



**Federal Aviation  
Administration**



**International Aviation**  
*Fiscal Year 2010 Business Plan*

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# 2010 API Business Plan

Advancing the nation's longstanding leadership in the global arena is a primary responsibility of the Office of International Aviation (API). Our staff encourages, promotes and facilitates the adoption of FAA policies and practices worldwide. API's critical role is ensuring the international activities of FAA's lines of business and staff offices are integrated. The API staff brings safety and efficiency to millions of passengers each year as we arrange highly regarded technical assistance and training and work to harmonize global standards so passengers can benefit from a seamless air transportation network. In FY 2010 our challenges include:

- identifying international priorities for the FAA,
- promoting NextGen as the agency moves forward in its commitment to expand the use of those concepts, technologies and procedures internationally,
- increasing FAA's leadership presence by establishing a second office in Latin America, and
- improving our support of the International Civil Aviation Organization (ICAO) by coordinating FAA's work with the Industry Safety Strategy Group (ISSG) for the Global Aviation Safety Road Map.

Through our strategic activities in FY 2010, we are committed to supporting Presidential safety programs in Afghanistan, Africa, and Iraq and building mutually beneficial partnerships with civil aviation organizations in the Middle East, China, India and Latin America. We will continue to support creating government-industry partnerships and strengthening the capabilities of regional aviation authorities and organizations through technical assistance and training. We will collaborate with the Office of Energy and Environment in demonstrating best U.S. environmental practices and work across the lines of business to identify projects funded by donor organizations which will strengthen the global aviation infrastructure. We will continue our core activities to build and maintain bilateral and multilateral relationships, support FAA senior leadership in achieving U.S. objectives, and negotiate agreements that improve safety and efficiency worldwide.

## International Leadership

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The United States is the largest contributor of technical and financial support to 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, API must work with our

international partners to be able to ensure that the flying public is able to travel as safely and efficiently abroad as at home.

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

### Flight Plan 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 2010 Target: 4 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: New FAA Offices in the Western Hemisphere

Work with U.S. Department of State, appropriate U.S. embassies, and appropriate FAA organizations 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:

Open new office in Panama. Due December 31, 2009

##### Activity Target 2:

Identify additional locations for FAA offices in the region including the Regional Director. Due March 31, 2010

##### Activity Target 3:

Prepare report to API-1 on proposed additional locations for offices in the region. Due September 30, 2010

#### Strategic Activity: Russian Federation Outreach

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

##### Activity Target 1:

Identify Russian/American Flight Safety meeting agenda for joint discussions on mutual areas of concern to promote U.S. safety policies and initiatives including CAST/IHST and to strengthen Russian Federation flight safety oversight. Due March 31, 2010

**Activity Target 2:**

Facilitate the development of 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, 2010

**Activity Target 3:**

Provide necessary 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, 2010

**Strategic Activity: Middle East Outreach**

Work in partnership with Middle East Civil Aviation authority officials to promote specific safety goals through the development of key safety initiatives in the region. Identify and expand partnerships in the International Helicopter Safety Team (IHST) to steer safety risk assessment methodologies to improve safety oversight in the region.

**Activity Target 1:**

Work with the IHST committee to create an action plan and analysis database to address the operational hazards identified in the previously collected risk assessment surveys. Due December 31, 2009

**Activity Target 2:**

Assist the IHST in implementing risk intervention resolution methodologies in order to address the identified top ten helicopter aviation hazards in the region. Due April 30, 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 Work Plan.

**Activity Target 1:**

Conduct at least two JWG meetings to discuss FY 2010 work plans. Due December 31, 2009

**Activity Target 2:**

Finalize and initiate JWG work plan. Due March 31, 2010

**Activity Target 3:**

Conduct JASC meeting to adjust FY 2010 work plan and begin discussing FY 2011 JWG work plan. Due August 31, 2010

**Activity Target 4:**

Close FY 2010 JWG work plans and initiate FY 2011 work plan process. Due September 30, 2010

**Strategic Initiative: Presidential Safety Programs**

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

**Strategic Activity: Increased Leadership Presence**

API will work with the FAA lines of business, the Department of State and the donor community to support technical assistance to Afghanistan and Iraq.

