13423 and 13514, developing the NextGen environmental strategy and framework. AEP is providing technical direction, oversight and support to the FAA in meeting these EO and NextGen environmental goals. The FAA EMS Steering Committee is led by AEE and is composed of the appropriate LOB's and staff offices. AEE will provide support to LOBs and staff offices in meetings, targets, developing FAA-wide training, and coordinating EMS performance reporting.

**Activity Target 1:**

Continue to update AEEs higher tier EMPs that are designed to achieve FAA compliance with reporting and other requirements of E.O. 13514. Coordinate AEE's higher tier EMS with the FAA Sustainability Plan. Due September 30, 2011

**Activity Target 2:**

Coordinate with FAA NextGen EMS POCs to establish organizational targets and reporting procedures. Due August 31, 2011

**Activity Target 3:**

Conduct or oversee EMS External Audits and compile the AOA-1 EMS management review for FY-11. Due August 31, 2011

**Activity Target 4:**

Support and coordinate implementation of LOB EMSs at the field level by conducting steering committee meetings, developing, planning documents, coordinating individual LOB working groups, and providing training. Due August 31, 2011

## Flight Plan Target: Aviation Fuel Efficiency

Improve aviation fuel efficiency by 2 percent per year, through FY 2015, as measured by the calendar year 2010 fuel burned per revenue mile flown, relative to the calendar year 2000 baseline. The FY 2011 Target: -9%

### Strategic Initiative: Noise and Emissions Research

Conduct research and develop, validate and apply analytical tools to better understand the relationship between noise and emissions and different types of emissions, and to provide the cost-benefit analysis capability necessary for data-driven decision making.

#### Strategic Activity: Noise and Emissions Analytical Tools Research

Conduct research to better characterize noise and emissions and understand the interdependencies and to provide the cost-benefit analysis capability necessary for data-driven decision making.

**Activity Target 1:**

Connect generic fleet with generic operations within EDS for calculations of fuel burn, emissions and noise. Due September 30, 2011

**Activity Target 2:**

Refine architecture for noise and emissions modules communications and sharing of common databases, including population and weather databases, across suite of tools. Due September 30, 2011

**Activity Target 3:**

Expand fleet coverage within AEDT for fuel burn, noise and emissions analyses. Due September 30, 2011

**Activity Target 4:**

Enhance integrated aircraft noise and emissions modeling for airspace management activities. Due September 30, 2011

**Activity Target 5:**

Release AEDT to Design Review Group (DRG) to assess improvements local and regional emissions and air quality analysis. Due September 30, 2011

**Activity Target 6:**

Complete annual assessment of fuel burn. Due August 15, 2011

## Strategic Initiative: Noise and Emissions Mitigation

Along with stakeholders, increase aircraft noise and emissions mitigation activities at the environmental Center of Excellence.

### Strategic Activity: Center of Excellence (COE) and Airports Cooperative Research Program

Leverage a broad cross section of stakeholders through the Partnership for Air Transportation (PARTNER) Center of Excellence and the Airports Cooperative Research Program to foster breakthrough scientific, operations, policy and work advances to mitigate noise and emissions impacts.

**Activity Target 1:**

Update COE Strategic Plan. Due January 31, 2011

**Activity Target 2:**

Work with all stakeholders to submit need statements to address airport environmental issues under ACRP program (AIP funded) Due April 30, 2011

**Activity Target 3:**

Assess technological and scientific bases to support future ICAO engine emission standards. Due September 30, 2011

**Activity Target 4:**

Improve science and develop metrics and reduce uncertainties in assessment of regional and global climate impacts of aviation. Due September 30, 2011

**Activity Target 5:**

Conduct COE focused sessions at a national and an international conference. Due September 30, 2011

**Activity Target 6:**

Develop and exercise multiscale air quality analysis models for airport environment and full flight aircraft emissions. Due September 30, 2011

**Activity Target 7:**

Perform airport specific and regional scale air quality and health impacts analyses. Due September 30, 2011

**Activity Target 8:**

Examine potential metrics for aircraft emissions standards. Due September 30, 2011

**Activity Target 9:**

Advance sampling, measurement and analyses techniques and procedures for aircraft emissions certification. Due September 30, 2011

**Activity Target 10:**

Develop measurement and sampling protocol

and expand databases for aviation emissions.  
Due September 30, 2011

**Activity Target 11:**

Working in collaboration with the Aviation and Space Education (AVSED) Outreach Programs, support AVSED by sponsoring research for 15 Masters and 6 Ph.D students focused on aviation environmental issues. When available, provide material for AVSED website (www.faa.gov/education). Due September 30,

**Activity Target 12:**

Disseminate ACRP aviation air emissions research results to stakeholders. (AIP funded).  
Due September 30, 2011

## **Core Business Target: Support for FAA Environmental Compliance for NEPA Review Processes**

Provide expert guidance for environmental compliance of all applicable Regulations, Statutes, Executive Orders, etc., during the Environmental Impact Analysis Process for Proposed FAA projects. Initiate coordination of guidance with affected FAA Lines of Business and Staff Offices (LOB/SO) within 3 months of issuance for relevant environmental regulatory initiatives issued by the White House, Congress or other Federal agencies

### **Core Business Initiative: Support for FAA NEPA Compliance**

AEE provides expert guidance on the requirements of the National Environmental Policy Act, Environmental Statutes and Regulations; and related natural and cultural resource issues. If not handled appropriately, these issues cause major delays to FAA projects.

#### **Core Activity: Policy and Guidance Information for NEPA Compliance Support**

Provide policy and guidance on the requirements of the National Environmental Policy Act (NEPA) and related natural and cultural resource issues to minimize delays to FAA aviation projects. As part of this guidance, there needs to be a forum for FAA environmental specialists to discuss current NEPA trends and issues and disseminate environmental information. In an effort to provide the most up to date policy guidance, AEE is updating its policies and procedures for complying with NEPA, FAA Order 1050.1E, Change 1.

**Activity Target 1:**

Organize and present a forum on environmental process trends and issues for FAA NEPA specialists Due July 31, 2011

**Activity Target 2:**

Coordinate with FAA Lines of Business and the Council on Environmental Quality to address

public comments on changes to FAA Order 1015.1E Due July 31, 2011

**Activity Target 3:**

Circulate Draft FAA NEPA climate change guidance within FAA for review and comment.  
Due September 30, 2011

### **Core Activity: Policy Guidance for NEPA Compliance for NextGen**

Provide strategic planning for NextGen environmental requirements, including guidance on implementation of the National Environmental Policy Act (NEPA) and development of related policies and procedures to address national mandates.

**Activity Target 1:**

Advance the implementation and application of FAA NEPA climate change guidance. Due September 30, 2011

**Activity Target 2:**

Advance approaches to effectively manage and facilitate NextGen compliance with NEPA. Due September 30, 2011

**Activity Target 3:**

Perform analysis of the environmental implications of climate policy scenarios on the aviation industry. Due March 31, 2011

**Activity Target 4:**

Update EA/EIS database functionality to address user needs and any new CEQ guidance. Due September 30, 2011

## **Core Business Target: Aviation Industry Information**

Forecast of overall demand for FY11 as measured by passengers enplaned is within 2% of actual passengers enplaned.

### **Core Business Initiative: Develop Forecasts**

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

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

Develop and publish an annual FAA Aerospace Activity Forecast out to FY2031 which forms the basis for NextGen requirements.

**Activity Target 1:**

Publish the annual Forecast to FY 2031. Due February 15, 2011

#### **Core Activity: Terminal Area Forecasts**

Develop and publish Terminal Area forecasts.

**Activity Target 1:**

Provide interim update to AJF for input into 2011 controller workforce plan. Due December 1, 2010

**Activity Target 2:**

Publish the Terminal Area Forecasts. Due December 31, 2010

**Activity Target 3:**

Provide preliminary forecasts of operations for airports in FACT3 study that are consistent with TAF forecasts scheduled to be released in DEC. 2011. Due July 30, 2011

**Activity Target 4:**

Develop and test an Origin - Destination Forecasting Model Due September 30, 2011

**Core Activity: Aviation Forecast Conference**

Manage and coordinate activities related to the Aviation Forecast Conference

**Activity Target 1:**

No later than 1st quarter FY11, complete conference checklist activities (e.g., room reservation, initial speaker contact, etc.) Due December 31, 2010

**Core Activity: Additional Aerospace Forecasts**

Develop and publish additional aerospace forecasts, including a Long Range Aerospace Forecast and Air route Traffic Control Center (ARTCC) forecast.

**Activity Target 1:**

Publish the Long Range Forecast. Due September 30, 2011

**Activity Target 2:**

Publish the ARTCC forecasts. Due January 31, 2011

**Core Activity: ICAO Forecast Support**

Develop forecasts as needed to support ICAO traffic forecast needs.

**Activity Target 1:**

Develop updated forecasts for North Atlantic Traffic Forecasting Group (NATTFG) and provide forecast support as needed. Due April 30, 2011

**Activity Target 2:**

Provide forecast support and expertise for work under CAEP9 activities as needed. Due September 30, 2011

**Core Activity: Origin & Destination Passenger Forecasts**

Develop Origin and Destination Passenger forecasts out to 2030 as a complementary product to the Terminal Area Forecast.

**Activity Target 1:**

Aggregate Origin and Destination passenger forecasts for domestic air carrier markets across airports and do comparison analysis with results from existing TAF. Due January 31, 2011

**Activity Target 2:**

Host workshop (with AEE) at FAA on network evolution. Due April 30, 2011

**Activity Target 3:**

Using Origin and Destination passenger forecasts for domestic air carrier markets as basis, develop segment level passenger forecasts. Due September 30, 2011

**Core Activity: Short Term Operations Forecasts at OEP35 Airports**

Develop rolling 12 month forecast of operations for each of the OEP35 airports in support of delay projection.

**Activity Target 1:**

Develop rolling 12 month commercial operation forecasts for OEP 35 airports. Due January 15, 2011

**Core Business Initiative: Aviation Statistics**

Develop and publish a wide variety of statistics on the National Airspace System, its components, and its performance.

**Core Activity: Publish Aviation Statistics**

Develop and publish statistics on the National Airspace System, its components, and its performance.

**Activity Target 1:**

Publish US Airmen Statistics. Due May 31, 2011

**Activity Target 2:**

Publish 95% of daily and monthly reports from the Aviation System Performance Metrics. Review compliance with this target quarterly. Due December 31, 2010

**Activity Target 3:**

Publish 95% of daily and monthly reports from the Aviation System Performance Metrics. Review compliance with this target quarterly. Due March 31, 2011

**Activity Target 4:**

Publish 95% of daily and monthly reports from the Aviation System Performance Metrics. Review compliance with this target quarterly. Due June 30, 2011

**Activity Target 5:**

Publish 95% of daily and monthly reports from the Aviation System Performance Metrics. Review compliance with this target quarterly. Due September 30, 2011

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

Publish quarterly report highlighting aviation industry traffic and revenue trends.

**Activity Target 1:**

Publish and distribute quarterly report highlighting aviation industry traffic and revenue trends to internal Office of Aviation Policy, Planning, and Environment (AEP) and/or FAA customers. Due October 25, 2010

**Activity Target 2:**

Publish and distribute quarterly report highlighting aviation industry traffic and revenue trends to internal Office of Aviation Policy, Planning, and Environment (AEP) and/or FAA customers. Due February 25, 2011

**Activity Target 3:**

Publish and distribute quarterly report highlighting aviation industry traffic and revenue trends to internal Office of Aviation Policy, Planning, and Environment (AEP) and/or FAA customers. Due April 25, 2011

**Activity Target 4:**

Publish and distribute quarterly report highlighting aviation industry traffic and revenue trends to internal Office of Aviation Policy, Planning, and Environment (AEP) and/or FAA customers. Due July 25, 2011

**Core Business Initiative: Aviation Industry Consulting**

Provide information, analysis and expertise on the current, past and forecasted state of the aviation industry.

**Core Activity: Aviation Industry Information Requests**

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

**Activity Target 1:**

Respond to agency customer requests for information and insights within one week. Due September 30, 2011

**Core Business Target: Aviation Insurance Program**

Provide aviation insurance consistent with statutes and policies of the Department of Transportation (DOT) to participating air carriers no later than the effective date of each period of insurance.

NOTE: All resources for this program come from the Aviation Insurance Revolving Fund and do not fall under any of the four FAA appropriations.

**Core Business Initiative: Aviation Insurance Management**

Administer premium and non-premium insurance policies by providing assistance to air carriers for issuance, maintenance, and reconciliation of insurance policies and settle insurance claims.

**Core Activity: Aviation Insurance Program Management**

Issue premium and non-premium insurance policies consistent with enacted legislation, Department of Transportation (DOT) policies, and requests for activation by the Department of Defense (DOD).

**Activity Target 1:**

All policies will be issued no later than the effective date of the policies. Due September 30, 2011

**Core Activity: Customer Service**

Maintain insurance policies by providing customer service to insured air carriers and the Department of Defense (DOD) through an E-business interface.

**Activity Target 1:**

E-business electronic access will be available 90% of the time. Due September 30, 2011

**Core Activity: Policy Reconciliation**

Reconcile insurance policies of insured air carriers.

**Activity Target 1:**

Reconciliations will be initiated within the time conditions set forth in each air carrier's policy of insurance and a refund or additional collection implemented no later than 120 days after receipt of reconciliation data from each air carrier or the availability of allotted budget, whichever is later. Due September 30, 2011

**Core Activity: Claim Settlement**

Settle insurance claims as expeditiously as possible.

**Activity Target 1:**

Insurance claims will meet any deadlines for action in the claims settlement process. Due September 30, 2011

**Core Business Target: National Parks Noise Consideration**

Provide special noise considerations for Grand Canyon and other national parks without adverse effects on the national aviation system (i.e., no diminishing effects on Flight Plan performance targets for the system or Next Generation Air Transportation System (NextGen) performance.

**Core Business Initiative: National Parks Noise Consideration**

Address special noise considerations for national parks in collaboration with the National Park Service, while maintaining the capacity and efficiency of the national aviation system.

**Core Activity: Address Special Noise Considerations for National Parks**

Provide special noise considerations for Grand Canyon that do not adversely affect the national aviation system.

**Activity Target 1:**

Complete FAA recommendations on future direction of air tour noise in national parks. Due September 30, 2011

**Activity Target 2:**

Include any FAA-proposed changes to air tour program requiring legislation into FAA reauthorization proposals. Due July 31, 2011

## Core Business Target: Benefit-Cost Analysis

Complete 85% of Benefit-Cost Analyses (BCA) within the timeframe agreed upon in Service Level Agreements (SLA).

### Core Business Initiative: Infrastructure Investments

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

#### Core Activity: Benefit Cost Analysis of Recurring FAA Investments

Provide criteria and perform analysis of FAA investments in aviation infrastructure. Conduct contract tower, Instrument Landing System (ILS), radars and other analyses (including the Wide Area Augmentation System (WAAS) if not completed in FY 2005) using existing models, as requested by the Air Traffic Organization (ATO) and the Office of Airports (ARP). (Note: these are performed as requested, not according to a set agency plan.) Develop a plan for updating criteria in current use.

**Activity Target 1:**

Complete timely and accurate Benefit-Cost Analysis (BCA) for contract towers and approaches as requested by the ATO. Due September 30, 2011

### Core Business Initiative: Policy and economic evaluation of airport plans

Evaluate airport benefit-cost analyses and competition plans for their compliance with established criteria, in order to use scarce resources to expand capacity and enhance competition.

#### Core Activity: Airport benefit-cost analysis reviews

Evaluate airport benefit-cost analyses submitted to the agency in support of requests for federal funding, as requested by the Office of Airports (ARP). Examine for adherence to established policies and criteria. Reach out to stakeholders during development of the analyses to facilitate their ultimate acceptance.

**Activity Target 1:**

Complete 85% of Benefit-Cost Analyses (BCA) within the timeframe agreed upon in Service Level Agreements (SLA). Due September 30,

2011

## Core Business Target: NextGen System Development

Implement key projects that have broad applicability across the solution sets and to NextGen overall. Such projects include work in support of safety management systems, environment and energy management systems, as well as human factors research and testing and computer modeling aimed at validating operational concepts.

### Core Business Initiative: G6M.02-01 Environment & Energy

The effort specifically focuses on explorations, simple demonstrations as well as methods to integrate these environmental impact mitigation and energy efficiency options with the NextGen infrastructure in a cost-beneficial and verifiable manner. It will also provide ways to adapt the NAS infrastructure to fully exploit the benefits of these environmental mitigation and energy efficiency options.

#### Core Activity: Environment & Energy

The effort specifically focuses on explorations, simple demonstrations, and Environmental Management Systems (EMSs) as well as methods to integrate these environmental impact mitigation and energy efficiency options with the NextGen infrastructure in a cost-beneficial and verifiable manner. It will also provide ways to adapt the NAS infrastructure to fully exploit the benefits of these solutions and strategies.

**Activity Target 1:**

Provide report assessing NAS wide impacts of Continuous Lower Energy, Emissions and Noise (CLEEN) technologies, using EDS. Due June 30, 2011

**Activity Target 2:**

Analyze environmental impacts of new aircraft types (e.g., aircraft featuring CLEEN technologies, Very Light Jet (VLJ), Unmanned Aerial Vehicle (UAV) on the NAS and assess approaches to optimize system environmental performance. Due September 30, 2011

### Core Business Initiative: G7M.02-02 Operational Assessments

The transition to NextGen requires NAS operational assessments to ensure that safety, environmental, and system performance considerations are addressed throughout the integration and implementation of NextGen.

#### Core Activity: Operational Assessments

This project will continue to conduct system safety assessments, environmental-specific assessments, system performance evaluations, and risk management activities.

### **Activity Target 1:**

Integrate the local-regional-NAS-wide analysis capability into the Aviation Environmental Design Tool Due September 30, 2011

### **Activity Target 2:**

Integrate the local-regional-NAS-wide analysis capability into the Aviation Environmental Portfolio Management Tool Due September 30, 2011

## **Core Business Target: Energy Management**

Provide guidance and coordinate FAA efforts to plan, implement, and document agency energy and environmental management activities to address national mandates.

### **Core Business Initiative: Facility Energy Management**

Provide guidance and coordinate FAA efforts to plan, implement, and document agency energy and environmental management activities in accordance with Presidential Executive Order (EO) 13514 addressing national mandates without adverse effects on the national aviation system

#### **Core Activity: Monitor Facility Energy Management Activities**

Provide guidance and coordinate FAA efforts to plan, implement, and document agency energy and environmental management activities to address national mandates.

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

Prepare the FAA Strategic Sustainability Performance Plan (SSPP) in accordance with guidance from the Department of Transportation and the Presidential EO on Federal Leadership in Environmental, Energy, and Economic performance. Due September 30, 2011

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

Generate and complete FAA FY11 Annual Energy Management Report and Greenhouse Gas Report to DOT Due March 30, 2011

## **Core Business Target: Performance Analysis and Airport Evaluation**

Implement systems and processes required to ensure 95.5 % on-time production of key performance data systems maintained by APO-100.

### **Core Business Initiative: Quality Assurance**

Implement a Quality Assurance program for Performance Analysis Data. . This is a multi-phase process including: 1) Define scope of QA (target databases, benchmarks, implementation schedule). 2) Document current processes including shortcomings;

3) Design an automated reporting system to detect data anomalies; 4) Develop measure for assessing improvement resulting from the QA system.

### **Core Activity: Implementation of Data Quality Assurance Plan**

Develop and implement a Data Quality Assurance Plan for Selected Databases.

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

Identify and remedy problems with incoming data files in accordance with agreed upon processes and timelines. Due September 30, 2011

## **Core Business Initiative: Improvements in ASPM**

Identify improvements for APSM

### **Core Activity: Maintenance and enhancement of data for performance analysis**

Provide for the maintenance and enhancement of data for performance analysis.

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

Enhance online documentation for all modules and modify as needed to keep pace with changers in the data sources and interfaces. Due September 30, 2011

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

Develop additional reporting and data retrieval modules in the new interface as new data become available and reporting requests are received. Due September 30, 2011

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

Improve download capabilities in ASPM. Due September 30, 2011

## **International Leadership**

The Office of Policy, International Affairs, and Environment (APL) supports the International Leadership goal by representing the United States in developing international standards relating to aircraft noise and engine emissions in international forums as well as assisting the line organizations in the agency to provide indirect assistance to over 100 countries around the world to help them improve their aviation systems. The United States is the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 190 of the world's civil aviation authorities.

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

## Flight Plan Target: CAST Safety Enhancements

Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011. This supports China's efforts to reduce commercial fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012. FY 2011 Target: 3 CAST Safety Enhancements

### Strategic Initiative: Aviation Safety Oversight Relationships

Identify and provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation authorities in Africa, the Americas, Asia, Europe and the Middle East.

#### Strategic Activity: Middle East Outreach - GCC Helicopter Safety Team (HST) Assistance

Provide assistance to the Gulf Cooperation Council (GCC) helicopter operators to help develop risk mitigation and SMS implementation strategies under the leadership of the GCC HST.

##### Activity Target 1:

Facilitate the development of a risk mitigation methodology which focuses individually on the five identified priority risks developed by the GCC HST executive board, by organizing risk management best practices meetings among helicopter operators. Due December 31, 2010

#### Strategic Activity: U.S.-India Joint Aviation Steering Committee (JASC)

Asia Pacific program (APC) will support Line of Business participation in the Joint Working Groups (JWGs) of the JASC. APC will assist JASC JWGs to define and execute a mutually agreed upon plan.

##### Activity Target 1:

Conduct at least two JWG meetings to discuss FY 2011 plans. Due February 28, 2011

##### Activity Target 2:

Finalize and initiate JWG plan. Due March 31, 2011

##### Activity Target 3:

Conduct JASC meeting to adjust FY 2011 plan and begin discussing FY 2012 JWG plan. Due August 31, 2011

##### Activity Target 4:

Close FY 2011 JWG work plans and initiate FY 2012 plan process. Due September 30, 2011

#### Strategic Activity: Russian Federation Outreach

Work in partnership with Russian Federation civil aviation officials to promote specific safety goals.

##### Activity Target 1:

Meet with Senior Russian civil aviation officials to develop a Russian/American Flight Safety meeting agenda for joint discussions on mutual areas of concern, using the opportunity to promote U.S. safety policies and initiatives including CAST in order to strengthen Russian Federation flight safety oversight. Due March 31, 2011

##### Activity Target 2:

Organize meetings between FATA, FATO and AFS to develop a yearly joint flight safety oversight cooperation plan between FAA-AFS and Russian Federal Air Transport Agency (FATA) / Federal Air Transport Oversight Authority (FATO) in cooperation with AFS-50. Due March 31, 2011

##### Activity Target 3:

Provide requested support in the promotion, development and delivery of at least one Russian/American Flight Safety meeting in the U.S. or Russia. Due September 30, 2011

#### Strategic Activity: New FAA Offices in the Western Hemisphere Region

Work with Department of State and appropriate U.S. embassies to establish additional offices in the region. FAA will complete the preparations for new positions and office approval, secure an office site and make arrangements as necessary.