**Activity Target 1:**

Post additional staff in Afghanistan after funding is received from DOS or other sources and approval is granted by FAA senior management. Due September 30, 2010

**Activity Target 2:**

Support DOT program initiative in Afghanistan and Iraq. Due September 30, 2010

**Activity Target 3:**

Support DOD program to enhance Afghanistan air/ground communication system. Due August 31, 2010

**Activity Target 4:**

Initiate additional training program for Afghan civil aviation. Due August 31, 2010

**Activity Target 5:**

Develop summary of Afghan civil aviation issues in English and Dari to facilitate understanding. Due September 30, 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 2010 projects to the Government of India (GOI). Due October 31, 2009

**Activity Target 2:**

Identify priority projects and submit project proposals for funding. Due December 31, 2009

**Activity Target 3:**

Initiate funded proposals. Due April 30, 2010

**Activity Target 4:**

Close FY 2010 projects and initiate FY 2011 project process. Due September 30, 2010

**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, 2009

**Activity Target 2:**

Support development and implementation of projects that incorporate new safety and environmental practices into China's new airport projects. Due June 30, 2010

**Activity Target 3:**

Complete new proposals, including identifying funding sources and potential new Chinese partners. Due September 30, 2010

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

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

**Activity Target 1:**

Follow up discussions with the Brazilian government in first quarter to explore the creation of an ACP and consult periodically throughout fiscal year to continue momentum. Due September 30, 2010

**Activity Target 2:**

Create a working group consisting of U.S. industry, government agencies and other stakeholders to develop the ACP framework. Due June 30, 2010

**Activity Target 3:**

Provide quarterly updates on progress to API-1. Due September 30, 2010

**Strategic Initiative: Safety Agenda**

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

**Strategic Activity: South Asia Safety Agenda**

APC will assist AFS to define and execute a targeted safety dialogue with targeted countries in South Asia. APC will support an AFS safety oversight agenda, including bilateral and multilateral activities as required.

**Activity Target 1:**

Coordinate list of South Asian countries of interest with AFS with at least one priority target. Due December 31, 2009

**Activity Target 2:**

Coordinate meeting with priority country. Due March 31, 2010

**Activity Target 3:**

Initiate activities with priority country. Due June 30, 2010

**Activity Target 4:**

Close FY 2010 activities and begin discussing FY 2011 opportunities. Due September 30, 2010

**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, 2009

**Activity Target 2:**

Plan two outreach activities. Due June 30, 2010

**Activity Target 3:**

Execute one activity. Due September 30, 2010

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

Conduct an outreach program to 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, 2010

**Activity Target 2:**

Identify and confirm FAA LOB participants in a program. Due April 30, 2010

**Activity Target 3:**

Conduct outreach program. Due September 30, 2010

**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 FAA-wide efforts at improving priority ICAO SARPs. Identify legal and procedural changes to achieve ICAO endorsement of external standards development work from qualified organizations.

**Activity Target 1:**

Implement action plan to execute our Priority SARPs Work Plan. Due September 30, 2010

**Activity Target 2:**

Support ICAO's efforts towards harmonizing future air transportation systems. Consider preparing a working paper for the 37th ICAO Assembly on this effort. Due September 30, 2010

**Activity Target 3:**

Provide API-1 with a mid-year report on progress. Due April 30, 2010

## 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: Demonstrate US Best Environmental Practices

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, 2010

#### 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, 2010

#### Activity Target 3:

Promote and advocate U.S. position on environmental issues to at least 2 key governmental organizations leading up to the 2010 ICAO General Assembly. Due September 30, 2010

#### Activity Target 4:

AEU 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, 2010

#### Activity Target 5:

Promote and advocate U.S. position on environmental issues to at least 2 key governmental organizations leading up to the 2010 ICAO General Assembly. Due September 30, 2010

#### Activity Target 6:

AWH 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, 2010

#### Activity Target 7:

Promote and advocate U.S. position on environmental issues to at least five key governments or organizations leading up to the

2010 ICAO General Assembly. Due September 30, 2010

#### Activity Target 8:

Engage in dialogue with key partners to explore an environmental initiative for the Western Hemisphere. Due September 30, 2010

## 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 the ICAO global safety initiatives and programs.

#### 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 continuous monitoring approach and State Safety Programs). Due September 30, 2010

#### Activity Target 2:

Monitor ICAO regional safety initiatives. Analyze the relationship between COSCAP, Regional Aviation Safety Teams, and Regional Safety Oversight Organizations. Due September 30, 2010

#### Activity Target 3:

Provide a mid-year update to API-1 on FAA's activities in support of global safety initiatives. Due April 15, 2010

### Strategic Activity: ICAO Assembly

Coordinate USG-wide activities in preparation for the 37th ICAO Assembly in September 2010.