##### Activity Target 1:

Complete NSDD-38 process to move AWH-1 and support personnel to Panama. Due December 31, 2010

#### Strategic Activity: Air Navigation Improvements in Sub-Saharan Africa

Assist the Safe Skies for Africa-funded detailee from the Air Traffic Organization to provide OST with recommendations for improving air traffic management in specific areas of sub-Saharan Africa.

##### Activity Target 1:

Make arrangements for ATO expert to access and study available information and consult with the FAA Academy, African aviation officials, ICAO and other relevant parties to determine an appropriate focus area and geographic region in which to target feasible and sustainable improvements. Due March 31, 2011

##### Activity Target 2:

Assist ATO detailee to draft and finalize recommendations for specific steps to be taken in FY2012 to carry out identified improvements. Due September 30, 2011

## Strategic Initiative: Presidential Safety Programs

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

### **Strategic Activity: Increased Leadership Presence**

Provide technical assistance to Afghanistan and Iraq.

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

Increase total staffing in Afghanistan to 5 positions. Due September 30, 2011

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

Identify funding source for Afghanistan Program for FY 2012. Due March 31, 2011

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

Develop staffing plan for Iraq for FY 2011. Due December 31, 2010

### **Strategic Initiative: Government Industry Partnerships**

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

#### **Strategic Activity: U.S.-India Aviation Cooperation Program (ACP)**

APC will continue to provide leadership as co-chairman of ACP, co-lead regular meetings, and help develop the ACP technical assistance program. APC will assist the ACP to secure funding, define and execute ACP goals as required.

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

Develop and submit an initial list of FY 2011 projects to the Government of India (GOI). Due October 31, 2010

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

Identify priority projects and submit project proposals for funding. Due January 31, 2011

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

Initiate funded proposals. Due April 30, 2011

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

Close FY 2011 projects and initiate FY 2012 project process. Due September 30, 2011

#### **Strategic Activity: U.S. - China Aviation Cooperation Program (ACP)**

APC will continue to provide leadership as co-chair of ACP, co-lead monthly meetings, and help manage the ACP technical assistance program. API will assist the ACP to secure funding, define and execute ACP goals and activities as required.

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

Conclude leadership training program. Due December 31, 2010

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

Complete new proposals, including identifying

funding sources and potential new Chinese partners. Due September 30, 2011

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

Create a government-industry partnership to help transfer U.S. aeronautical products, services, and technologies to Brazil.

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

Initiate agreements to formalize a government-industry partnership to help transfer aeronautical products, services, and technologies to Brazil. Due April 30, 2011

#### **Strategic Activity: Middle-America's and Caribbean (MAC) Aviation Cooperation Program (ACP)**

Create a government-industry partnership to help transfer aeronautical products, services, and technologies to MAC.

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

Initiate agreements to formalize a government-industry partnership to help transfer aeronautical products, services, and technologies to Middle-America and the Caribbean. Due April 30, 2011

#### **Strategic Activity: Government-Industry Safety Cooperation in Russia and CIS**

Support Russian/CIS CAST Development Efforts.

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

In coordination with AVS US, European and Russian/CIS Manufacturers Airlines and Russian/CIS Civil Aviation Authorities, facilitate and provide technical assistance in the development of a Russian/CIS CAST structure and organization. Due December 31, 2010

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

In coordination with AVS, US, European and Russian/CIS Manufacturers, Airlines and Russian/CIS Civil Aviation Authorities, facilitate the promotion and development of an agenda for at least one CAST work group development meeting in Russia. Due March 31, 2011

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

In coordination with AVS, US, European and Russian/CIS Manufacturers, Airlines and Russian/CIS Civil Aviation Authorities, provide the delivery of at least one Joint CAST work group development meeting in Russia. Due September 30, 2011

### **Strategic Initiative: Safety Agenda**

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

#### **Strategic Activity: Joint FAA-CAA Outreach to Asia**

Provide in-country aviation safety projects in Asia through joint FAA-CAA cooperation including

regional groups.

**Activity Target 1:**

Identify appropriate CAA partner in Asia. Due December 31, 2010

**Activity Target 2:**

Develop two outreach activities. Due June 30, 2011

**Activity Target 3:**

Execute one outreach activity with another CAA or regional organization. Due September 30, 2011

**Strategic Activity: Runway Safety in Asia-Pacific region**

Promote runway safety practices and technologies with the Asia-Pacific region.

**Activity Target 1:**

Identify possible countries to participate in a program with the Asia-Pacific region. Due January 31, 2011

**Activity Target 2:**

Identify and confirm FAA LOB participants in a program. Due April 30, 2011

**Activity Target 3:**

Conduct outreach activities. Due September 30, 2011

**Strategic Initiative: Improve ICAO SARPs**

Prioritize agency efforts to improve ICAO Standards and Recommended Practices (SARPs) to reflect advances in U.S. technologies, practices and procedures, and work with the international community to implement SARP changes.

**Strategic Activity: Improve Priority ICAO SARPs**

Coordinate USG/FAA efforts in identifying and proposing NextGen Operational Improvements (OIs) requiring ICAO standards and harmonization.

**Activity Target 1:**

Update our Priority SARPs Work Plan. Due August 31, 2011

**Activity Target 2:**

Hold at least 2 ICAO Panel Coordination meetings to discuss ICAO's technical work program. Due September 30, 2011

**Activity Target 3:**

Facilitate a mid-year meeting between LOBs to discuss progress on NextGen SARPs harmonization. Due April 30, 2011

**Strategic Initiative: Foster International Environmental Standards**

Work at ICAO and with international partners to foster international environmental standards, recommended

practices, and guidance materials that are technically feasible, economically reasonable, provide a measurable benefit and consider interdependencies between the various emissions and between emissions and noise.

**Strategic Activity: Noise and Emissions Standards and Recommended Practices**

Work with Committee on Aviation Environmental Protection (CAEP) members and other international partners to address interdependencies between aircraft noise and gaseous emissions, and between various emissions, and to address the cost-effectiveness and cost-benefit of various actions to mitigate aviation environmental impacts..

**Activity Target 1:**

Successfully accomplish majority of U.S. objectives for CAEP/9 Steering Group 1. Due December 31, 2010

**Activity Target 2:**

Successfully accomplish majority of U.S. objectives for CAEP/9 Steering Group 2. Due September 30, 2011

**Activity Target 3:**

Secure annual contribution of Transport Canada to help fund PARTNER COE research. Due April 30, 2011

**Activity Target 4:**

Successfully support environmental R&D with international partners through the Partnership for AIR Transportation Noise and Emissions Reduction (PARTNER) Center of Excellence. Due September 30, 2011

**Activity Target 5:**

Support international visitor programs for education on U.S. aviation environmental issues, policies and mitigation. Due September 30, 2011

**Activity Target 6:**

Conduct outreach to ICAO partners (particularly developing states) to explore, assess and implement opportunities to mitigate aviation environmental impacts, including financing for sustainable alternative fuels deployment. Due September 30, 2011

**Strategic Activity: API/APC Demonstrate US Best Environmental**

Present the U.S. position on aviation environmental concerns and encourage the adoption of U.S. environmental policy and practices in aviation by international aviation authorities, government policy makers, and industry stakeholders in the Asia-Pacific region.

**Activity Target 1:**

APC will work with ARP, ATO and AEE to identify two foreign delegations to visit the U.S. for a briefing on environmental best practices. Due June 30,

2011

**Activity Target 2:**

APC will identify a venue in the region at which FAA experts could present the U.S. position on aviation environmental issues and U.S. initiatives to reduce environmental impacts Due May 31, 2011

**Activity Target 3:**

Conduct at least one briefing to a foreign delegation promoting the US position on aviation and the environment. Due September 30, 2011

**Activity Target 4:**

AEU will identify 3 venues and/or meetings with appropriate officials at which FAA experts could present the U.S. position on aviation environmental issues and U.S. initiatives to reduce environmental impacts. Due May 31, 2011

## Strategic Initiative: Support ICAO

Provide U.S. leadership to facilitate the modernization of ICAO operations and guidance to the global aviation community.

### Strategic Activity: Global Strategy for Aviation Safety

Coordinate FAA-wide efforts to support and enhance the ICAO's global safety initiatives, such as the Global Aviation Safety Roadmap and Regional Aviation Safety Groups.

**Activity Target 1:**

Provide management oversight of FAA's policies of and participation in regional safety forums and support to the U.S. Mission on the implementation of the continuous monitoring approach and State Safety Programs. Due September 30, 2011

**Activity Target 2:**

Monitor ICAO regional safety initiatives. Due September 30, 2011

## Strategic Initiative: Strengthen Aviation Authorities

Identify and provide technical assistance and training to strengthen the capabilities of at least four regional aviation organizations to meet international safety and efficiency standards.

### Strategic Activity: Safety Seminars for Commonwealth of Independent States (CIS)

Work with FAA Lines of Business, other USG agencies, regional organizations and industry in the development and delivery of safety seminars and workshops to strengthen the safety cooperation and promote and encourage safety enhancements

among Russia/CIS states.

**Activity Target 1:**

Work with FAA Lines of Business, other USG agencies, regional organizations and industry to organize, and develop an agenda, for at least one safety seminar/workshop for Russia/CIS states. Due March 31, 2011

**Activity Target 2:**

Provide the promotion, and delivery of at least one safety seminar/workshop for Russia/CIS states. Due September 30, 2011

## Strategic Activity: Strengthen Aviation Safety Oversight in the Western Hemisphere

Strengthen aviation safety oversight and in the Western Hemisphere by further developing partnerships with key regional organizations. Explore opportunities for cooperative activities to advance civil aviation goals in the region and to help them achieve greater compliance with ICAO standards through training and targeted technical assistance.

**Activity Target 1:**

Conduct seminars such as SMS, and aging aircraft at LACAC, CASSOS, COCESNA or RASG-PA meetings. Due September 30, 2011

**Activity Target 2:**

Conduct two seminars on matters pertaining to U.S. registered aircraft operating in Latin America and the Caribbean. One in the Caribbean area and one in Central America. Due September 30, 2011

**Activity Target 3:**

Present US Aviation best practices to enhance safety and efficiency in the region at regularly scheduled meetings with LACAC, CASSOS, COCESNA or RASG-PA. Due September 30, 2011

**Activity Target 4:**

Conduct one each, an airports certification and wild life mitigation seminar in Latin America and/or the Caribbean. Due September 30, 2011

## Strategic Activity: Strengthen Capabilities: Brazil

In cooperation with the FAA LOBs, assist the Government of Brazil (GOB) in its efforts to improve aviation infrastructure, including preparations for the 2014 World Cup, and 2016 Summer Olympics by providing technical assistance and guidance on training and aviation safety and capacity matters.

**Activity Target 1:**

Support the Brazilian Airport Authority (INFRAERO) and National Civil Aviation Authority (ANAC) plans to expand and modernize targeted Brazilian airports. Identify areas of possible

collaboration and FAA technical assistance. Due March 31, 2011

**Activity Target 2:**

Assist INFRAERO, ANAC, the Brazilian Department of Airspace Control (DECEA) and the Brazilian accident investigation organization (CENIPA), by providing information on safety upgrades, Air Traffic and accident investigation training, and other infrastructure needs. Due September 30, 2011

**Strategic Activity: Strengthen Capabilities: Panama**

In cooperation with the FAA LOBs, assist the Government of Panama in its efforts to improve aviation infrastructure and procedures at Tocumen International Airport.

**Activity Target 1:**

Work with ARP to develop wildlife mitigation strategy. Due September 30, 2011

**Activity Target 2:**

Work with appropriate agencies to obtain funding for airport infrastructure improvements. Due September 30, 2011

**Strategic Initiative: EU and EASA Partnership**

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

**Strategic Activity: Exchange of Diplomatic Notes on US/European Community Aviation Safety Agreement**

AEU will work closely with FAA Lines of Business, the Department of State, the European Commission and other stakeholders to move toward the final implementation of the US/European Community Aviation Safety Agreement.

**Activity Target 1:**

Work with Lines of Business, the Department of State, the European Commission and other appropriate stakeholders to assess the feasibility of exchanging diplomatic notes to allow the agreement to officially enter into force. Due December 31, 2010

**Activity Target 2:**

If diplomatic notes are exchanged and the agreement goes into force, hold initial Bilateral Oversight Board meeting and approve initial amendments to the Agreement. Due September 30, 2011

**Strategic Initiative: International Agreements**

Negotiate and conclude international agreements with global aviation partners for safety and capacity

enhancement.

**Strategic Activity: International Aviation Cooperative Agreement**

API will conclude at least one bilateral cooperative agreement.

**Activity Target 1:**

Identify aviation authority interested in potential cooperative agreement. Due January 31, 2011

**Activity Target 2:**

Develop USG agreed language for agreement. Due July 31, 2011

**Activity Target 3:**

Conclude bilateral cooperative agreement. Due September 30, 2011

**Strategic Activity: Arctic Search and Rescue**

Support Arctic Council Task Force in the Development of an International Instrument on Cooperation in Search and Rescue Operations in the Arctic

**Activity Target 1:**

Provide requested FAA support to DOS, DOT and USCG in the promotion and development of an 8 nation agreement (including Russian Federation) on Arctic Search and Rescue. Due August 31, 2011

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

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

**Strategic Activity: Policy Analysis**

Continue work on API quality management system.

**Activity Target 1:**

Coordinate and finalize SOP on agreements process. Due June 30, 2011

**Activity Target 2:**

Evaluate need for International Order 1240.9. Due March 31, 2011

**Activity Target 3:**

Develop prototype for new agreements automation. Due September 30, 2011

**Flight Plan Target: International Aviation Development Projects**

By FY 2014, arrange commitments for external funding for at least 35 aviation development projects (7 per year). FY 2011 Target: 7 projects

**Strategic Initiative: International Aviation Development Projects Outreach**

Work with FAA Lines of Business to develop international aviation projects, arrange external funding for these projects, and conduct outreach activities to transfer aviation development knowledge.

### **Strategic Activity: Asia-Pacific Regional Project Identification**

Coordinate with Senior Representatives and FAA LOBs to identify and develop international aviation projects.

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

Identify and provide an initial list of international aviation projects in the Asia-Pacific region to API-10. Due November 30, 2010

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

Secure external funding commitments for two international aviation projects in the Asia-Pacific region. Due September 30, 2011

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

Participate in at least two outreach activities with other U.S. Government agencies or non-U.S. donor organizations to share aviation development knowledge. Due September 30, 2011

### **Strategic Activity: Western Hemisphere Regional Project Identification**

Work with key partners in the region, U.S. Government and industry to identify and develop international aviation projects

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

Identify and provide an initial list of international aviation development projects in the Western Hemisphere region to API-10. Due November 30, 2010

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

Prepare proposals for projects to secure external funding commitments for two international aviation projects in the Western Hemisphere region. Due September 30, 2011

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

Participate in at least two outreach activities with other U.S. Government agencies or non-U.S. donor organizations to share aviation development knowledge. Due September 30, 2011

### **Strategic Activity: Africa, Europe, and Middle East Regional Project Identification**

Coordinate with Senior Representatives and FAA LOBs to identify and develop international aviation projects.

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

Identify and provide an initial list of international aviation projects in the Africa, Europe, and the Middle East region to API-10. Due November 30, 2010

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

Participate in at least two outreach activities with other U.S. Government agencies or non-U.S. donor organizations to share aviation development knowledge. Due September 30, 2011

### **Strategic Activity: API-10 Policy Project Identification**

Coordinate with Senior Representatives and FAA LOBs to identify and develop international aviation projects.

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

Identify and provide an initial list of international aviation projects under the Policy umbrella. Due November 30, 2010

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

Secure external funding commitments for one international aviation project under the Policy umbrella. Due September 30, 2011

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

Participate in at least 1 outreach activity with other U.S. Government agencies or non-U.S. donor organizations to share aviation development knowledge. Due September 30, 2011

### **Strategic Activity: Haiti Rehabilitation Project**

Work with key partners in the region, U.S. Government and industry to identify and develop international aviation projects.

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

Identify and provide an initial list of multi-lateral international aviation development projects in Haiti. Due December 31, 2010

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

Coordinate commitments for multi-lateral international aviation development projects in Haiti. Due September 30, 2011

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

Participate in at least multi-lateral outreach activities with other U.S. Government agencies or non-U.S. donor organizations to share aviation development knowledge. Due September 30, 2011

### **Flight Plan Target: NextGen Technology**

By FY 2014, expand the use of NextGen performance-based systems and concepts to five priority countries. FY 2011 Target: 1 country

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

Work with the Civil Air Navigation Services Organization (CANSO) and civil aviation authorities to

improve global air navigation system efficiencies through beneficial partnerships such as AIRE and ASPIRE to promote systems, procedures and concepts that improve global interoperability, system harmonization, and support a reduction of aviation's environmental footprint.

### **Strategic Activity: NextGen Expansion in the Western Hemisphere**

Work with ATO and strategic partners on appropriate outreach activities for NextGen systems, technologies and operational enhancements in the region.

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

Educate regional partners and stakeholders on NextGen components/benefits, and promote harmonization and acceptance of operational service improvements that support a reduction in aviation's environmental footprint. Due September 30, 2011

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

Organize, coordinate, and execute at least two briefings or meetings with foreign aviation officials to promote NextGen procedures and concepts. Due September 30, 2011

## **Flight Plan Target: Aviation Leaders**

By FY 2014, work with at least 18 countries or regional organizations to develop aviation leaders to strengthen the global aviation infrastructure. FY 2010 Target: 4 countries/regional organizations

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### **Strategic Initiative: Develop Aviation Leaders**

Strengthen civil aviation authorities and global safety by creating and promoting targeted developmental opportunities to civil aviation leaders to enhance management, technical and organization skills.

#### **Strategic Activity: Western Hemisphere Developmental Opportunity**

Initiate, coordinate, and organize at least one (1) developmental opportunity for current or potential foreign aviation leaders.

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

Identify and provide an initial list of at least three developmental opportunities in the Western Hemisphere region to API-10. Due December 31, 2010

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

Provide a mid-year update to API-1 on status of developmental opportunities for foreign aviation leaders within the region. Due April 30, 2011

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

Arrange one international aviation leadership development program for at least one current or potential foreign aviation leader from either a

regional organization or country in the Western Hemisphere region. Due September 30, 2011

#### **Strategic Activity: Asia-Pacific Developmental Opportunity**

Initiate, coordinate, and organize at least three developmental opportunities for current or potential foreign aviation leaders.

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

Identify and provide an initial list of at least five developmental opportunities in the Asia-Pacific Region to API-10. Due December 31, 2010

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

Arrange an international aviation leadership development program for at least three potential foreign aviation leaders from either a regional organization or country in the Asia-Pacific region. Due September 30, 2011

#### **Strategic Activity: Africa, Europe and Middle East Developmental Opportunity**

Initiate, coordinate, and organize at least 1 developmental opportunity for current or potential foreign aviation leaders.

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

Provide API-10 with an initial list of at least three priority countries or regional organizations in the Africa, Europe and the Middle East region. Due December 31, 2010

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

Arrange one international aviation leadership development program for at least one potential foreign aviation leader from either a regional organization or country in this region. Due September 30, 2011

## **Core Business Target: International Operational Support**

Achieve a score of no less than 80% in a customer satisfaction survey measuring the provision of personnel, financial management, travel and transportation support to FAA's operations in foreign areas.

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### **Core Business Initiative: International Operational Support**

Provide a broad range of personnel, financial management, travel, and transportation services for all FAA lines of business and staff offices in support of FAA's international programs.

#### **Core Activity: International Operational Support**

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

**Activity Target 1:**

Respond to FAA managers and employees within 1 business day and provide accurate information about international personnel, financial management, travel, and transportation issues. Due September 30, 2011

**Activity Target 2:**

Conduct at least one training and information sessions on foreign travel matters. Due September 30, 2011

**Activity Target 3:**

Work with ATO-A to implement an efficient and effective cyber security program in accordance with the Federal Information Security Management Act of 2002. Due September 30, 2011

**Activity Target 4:**

Forward all visa and passport applications for official travel within 1 day of receipt. Due September 30, 2011

**Activity Target 5:**

Return for correction or forward all foreign travel packages to AOA or Office of the Secretary of Transportation within 1 day of receipt. Due September 30, 2011

**Core Activity: Personnel Management Issue**

Implement an agency order for addressing immunizations and medical clearances for foreign travel by FAA employees.

**Activity Target 1:**

Review current information provided in Notice N 3900.62 and coordinate changes with LOBs and AIO. Due October 31, 2010

**Activity Target 2:**

Coordinate with AIO for final distribution. Due December 31, 2010

**Core Business Target: Agreement Coordination**

Initiate agreement process within 30 days upon requests.

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

This core business function includes the development, preparation and management of agreements and contracts including, but not limited to, bilateral aviation agreements, technical assistance, training, cooperative efforts, and research agreements, memoranda of agreement, annexes and appendices. It also includes the duties of a contracting officer's technical representative such as generating statements of work, approving invoices for payment and facilitating government/contractor relations.

**Core Activity: API Technical Assistance Agreement Activities**

Prepare, negotiate, and conclude technical assistance agreements that support the agency's international goals.

**Activity Target 1:**

Follow FAA guidelines for 100% of the agreements concluded. Due September 30, 2011

**Core Activity: European Union Safety Data Sharing**

AEU will to negotiate a data sharing agreement with an authority within the AEU region in cooperation with AVS.

**Activity Target 1:**

Propose and draft an agreement with an authority within the region permitting the exchange of safety data. Due September 30, 2011

**Core Activity: Safe Skies for Africa FY11 Training Plan**

Support SSFA countries' initiatives to increase safety and build capacity.

**Activity Target 1:**

Work with the LOBs to develop and deliver appropriate training in-country or in the U.S. Complete FAA coordination on all necessary international agreements. Due September 30, 2011

**Core Activity: Promote Civil-Military Cooperation**

Coordinate with US and GCC military operations and key Civil Aviation Authorities in the Gulf to raise awareness of the need for greater cooperation, interoperability and communication between US military and local civil aviation authorities.

**Activity Target 1:**

Facilitate a meeting between at least two of the GCC civil authorities and US Embassy Air Attaches to improve cooperation in the region. Due February 28, 2011

**Activity Target 2:**

Assist the above two selected GCC CAAs in the development of a standardized reporting coordination methodology on local civil-military incidents. Due September 30, 2011

**Core Activity: ICAO Agreements**

Prepare and coordinate agreements with ICAO as needed.

**Activity Target 1:**

Within 60 days of request, develop technical assistance annexes as needed to cover any TDY or longer-term assignments to ICAO. Due September 30, 2011

**Activity Target 2:**

Analyze the need to develop a separate C-175

for the Fellowship Program. Due March 31, 2011

### **Core Activity: Develop Weather Data Management Capabilities in Sub-Saharan Africa**

Support Sub-Saharan countries' initiatives to build capacity in the area of weather data observation, analysis and dissemination for use in aviation applications.

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

Work with the LOBs, the National Oceanic and Atmospheric Administration (NOAA), the NTSB and SSFA to determine areas of commonality in promoting improvements in weather-detection capability in suitable areas of Sub-Saharan Africa. Due September 30, 2011

### **Core Activity: 83bis Agreement with Ireland**

Negotiate the FAA's first 83bis agreement with Ireland

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

Arrange for a meeting between the appropriate LOBs to determine the feasibility of concluding an 83bis agreement. Due December 31, 2010

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

If parties agree to pursue an agreement, meet with Irish aviation officials to create a plan for developing and negotiating an agreement. Due April 30, 2011

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

As required, develop and submit request for Circular-175 authority to negotiate to the Department of State. Due September 30, 2011

### **Core Activity: Sub-Saharan Safety Data Sharing**

In cooperation with AVS, AEU will educate authorities within the AFI region regarding available FAA programs for data sharing (e.g., IASDEX).

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

Work with AFCAC and/or an authority or authorities within the region to travel to the US to receive a briefing on FAA program(s) for exchange of safety data. Due September 30, 2011

### **Core Business Target: Senior Leadership Support**

Complete 90% of senior leadership preparations at least 5 days prior to event and follow up actions within 10 days after conclusion of each event.

### **Core Business Initiative: Senior Leadership Support**

API plans, organizes, and conducts special events, conferences and summits that promote increased safety and efficiency of the global civil aerospace

system in an environmentally sound manner. Also, API prepares FAA senior management, delegations and other USG officials for carrying out U.S. objectives at international events. Preparations include researching issues, briefing agency and USG officials, and developing position papers, presentations, background papers, briefing books, and country overviews on aviation-related matters.

### **Core Activity: Senior Leadership Support**

This includes all activities for planning, organizing and conducting special events, conferences and meetings and preparing senior management in achieving U.S. objectives at these events.

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

All preparations are completed in a timely and efficient manner and support U.S. aviation objectives. Due September 30, 2011

### **Core Business Target: New Policy Development and Delivery**

Complete 75% of policy development activities by established deadlines.

### **Core Business Initiative: Policy Development and Coordination**

Develop, research, analyze, monitor and coordinate USG and FAA positions and policies on international aviation issues.

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

Maintain communication with Interagency Group on International Aviation (IGIA) Members and stakeholders to ensure smooth operation of the IGIA process.

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

Conduct at least 3 information briefings with the IGIA POCs (LOBs and USG Agencies) to provide them the opportunity to discuss automation and processes. Due September 30, 2011

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

Coordinate within the U.S. proposed amendments to ICAO Annexes within appropriate timeframes. Due September 30, 2011

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

Provide at least 3 training sessions for the new automation system. Due June 30, 2011

### **Core Activity: Global Policy Issues**

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

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

Develop international policy or response to policy issues as required and report to API-10 quarterly during FY 2011. Due September 30, 2011

## Core Business Target: Consulting Services

In preparation for upcoming AEP/ANSEP panel meetings and workgroups, draft working papers, as appropriate, to ensure that the outcome of the panel meeting are generally consistent with U.S. policy. Coordination of U.S. working papers and the relevant U.S. Position papers with industry stakeholders.

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### Core Business Initiative: Economic Counsel to the International Civil Aviation Organization (ICAO)

Provide economic advice, analysis and counsel to FAA on international matters.

#### Core Activity: Economic counsel to ICAO representatives

Provide economic counsel to US ICAO representatives. Develop and critique proposed international aviation policy. Serve as U.S. member to assigned panels and committees (currently Airport and Air Navigation Economics panels).

##### Activity Target 1:

Provide inputs on assigned IGIA items within specified deadlines. Due September 30, 2011

##### Activity Target 2:

To the extent possible, ensure economic policies and guidance adopted by ICAO reflect U.S. views. Due September 30, 2011

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## Core Business Target: Manage International Relationships

Respond to customer inquiries for assistance and provide relevant information within 7 working days of receipt of request.

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### Core Business Initiative: Manage International Relationships

FAA and its international counterparts and coordinate the FAA's activities in regional and multilateral aviation organizations, including the International Civil Aviation Organization (ICAO). This core business function covers the activities of FAA Senior Representatives and API desk officers in providing diplomatic, representational, and program support of FAA's international activities, and fostering and maintaining relationships. Progress on these activities can be affected by any of the parties involved.

#### Core Activity: Assembly

Identify the outcomes of the Assembly.

##### Activity Target 1:

Develop a matrix of outcomes from the Assembly. Due December 31, 2010

##### Activity Target 2:

Distribute and track the matrix to interagency

work groups. Due September 30, 2011

### Core Activity: Key Activities in China

APC will participate in bilateral meetings between FAA and CAAC Flight Standards and Aircraft Certification Departments APC will assist in the development of an annual work program and support implementation of associated activities over the coming year, which will aid the ATO in helping meet China's need for additional capacity and efficiency. Additionally, APC will support efforts by LOBs and staff offices to establish new bilateral relationships with CAAC and other Chinese government agencies.

#### Activity Target 1:

Assist with completing logistical arrangements for bilateral meetings for Aircraft Certification; and assist with completing logistical arrangements for bilateral meetings for Flight Standards. Due September 30, 2011

#### Activity Target 2:

Assist with completing logistical arrangements for JATSG/8 and support NextGen/JATSG coordination and implement work plan. Due September 30, 2011

#### Activity Target 3:

Engage State ATC Commission in regular dialogue about modernization activities and identify opportunity to engage in additional activities beneficial to FAA. Due September 30, 2011

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### Core Activity: SSFA Program Financial Management and Accountability

Provide financial management and analytical support to the Safe Skies for Africa (SSFA) Program.

#### Activity Target 1:

Review SSFA account status and as needed prepare reports for use by FAA/DOT/DOS. Due September 30, 2011

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### Core Activity: FAA-ICAO Relationship

Monitor, coordinate, and influence ICAO processes and decisions affecting US aviation interests.

#### Activity Target 1:

Hold at least 3 ICAO Stakeholder meetings and present feedback to U.S. Mission. Due September 30, 2011

#### Activity Target 2:

Update and maintain a comprehensive ICAO calendar that includes all Headquarters and regional office activities on a monthly basis. Due September 30, 2011

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### Core Activity: Promote Asia Pacific Initiative to Reduce Emissions (ASPIRE)

Promote ATO ASPIRE program in the region.

**Activity Target 1:**

Promote ATO's regional expansion plan. Work with ATO in identifying new partners. Due September 30, 2011

**Core Activity: Key Shadow Evaluation Activities in Asia**

APC will support AVS in efforts to complete shadow evaluation and BASA expansion programs in the Asia region.

**Activity Target 1:**

CHINA: APC will support identified activities as necessary. Due September 30, 2011

**Activity Target 2:**

JAPAN: APC will support identified activities as necessary. Due September 30, 2011

**Activity Target 3:**

KOREA: APC will support identified activities as necessary. Due September 30, 2011

**Activity Target 4:**

INDIA: APC will support identified activities as necessary. Due September 30, 2011

**Core Activity: Relationships with European Representatives**

Continue to develop cooperative relationships with the European Union and EASA through engagement with European representatives in Washington.

**Activity Target 1:**

Meet monthly with a European representative to monitor developments and share information on issues of mutual interest. Due September 30, 2011

**Core Activity: ICAO Meetings Standard Operating Procedures**

Identify required actions, timelines, how to prepare working papers and processes to conduct preparations for ICAO meetings.

**Activity Target 1:**

Develop a SOP for ICAO meetings. Due March 31, 2011

**Activity Target 2:**

Begin training on SOP. Due September 30, 2011

**Core Activity: Bahamas Flight Information Region (FIR)**

Assist the ATO with the implementation of all policy and technical activities associated with the establishment of the Bahamas FIR as part of the on-going bilateral negotiations between the FAA and the Government of the Bahamas.

**Activity Target 1:**

Work with ATO and AGC to develop associated metrics to support the operations and management of a Bahamas FIR. Due April 30,

2011

**Activity Target 2:**

Draft, negotiate and coordinate at least 80% of requested annexes and appendices necessary for management and execution of FIR Operations under the Air Navigation Services Agreement. Due June 30, 2011

**Activity Target 3:**

Draft, negotiate and coordinate at least 80% of requested annexes and appendices necessary for management and execution of FIR maintenance under the Air Navigation Services Agreement. Due June 30, 2011

**Core Activity: Western Hemisphere Civil-Military Aviation Cooperation**

Support regional civil-military cooperation with ATO, DOD and the CAAs to improve communication, navigation and surveillance interoperability while promoting advanced technologies.

**Activity Target 1:**

Work with DOD and CAAs to identify common activities to support the region. Due September 30, 2011

**Activity Target 2:**

Attend annual strategic planning meetings held by DOD (SOUTHCOM and NORTHCOM) and regional CAAs to develop regional civil-military plans. Due September 30, 2011

**Core Activity: USG Policies on Cuba**

Work closely with the FAA LOBs, and the U.S. Departments of Transportation (DOT), State (DOS), Homeland Security (DHS) and other USG agencies to support the Administration's Cuba initiatives and policies.

**Activity Target 1:**

Provide expertise for international coordination, including liaison with DOS, DOT, DHS and other USG agencies, foreign civil aviation authorities, appropriate representatives of foreign governments in Washington, D.C., and the International Civil Aviation Organization (ICAO). Due September 30, 2011

**Activity Target 2:**

Coordinate with appropriate LOBs on all Cuba policy matters; participate in all activities of the Crisis Response Working Group for Cuba (CRWG) during FY11. Due September 30, 2011

**Activity Target 3:**

Provide quarterly updates to API-1 on Cuba policy matters and significant activities. Due September 30, 2011

**Core Activity: Olympics Games 2012 Outreach**

Work in partnership with other aviation groups to identify potential safety risks and mitigation

measures to prevent occurrences and accidents at the Olympics Games 2012.

**Activity Target 1:**

Attend monthly meetings of the Olympic Games Aviation Committee to support aviation safety in the planning of the games. Due September 30, 2011

**Activity Target 2:**

Participate on a panel for the UK Flight Safety Committee, on the aviation safety and security of pilots and aircraft at the Olympics Games 2012. Due September 30, 2011

## **Core Business Target: International Strategies**

Coordinate all Regional Strategies with Lines of Business and Staff Offices.

### **Core Business Initiative: Developing International Leadership Strategies**

To align agency international priorities, API and FAA's Lines of Business and developed regional strategies. These strategies serve as the platform for coordinating FAA's international efforts. The strategies will also be used to project future Flight Plan initiatives, Business Plan activities and transition to new leadership.

**Core Activity: International Priorities and Business Plan**

Using agency prescribed deadlines, manage API International Priorities and Business Plan documents.

**Activity Target 1:**

Review and update International Priorities in alignment with the Business Plan document. Due September 30, 2011

**Activity Target 2:**

Manage the formulation of the FY 2012 and FY 2013 API business plans and within agency established deadlines. Due September 30, 2011

## **Core Business Target: International Training**

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

### **Core Business Initiative: International Training Programs**

FAA International Training Programs provide training to counterpart civil aviation authorities and others to improve the safety and efficiency of global aviation systems.

**Core Activity: International Training Secretariat**

The API International Training Secretariat will work with the FAA Academy to promote international

training opportunities in FY 2011.

**Activity Target 1:**

Work with the Academy to hold an event to discuss global training opportunities in FY 2011. Due September 30, 2011

**Activity Target 2:**

Hold at least 1 meeting with LOBs to discuss training issues. Due August 31, 2011

### **Core Activity: Support for West African Safety Seminar**

Assist Nigeria in holding a safety symposium on wildlife hazards, thus enhancing its status as a regional leader.

**Activity Target 1:**

Continue to encourage Nigeria in their efforts towards becoming a regional leader by supporting the DG with the proposed Wildlife Hazard Management Workshop. Due April 30, 2011

## **Core Business Target: Promote FAA Recommendations and Policies**

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

### **Core Business Initiative: FAA Recommendations and Policies**

Explore opportunities for cooperative activities to advance civil aviation goals in the region and to help them achieve greater compliance with ICAO standards through training and targeted technical assistance.

**Core Activity: N-Registered Aircraft Issues in Europe**

Explore opportunities for cooperative activities to advance civil aviation goals in the region and to help them achieve greater compliance with ICAO standards through training and targeted technical assistance.

**Activity Target 1:**

Conduct one seminar on matters pertaining to N-registered aircraft operating in the UK. Due September 30, 2011

**Activity Target 2:**

Work with AFS-50, on developing information on N-registered aircraft operating outside the US, that will be available on the FAA web site. Due March 31, 2011

**Activity Target 3:**

Work with the UK aviation groups in planning and developing an aviation safety counselors group. Due June 30, 2011

## **Core Activity: Engage with EU Member States holding the EU Presidency**

AEU will work closely with those EU Member States that are scheduled to hold the EU Presidency in order to emphasize the importance of aviation to EU transportation policy as well as FAA positions on key policies.

### **Activity Target 1:**

Continue to engage with key officials during the Belgian presidency to ensure that US positions are understood and actively considered. Due December 31, 2010

### **Activity Target 2:**

Establish and nurture relationships with appropriate officials within the Hungarian transport and environment ministries and the civil aviation authority. Discuss Hungary's priorities for the EU Presidency and promote FAA positions on key policies. Continue to engage with key officials during the Hungarian presidency to ensure US positions are understood and actively considered. Due June 30, 2011

### **Activity Target 3:**

Establish and nurture relationships with appropriate officials within the Polish transport and environment ministries and the civil aviation authority. Discuss Poland's priorities for the EU Presidency and promote FAA positions on key policies. Continue to engage with key officials during the Polish presidency to ensure US positions are understood and actively considered. Due September 30, 2011

## **Organizational Excellence**

The Office of Policy, International Affairs, and Environment (APL), serves as the agency's focal point for strategic and organizational business plan development and coordination. Our specific initiatives and activities under the goal of Organizational Excellence revolve around supporting agency initiatives to help employees see the link between their jobs and agency goals. FAA employees report over 1500 work-related injuries or illnesses each year. APL facilitates agency efforts to lessen the number and costs of these injuries and illnesses. Executive Order 13423, Strengthening Federal Environmental, Energy, and Transportation Management, requires Federal agencies to systematically examine all environmental aspects of their operations and to address those aspects more cost-effectively. Likewise, a systematic approach to energy and water use will reduce operations and maintenance cost and improve reliability. The FAA workforce is a key component in all efforts, as it is the FAA employees who respond to the needs of our domestic and international customers through advice, training, and technical assistance. APL helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. APL sees effective management of the

workforce as a critical element in providing value-added customer support to our international clients. Through improved management based on reliable data, FAA employees can continue to deliver quality customer service.

## **Flight Plan Target: Leadership and Accountability**

(Objective) Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

### **Strategic Initiative: Legislative Proposal for Reauthorization**

Work with the Administration, Congress, and stakeholders to develop and implement FAA reauthorization legislation.

#### **Strategic Activity: AEP FAA Reauthorization (Policy)**

Lead the implementation of reauthorization as required by statute. Develop, provide analysis and technical assistance on draft legislative proposals as necessary. Implement legislation on current programs as necessary for FAA's reauthorization.

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

Oversee the implementation of legislation on current programs as necessary for FAA's reauthorization by dates consistent with the reauthorization legislation implementation plan. Due September 30, 2011

#### **Strategic Activity: AEP FAA Reauthorization (Environment)**

Implement legislation as necessary for FAA's reauthorization.

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

Implement legislation as necessary for FAA's reauthorization by dates consistent with the reauthorization legislation implementation plan. Due September 30, 2011

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

Develop aviation environmental and energy proposals for next FAA reauthorization. Due July 31, 2011

### **Strategic Initiative: Leadership Development**

Each LOB/SO will track and report quarterly on their compliance with corporate leadership development policies and initiatives.

#### **Strategic Activity: AEP Leadership Development Compliance**

Each FAA organization will report quarterly in pbviews on steps taken to improve or sustain timely training and certification of probationary managers, participation in corporate leadership development programs such as PEL and SLDP, and maintenance of Continuing Management Education

hours. .

**Activity Target 1:**

Report on steps taken to improve or sustain timely completion of probationary training and certification. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

**Activity Target 2:**

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

## **Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace**

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

### **Strategic Activity: AEP Harassment- and Retaliation-Free Workplace Training**

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

**Activity Target 1:**

Report quarterly the number of new managers who have completed Frontline Managers training, eLMS Course #FAA30200099 - Frontline Managers Course - Phase 1. Due September 30, 2011

**Activity Target 2:**

Report quarterly the number of managers who have completed eLMS course #FAA30200134 - Accountability Board Training for FAA Managers. Due September 30, 2011

**Activity Target 3:**

Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by Accountability Board Human Resources Points of Contact. (eLMS Course #FAA30200174 - Supervisory Skills Training, Accountability Board Training for FAA Managers; or eLMS Course #FAA30200177 - Instructor-Led Accountability Board Training for All Employees. Due September 30, 2011

**Activity Target 4:**

Report quarterly the number of employees who have completed any other training sessions that addressed harassment, retaliation, or reprisal in the workplace. (Your training coordinators should enter this data into eLMS with the appropriate course number or as an "External Event".) Due September 30, 2011

## **Strategic Initiative: New Hires with Targeted Disabilities**

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

### **Strategic Activity: AEP actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities**

AEP will track and report quarterly on actions taken to support the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

**Activity Target 1:**

AEP will provide to ACR a standard quarterly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2011

## **Flight Plan Target: Cost Control**

Organizations throughout the agency will continue to implement cost efficiency initiatives in 2011 such as: \$20 million in savings for strategic sourcing for selected products and services and a reduction of \$30 million in Information Technology operating costs. FY 2011 Target: 90% of targeted savings.

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

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.

### **Strategic Activity: API Cost Control Activity -- Entry Level Hiring**

API will evaluate each non-supervisory specialist vacancy as an opportunity to hire at the entry level provided hiring at the lower level does not reduce required customer services or diminish API's ability to accomplish activities under the Flight Plan. API will commit to a \$50,000 cost savings in our business plan.

**Activity Target 1:**

Achieve 90% of the \$50,000 projected year end savings. Due September 30, 2011

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

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: ATO cost per controlled flight, AIP grants administration, staff office overhead rates, grievance processing time, and cost per accounting transaction.

## **Strategic Activity: AEP Efficiency**

### **Measure: Staff Overhead Rate**

AEP's efficiency measure will be an AEP-10 staff overhead rate, as a percentage of the total AEP labor rate. The FY 2011 target is 6.6%.

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

AEP will continue to report FY10 4th quarter results to ABA on its labor rate as a factor of the labor rate of AEP. Due October 31, 2010

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

AEP will continue to report quarterly to ABA on its labor rate as a factor of the labor rate of AEP. Due January 31, 2011

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

AEP will continue to report quarterly to ABA on its labor rate as a factor of the labor rate of AEP. Due April 30, 2011

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

AEP will continue to report quarterly to ABA on its labor rate as a factor of the labor rate of AEP. Due July 31, 2011

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

Provide updated FY 2012 template for review and approval in time to be included in the FY 2012 Business Plan. Due June 15, 2011

## **Strategic Initiative: Reduce Information Technology Operating Costs**

Achieve an annual reduction of \$30 million in Information Technology operating costs.

### **Strategic Activity: Duplex Printing**

AEP will set all office printers to default to duplex printing, generating a savings of about 25% of the costs of paper (\$4000 in FY 2009) for a total of \$1000 in savings in FY 2011.

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

Achieve 90% of the \$1,000 projected year end savings. Due September 30, 2011

## **Flight Plan Target: Information Security Program**

Achieve zero cyber security events that disable or significantly degrade FAA mission critical Line of Business systems. FY 2011 Target: 0

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

Enable enterprise-wide conformance to information technology enterprise architecture.

### **Strategic Activity: Support for Enabling Enterprise-wide Conformance**

Lines of Business and Staff Offices will work with AIO to update the infrastructure and application inventories

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

AEP will update its infrastructure and application inventory for conformance to the IT Enterprise Architecture. Due September 30, 2011

## **Strategic Initiative: Unauthorized Disclosure**

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

### **Strategic Activity: Stabilize Information Assurance/Privacy Operations**

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

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

Complete 100% of all PTAs and PIAs as required by the C&A anniversary date. Ensure PTA/PIA approval is obtained from Privacy Officer. Due September 30, 2011

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

Support 100% of all Privacy Compliance activities conducted by the Privacy Office. Develop and implement compliance remediation plans for all identified findings. Due June 30, 2011

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

Report 100% of all privacy breaches to the CSMC as they occur and take required remediation action in accordance with the FAA Privacy Order. Due September 30, 2011

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

Reduce or eliminate social security number (SSN) from FAA Systems. Percentage to be determined after enterprise-wide plan is complete. Due May 31, 2011

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

Reduce or eliminate personally identifiable information (PII) if FAA Systems. Percentage to be determined after enterprise-wide plan is complete. Due September 30, 2011

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

Develop a plan that is approved by the Privacy Office to remediate PII vulnerabilities identified during DLP/Security scanning and Privacy compliance reviews and then implement remediation according to the plan. Due September 30, 2011

#### **Activity Target 7:**

Complete 100% of all PTAs and PIAs as required by the C&A anniversary date. Ensure PTA/PIA approval is obtained from Privacy Officer. Due September 30, 2011

#### **Activity Target 8:**

Support 100% of all Privacy Compliance activities conducted by the Privacy Office. Develop and implement compliance remediation plans for all identified findings. Due September 30, 2011

**Activity Target 9:**

Report 100% of all privacy breaches to the CSMC as they occur and take required remediation action in accordance with the FAA Privacy Order. Due September 30, 2011

**Activity Target 10:**

Reduce or eliminate personally identifiable information (PII) in FAA Systems. Percentage to be determined after enterprise-wide plan is complete. Due September 30, 2011

**Activity Target 11:**

Develop a plan that is approved by the Privacy Office to remediate PII vulnerabilities identified during DLP/Security scanning and Privacy compliance reviews and then implement remediation according to the plan. Due September 30, 2011

**Activity Target 12:**

Encrypt all PII systems for data in transit and data at rest. Due September 30, 2011

## Flight Plan Target: OPM Hiring Standard

By FY 2010, 80 percent of FAA external hires will be filled within OPM's 45-day standard for government-wide hiring. FY 2011 Target: 80%

### Strategic Initiative: External Recruiting

In external recruitment efforts, implement corporate strategies that expand the applicant pool to ensure equal opportunity to all applicants and result in attracting high quality candidates to the FAA.

#### Strategic Activity: AEP Mission Critical Hiring

Identify mission-critical external hires.

**Activity Target 1:**

Update and submit FY11 and FY12 hiring projections for mission-critical occupations. Due February 28, 2011

## Flight Plan Target: Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, and maintain through FY 2013. FY 2011 Target: 2.44 per 100 employees

### Strategic Initiative: Reduce Workplace Injuries

Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.

#### Strategic Activity: API OSH Support

API is committed to supporting initiatives, programs and policies that improve agency-wide performance

in employee safety and health in the workplace environment.

**Activity Target 1:**

Send an Occupational Safety and Health (OSH) reminder message to all API employees for the 2010 Holiday season. Due November 15, 2010

**Activity Target 2:**

Provide Occupational Safety and Health training to new employees and international Office employees, explaining mishap and hazard reporting process in FAA. Due March 30, 2011

## Core Business Target: Business Planning

Percentage of Business Planning customers completing the Spring survey rating Business Planning support as "good" or "excellent". FY11 Target: 88.6%

### Core Business Initiative: Business Planning

Manage the agency-wide business planning process.

#### Core Activity: Improve Business Plan Builder Capabilities

Based on user/customer requirements, additional modifications may need to be made to the Business Plan Builder.

**Activity Target 1:**

Determine additional customer requirements. Due December 31, 2010

**Activity Target 2:**

If required, manage new release of Business Plan Builder in sufficient time for next Spring cycle of Business Planning beginning in March 2011. Due February 28, 2011

## Core Business Target: Flight Plan Support

Provide successful Flight Plan support, as measured by Administrator and Management Team satisfaction with the process as developed, executed, and modified, at the end of each planning cycle. Satisfaction will be gauged through a survey or individual interviews.

### Core Business Initiative: Strategic Planning

In addition to activities that support specific Flight Plan initiatives, support strategic planning and management throughout the FAA and the Department of Transportation.

#### Core Activity: Strategic Plan Revision

Coordinate development and revision of Flight Plans and coordinate Flight Plan-related outreach to FAA employees and external stakeholders. (Only APO resources counted here. Most resources will come from pbviews assessment.)

**Activity Target 1:**

Publish and distribute hard copies of revised FAA Strategic Plan. Due September 30, 2011

**Activity Target 2:**

Initiate new revision of FAA Strategic Plan. Due September 30, 2011

**Activity Target 3:**

Conduct outreach to employees and stakeholders. Due September 30, 2011

**Activity Target 4:**

Final decisions on goals, objectives, performance targets, and initiatives. Due September 30, 2011

**Core Activity: DOT Strategic Plan**

Work with DOT on strategic and performance planning; support the DOT Strategic Plan.

**Activity Target 1:**

Respond to DOT requests within scheduled deadlines. Due September 30, 2011

**Core Activity: OSI and STI Support**

Work with AHR to identify and apply Short Term Incentive (STI) criteria, evaluate all executives' proposed Short Term Incentive packages, and insure their linkage to the Flight Plan. Develop the proposal for the Organizational Success Increase for FY 2010 and staff the Administrator in making his or her FY 2010 OSI determination. Note: These dates are dependent on dates set by AHR for STI updates.

**Activity Target 1:**

STI criteria. Due September 30, 2011

**Activity Target 2:**

Complete analysis of actual FY10 performance and payout options for OSI Due December 30, 2010

**Activity Target 3:**

Collaborate with AHR with recommendations on any modifications to the pay for performance process. Due September 30, 2011

**Activity Target 4:**

Provide staff support for closeout of FY10 STIs. Due December 30, 2010

**Core Activity: Strategic and Short Term Incentive (STI) Change Requests**

Coordinate the approval or disapproval of LOB/SO Strategic Plan and STI Change Requests for the agency.

**Activity Target 1:**

Budget related changes (post enactment of agency budget or year long continuing resolution and notification to LOBs and SOs of final numbers) and non-budget related changes will be disposed of (approved, disapproved, request made for additional information) within 15 business days of submittal to AEP. Due

September 30, 2011

**Core Activity: Strategic Plan and Short Term Incentive (STI) Change Requests**

Coordinate the approval process of Strategic Plan and STI Change Requests for the agency as required.

**Activity Target 1:**

Non-budget related Change Requests shall be processed within processing guidelines. Due September 30, 2011

**Activity Target 2:**

Support budget related changes (post enactment of agency budget or year long continuing resolution and notification to LOBs and SOs of final numbers) with ABU Due September 30, 2011

**Core Business Initiative: Strategic Planning and Business Planning**

Monitor and report progress on Strategic Plan targets and initiatives and establish the appropriate linkages and accountability in each LOB/SO with annual Business Plans.

**Core Activity: Strategic Planning Meetings**

Staff, support, and coordinate input to monthly Strategic Planning Meetings.

**Activity Target 1:**

Fully staff and support Strategic Planning Meetings as scheduled. Due September 30, 2011

**Core Activity: Management Software Support**

Support all FAA organizations in using management software to manage their Strategic Plan and Business Plan responsibilities.

**Activity Target 1:**

Import database objects from Business Plan Builder and build the Strategic Plan structure into management software through the Activity level Due November 15, 2010

**Activity Target 2:**

Coordinate with FAA organizations to build core activities into management software, as requested by organizations, within 60 days of a new organizational request. Due December 31, 2010

**Activity Target 3:**

Provide help desk support with 1-day turnaround for initial management software user training within a week of submission of a new user request form. Provide training opportunities in advanced functions (Power User and/or Location/System Administrator training) on an as needed basis. Due September 30, 2011

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

Coordinate with management software vendor and AMI-310 - Office of Information Technology (server providers) on management software updates, maintenance, and training as needed. Due September 30, 2011

#### **Core Activity: Develop Business Plans**

Oversee the development of Business Plans for use as an input to the budgeting and performance assessment processes and as a tool for organizations to manage their fiscal year operations.

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

Ensure all FY 2011 Business Plans are refreshed within 30 days after the FY 2011-2015 Flight Plan is finalized. Due October 30, 2010

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

Ensure FY 2012 Business Plans are refreshed and FY 2013 Business Plans are created. Due May 30, 2011

#### **Core Activity: Communicate the Strategic Plan**

Communicate the goals of the Strategic Plan to the FAA employees and the aerospace community and gain feedback that helps the FAA meet their needs. Give employees a clear line of sight from their jobs to the goals of the Strategic Plan.

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

Publish the Flight Plan on the Internet within 15 days of the Administrator's Strategic Plan release. Due September 30, 2011

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

Publish and make initial distribution of new hard copy Strategic Plan within 15 days of the Administrator's Strategic Plan release. Due September 30, 2011

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

Coordinate communication with stakeholders announcing the Strategic Plan within 15 days of the Administrator's Strategic Plan release. Due September 30, 2011

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

Respond on behalf of the Administrator to employees and stakeholders who commented during outreach within twenty (20) business days of Chief of Staff or Administrator final approval. Due September 30, 2011

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

Coordinate with AOC on e-mails to employees and other information on the Strategic Plan Meetings within 5 business days after the meetings. Due September 30, 2011

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

Publish previous year 4th. quarter "How are we performing" reports on the internet within 6 weeks

of the end of the quarter. Due November 12, 2010

#### **Activity Target 7:**

Publish 1st. quarter "How are we performing" reports on the internet within 6 weeks of the end of the quarter. Due February 11, 2011

#### **Activity Target 8:**

Publish 2nd. quarter "How are we performing" reports on the internet within 6 weeks of the end of the quarter. Due May 13, 2011

#### **Activity Target 9:**

Publish 3rd. quarter "How are we performing" reports on the internet within 6 weeks of the end of the quarter. Due August 12, 2011

### **Core Business Target: APO Customer Outreach**

Satisfaction of senior management with the timeliness of the response once a specific issue or need is identified.

### **Core Business Initiative: Stakeholder Relationship Management**

Work with FAA's customers and stakeholders to ensure that their needs are heard and acted upon, that the FAA's plans, policies, and rationales are presented and discussed with them, and that, insofar as possible, the FAA and its customers and stakeholders understand and move forward together to achieve mutual goals.

#### **Core Activity: Manage Congressionally-mandated advisory boards**

Provide staff support and coordination for Congressionally-mandated FAA advisory boards. Currently, the Management Advisory Council (MAC) provides general management and performance advice to the Administrator and the Air Traffic Services Committee (ATS) provides an advisory function focused on the Air Traffic Organization. Current language in a draft reauthorization bill could modify or replace both these boards.

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

Staff meetings of both the MAC and the ATS, or other board as contained in any new FAA reauthorization, as directed by the FAA Administrator. This includes all aspects of meeting preparations, meeting conduct, and meeting follow-up. Due September 30, 2011 Due September 30, 2011

#### **Core Activity: FAA Stakeholder Database**

Manage a comprehensive and accurate database of current FAA stakeholder information.

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

Within timeframe agreed upon with requestor, provide customers stakeholder information for

outreach activities. Due September 30, 2011

**Activity Target 2:**

Perform weekly updates as needed based on aviation industry personnel changes. Due September 30, 2011 Due September 30, 2011

## **Core Business Target: Policy Initiatives**

Implement and fund at least one major research initiative per year (if necessary and funding is available).

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### **Core Business Initiative: Policy Initiatives**

Develop, research, analyze, monitor and recommend policy and legislative initiatives for civil aviation and commercial space transportation.

#### **Core Activity: Prepare, analyze, and monitor policy and legislative initiatives**

For the duration of this current FAA authorization, monitor and analyze legislative proposals affecting the FAA.

**Activity Target 1:**

Legislative proposals are monitored and actions recommended in accordance with specified deadlines. Due September 30, 2011

**Activity Target 2:**

Identify change areas of FAA mission that require legislative action; coordinate policy development and legislative proposals as needed. Due September 30, 2011

#### **Core Activity: Research Agenda for Policy**

Continue to utilize the research agenda for Policy.

**Activity Target 1:**

Identify and Select Topics for research. Due September 30, 2011

**Activity Target 2:**

Initiate research in at least one area. Due September 30, 2011

**Activity Target 3:**

Review progress/results of research initiated in FY09 and FY10. Due September 30, 2011

**Activity Target 4:**

Submit research proposals to the Airport Cooperative Research Program in accordance with ACRP deadlines. Due September 30, 2011

**Activity Target 5:**

Submit request for FAA RE&D funding for policy research topics. Due September 30, 2011

#### **Core Activity: Identify Cross-cutting NextGen policy issues**

Identify and initiate resolution of novel and cross-cutting NextGen policy issues Identify and make recommendations on policy issues associated with

NextGen implementation.

**Activity Target 1:**

Coordinate aviation policy initiatives with JPDO. Due September 30, 2011

**Activity Target 2:**

Continue to develop policy recommendations for novel and cross-cutting NextGen policy issues. Due September 30, 2011

## **Core Business Target: Trust Fund**

Complete Trust Fund analysis within 90 of receipt of data and forecast.

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### **Core Business Initiative: Airport and Airway Trust Fund**

Monitor and project the status of resources available from the Airport and Airway Trust Fund. Compare inflows and outflows. Analyze alternative methods of providing funding to the FAA.

#### **Core Activity: Trust Fund Analysis**

Develop and analyze forecasts of trust fund revenues and expenditures at least twice a year for OMB and CBO.

Develop and analyze proposals for alternatives to current tax structures. Conduct outreach for the aviation community on alternative financing approaches.

**Activity Target 1:**

Forecasts are provided to OMB and CBO according to their published schedule. Coordinate FAA position on financing alternatives and develop legislative proposals as needed. Due September 30, 2011

**Activity Target 2:**

Within 30 days of receipt of certification from Treasury Department, Variance analysis on actual Trust Fund receipts. Seek resolution of discrepancies with Treasury. Due September 30, 2011

**Activity Target 3:**

Establish maintenance requirements for the Tax Model. Due September 30, 2011

## **Core Business Target: Conduct EEO Training**

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training three percent (3%) of the FAA workforce and provide training to 50% of all new Air Traffic Student hires. Develop new EEO training course that will meet agency needs and create a library of EEO materials.

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## **Core Business Initiative: Prevent Discrimination through EEO Training**

Assist agency efforts to prevent discrimination by increasing management and employee awareness in EEO through training.

### **Core Activity: Conduct EEO Training and Briefings to include the mandatory No FEAR Training**

Conduct EEO training with regards to EEO responsibilities and appropriate behaviors to 3% of the FAA workforce. Additionally, FAA must comply with OPM requirement to administer the NO FEAR training to 100% of all FAA employees.

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

Each LOB/SO will partner with the Office of Civil Rights to provide training to at least 1.5% of the FAA workforce. Due March 31, 2011

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

Each LOB/SO will partner with the Office of Civil Rights to provide training to an additional 1.5% of the FAA workforce for a total of 3%. Due September 30, 2011

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

Each LOB/SO will ensure that 100% of all FAA employees complete the OPM mandated NO FEAR Training. 12/31/2010 Due December 30, 2010

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

Each LOB/SO's will partner with the Office of Civil Rights to provide training to at least 1.5% of the FAA workforce. Due March 31, 2011

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

Each LOB/SO's will partner with the Office of Civil Rights to provide training to an additional 1.5% of the FAA workforce for a total of 3%. Due September 30, 2011

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

Each LOB/SO will ensure that 100% of all FAA employees complete the OPM mandated NO FEAR Training. Due December 30, 2010

## **Core Business Target: Small Business Goal and Corporate Citizenship**

Award at least 25% of the total direct procurement dollars to Small Businesses.

### **Core Business Initiative: FAA Small Business Program**

Support the FAA Major Procurement Program Goals

#### **Core Activity: FAA Small Business Goal and Good Corporate Citizenship**

Participate in the agency's outreach and training to small business with special emphasis on disadvantaged, women-owned and service-disabled veteran-owned businesses. Also, assign a Small Business Liaison Representative to assist in identifying procurement opportunities suitable for set-aside.

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

Participate in the Annual FAA National Small Business Procurement Opportunities Training Conference and Trade Show during June or July of each fiscal year. Due July 30, 2011

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

Make best effort to award at least 12% of the total direct procurement dollars to small businesses. Due September 30, 2011

## **Core Business Target: Placeholder for OSHA F&E Money**

Placeholder for F&E Money

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### **Core Business Initiative: Placeholder for OSHA F&E Money**

Placeholder for F&E Money

#### **Core Activity: Placeholder for OSHA F&E Money**

Placeholder for F&E Money

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

Track and report F&E Money. Due September 30, 2011

## **Core Business Target: Effective Management**

100% of performance plans, spending plans, and development of standard operating procedures are reported to senior management as completed within established deadlines.

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### **Core Business Initiative: Effective Management**

API's customers include the FAA LOBs/SOs, other USG agencies, industry, and international authorities and organizations. In support of our customers, the staff conducts and coordinates a broad range of activities requiring a working knowledge of the FAA's technical programs and excellent communication skills. The API management team will work to improve API's ability to provide timely and efficient services to its customers.

#### **Core Activity: Performance Management System**

Develop a performance plan for each employee that aligns job responsibilities with the agency's goals.

**Activity Target 1:**

All segments of the performance management system cycle will be completed for all API employees within established deadlines. Due September 30, 2011

**Core Activity: Financial management**

Allocate resources appropriately to support the mission of the agency.

**Activity Target 1:**

Develop all spending plans and cost estimates within established deadlines throughout FY 2011. Due September 30, 2011

**Core Activity: Develop Leadership Capabilities and Improve Organizational Effectiveness**

API Directors and Managers promote the effectiveness and continuity of API leadership through organizational planning, development and succession planning, reporting progress regularly in corporate weekly, quarterly and semi-annual venues.

**Activity Target 1:**

Develop organizational succession planning, review and update API leadership positions and priority staffing requirements. Due June 30, 2011

**Activity Target 2:**

Develop recommendations for organizational effectiveness. Due June 30, 2011

**Activity Target 3:**

Manage API's organization planning process, establish timetable for developing and coordinating strategic and work plan activities across programs and with FAA Lines of Business and Staff Offices. Review fiscal year 2012 strategic initiatives and flight plan targets. Due September 30, 2011

**Activity Target 4:**

Engage Lines of Business and Staff Offices in strategic and tactical planning, coordinating fiscal year 2012 initiatives. Due September 30, 2011

**Core Business Target: Crisis Response Working Group and Emergency Preparedness**

Timely coordinate all issues related to hostile and or emergency situations as appropriate.

**Core Business Initiative: Present API Emergency Preparedness Plan**

Represent API in FAA programs dealing with Pandemic Preparedness, Continuity of Operations and other emergency activities; Manage Crisis Response Working Group on hostile situations abroad.

**Core Activity: API/FAA Pandemic Preparedness**

Participate in FAA Pandemic Preparedness monthly meetings, brief API management on initiatives and participate in exercises.

**Activity Target 1:**

Update API Pandemic and Emergency Preparedness plan. Due August 30, 2011

**Core Activity: FAA's Crisis Response Working Group**

Manage FAA's Crisis Response Working Group (CRWG) on potential hostile situations.

**Activity Target 1:**

Convene Crisis Response Working Group (CRWG) on Hostile Situations Abroad and coordinate with U.S. government agencies and departments. Due September 30, 2011

**Activity Target 2:**

Draft at least 80 percent of the CRWG recommendations to the Crisis Response Steering Group within one business day following the group's decisions. Due September 30, 2011

**Core Activity: Building Emergency Preparedness**

Maintain the list of 6th floor building emergency wardens (FOB-10B) and ensure training and supplies for emergency wardens.

**Activity Target 1:**

Update the list of 6th floor building emergency wardens (FOB-10B) and arrange training and supplies for emergency wardens. Due September 30, 2011

**Core Business Target: Contract Management**

Manage contracts to ensure contract requirements are met and related actions are completed on time.

**Core Business Initiative: APO Contract Management**

Manage all APO Contracts.

**Core Activity: APO Contract Management Actions**

Manage APO Contracts to ensure contract requirements are met and related actions are completed on time.

**Activity Target 1:**

Accomplish all office contract actions no later than the due dates established in each contract and by the contracting office. Due September 30, 2011

**Activity Target 2:**

Bring all potential contract issues or problems to the attention of management as soon as

identified. Due September 30, 2011

## **Core Business Target: Reduce EEO Complainant Ratio**

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

### **Core Business Initiative: Reduce EEO Complainant Ratio**

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

#### **Core Activity: Reduce EEO Complainant Ratio**

Each LOB/SO will work with ACR to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

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

LOB/SO's will engage in efforts to assist ACR, to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54% by encouraging the use of facilitation, mediation, and consulting services during the EEO pre-complaint process. Due September 30, 2011

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

LOB/SO's will ensure that 35% of all EEO pre-complaints are mediated. Due September 30, 2011

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

LOB/SO's will engage in efforts to assist ACR, to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54% by encouraging the use of facilitation, mediation, and consulting services during the EEO pre-complaint process. Due September 30, 2011

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

LOB/SO's will ensure that 35% of EEO pre-complaints are mediated, if the employees are willing to engage in mediation. Due September 30, 2011

## **Core Business Target: AEP Budget Coordination**

Coordinate the AEP 2012 Baseline Budget

### **Core Business Initiative: Coordinate the AEP 2012 Baseline Ops Budget**

Coordinate the AEE, APO, and AEP 2012 Baseline Ops Budgets

#### **Core Activity: Coordinate the AEP Baseline Ops Budget**

Coordinate the AEP baseline 2012 OPS Budget

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

A notification will be sent via email to the management staff requesting new AEP OPS initiatives for FY 2012. The initiatives should be returned within five business days to the executive staff for consolidation and review by the director of AEP. Due May 1, 2011

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

The finalized AEP OPS initiative (as appropriate) will be entered into the business plan builder NLT 5 days following AEP-1/2 approval Due September 30, 2011

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

AEP-10 will estimate PC&B and other object expense to formulate the budget based on the tie number received from ABA. Due June 1, 2011

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

A management meeting will be scheduled to discuss, review and approve the final version of the FY 2012 budget. Due June 15, 2011

## **Core Business Target: AEP Hiring**

AEP Hiring target to improve hiring process

### **Core Business Initiative: AEP Hiring Selection List Availability**

Improve the availability of AEP hiring selection lists.

#### **Core Activity: AEP Hiring Selection List Availability**

95% of AEP Hiring Selection Lists will be made available within 3 days of receipt in AEP-10.

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

The HR department will notify the AEP organization once the certification list is available for review. A certification package, which consist of the internal/external resumes will be prepared within two days of receipt. Due September 30, 2011

## **Core Business Target: AEP Enterprise Software Upgrades**

Improve timelines of Enterprise Software Upgrades

### **Core Business Initiative: AEP Enterprise Software Upgrades**

### **Core Activity: AEP Enterprise Software Upgrades**

AEP will incorporate 85% of all FAA Enterprise Software Upgrades within 90 days of approval by Chief Information Officer's Council (CIOC) and /or Information Technology Executive Board (ITEB).

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

Critical software updates will be scheduled and automatically installed over night onto users CPU within 72 hours of notification by CSMC. Due September 30, 2011

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

An implementation schedule will be created to track FAA enterprise software upgrades installations and communicated to all AEP one week prior to implementation. Due September 30, 2011

### **Core Business Target: AEP Training**

Improve assigned course completion levels

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### **Core Business Initiative: AEP Training Course Completion**

Improve AEP Training Course Completion levels

#### **Core Activity: AEP Training Course Completion**

Ensure that at least 95% of AEP personal complete assigned course in ELMS prior to the completion date

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

FAA mandatory training will be tracked and reconciled and discrepancies reported NLT 2nd Monday of each month to ensure all personnel meet their requirements in the allotted time. Due September 30, 2011

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

ELMS reports will be created NLT the 2nd Monday of each month to assess learning needs and monitor require dates. Due September 30, 2011

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

AEP Managers will be notified NLT the first Friday of each quarter of the status of their employees mandatory training obligations. Due quarterly Due September 30, 2011

### **Core Business Target: NextGen Staffing Plan**

Update and implement the 5-Year NextGen Staffing plan that will lead to a workforce with the necessary skills and competencies to meet the challenges

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### **Core Business Initiative: NextGen Staffing Plan**

Finalize the 5-Year NextGen Staffing Plan and initiate implementation.

#### **Core Activity: NextGen 5-Year Staffing Plan**

The 5-Year NextGen Staffing Plan will lead to a workforce with the necessary skills and competencies to meet the challenges presented by NextGen. AJP requires support from all other service units or lines of business that have a need for NextGen positions. Support will be given by providing coordinated and integrated analysis action plans that either continue or initiate processes that formulate and implement the 5-Year NextGen Staffing Plan.

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

Formulate 5 Year NextGen staffing plan (FY11-FY2016) by obtaining required information from the other service units and lines of businesses Comptrollers. Data will be gathered in a structured template and format provided by AJP-9 Comptroller (Molly Vorce) Due April 30, 2011

### **Core Business Target: Support Open Government Initiative - AOC**

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

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### **Core Business Initiative: Support Open Government Initiative**

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

#### **Core Activity: Open Government Initiative - APL Website**

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies

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

Update web strategies and action plans in writing to the FAA Web Manager and brief Web Council on the plans. Due January 29, 2011

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

Submit quarterly web progress reports to the FAA Web Manager. Due March 30, 2011

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

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2011

**Activity Target 4:**

Certify to the Administrator in writing by September 30, 2011, that 95 percent or more of web pages comply with FAA web standards, policies, and requirements including those outlined in the FY-2011 Web Strategy and Action Plan. Due September 30, 2011

**Activity Target 5:**

Develop standard operating procedures (SOP) by September 30, 2011, for registering internal and external websites, content owners, developers, and web applications with APL and AOC. Due September 30, 2011

**Activity Target 6:**

Identify corporate social media programs that your organization plans to participate in. Due September 30, 2011

**Activity Target 7:**

All headquarters and regional web points of contact complete at least 2 sessions of web-related training during the fiscal year. Due September 30, 2011