#### Activity Target 1:

Develop timeline for Assembly preparations and establish U.S. working group. Due December 31, 2009

#### Activity Target 2:

Identify topics for U.S. working and information papers. Due February 28, 2010

#### Activity Target 3:

Submit U.S. papers to ICAO. Due June 30, 2010

#### Activity Target 4:

Identify U.S. delegation. Due July 15, 2010

### Strategic Activity: High-Level Safety Conference

Coordinate USG-wide activities in preparation for the ICAO High-Level Safety Conference in March 2010.

#### Activity Target 1:

Develop timeline for conference preparations and establish U.S. working group. Due October 31, 2009

**Activity Target 2:**

Identify topics for U.S. working and information papers. Due January 30, 2010

**Activity Target 3:**

Submit U.S. papers to ICAO. Due February 28, 2010

**Activity Target 4:**

Identify U.S. delegation. Due February 28, 2010

## **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: Strengthen Aviation Safety Oversight in the Western Hemisphere**

Strengthen aviation safety oversight in the Western Hemisphere by further developing partnerships with key regional organizations, such as Latin American Civil Aviation Commission (LACAC), Caribbean Aviation Safety and Security Oversight System (CASSOS) and Central American Corporation of Air Navigation Services (COCESNA). 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:**

Negotiate technical assistance and training agreements, as necessary, for these regional organizations to assist in achieving greater compliance with International Civil Aviation Organization (ICAO) standards by the end of FY2010. Due September 30, 2010

**Activity Target 2:**

Coordinate and present FAA policy positions and technical seminars at key FY2010 LACAC, CASSOS and COCESNA meetings. Due September 30, 2010

**Activity Target 3:**

Promote and advocate U.S. Government position on safety oversight issues leading up to the 2010 ICAO General Assembly. Due September 30, 2010

### **Strategic Activity: Regional Support for Commonwealth of Independent States (CIS) Region**

Work with FAA AFS/ATO, Eurocontrol and ICAO and CIS safety organizations and agencies, to promote adoption and standardization throughout the region of the concept and system of Performance Based Navigation (PBN).

**Activity Target 1:**

Work with FAA AFS/ATO, Eurocontrol and ICAO to organize, at least one PBN workshop for the

CIS states in the region. Due December 31, 2009

**Activity Target 2:**

Provide the necessary support in the promotion, development and delivery of at least one PBN workshop for the CIS states in the region. Due June 30, 2010

### **Strategic Activity: Support for Airport Authorities in West and Central Africa**

Work with regional airport authorities and American Association of Airport Executives (AAAE) to provide training for airport personnel.

**Activity Target 1:**

Using Safe Skies for Africa funding, contract with AAAE to provide training in Ghana for at least 40 airport personnel in West and Central Africa. Due October 31, 2009

**Activity Target 2:**

In cooperation with FAA/ARP and AAAE, conduct training in West and Central Africa. Due March 31, 2010

### **Strategic Activity: Support for Airport Authorities in East Africa**

Work with regional airport authorities and American Association of Airport Executives (AAAE) to explore providing training for airport personnel.

**Activity Target 1:**

Using Safe Skies for Africa funding, explore possibilities of contracting with AAAE to provide a seminar for at least 40 airport personnel in East Africa. Due September 30, 2010

### **Strategic Activity: Regional Support for Francophone/Portuguese-speaking African states**

Work with civil aviation authorities, regional organizations and ICAO to promote proficiency in the English language in accordance with ICAO Assembly Resolution A36-11 by promoting and encouraging state to ensure that implementation plans are being effectively followed and that timelines are not slipping.

**Activity Target 1:**

Review individual states English language implementation plan status. Promote and encourage timely implementation of plans in those states where Resolution A36-11 has not been effectively implemented through letters, phone calls and representational visits. Due March 30, 2010

**Activity Target 2:**

Work to promote, encourage and ensure that implementation plans are being effectively followed and that timelines are not slipping including if funding is available, conducting at least one English Language proficiency workshop in the region. Due September 30, 2010

## **Strategic Activity: Aviation Operations to the US (Part 129) Seminar**

Conduct an informational seminar to educate the Asia-Pacific region on requirements for Air Carrier Operations to the United States.

### **Activity Target 1:**

Identify possible Asia-Pacific authorities/industries to attend the seminar. Due December 31, 2009

### **Activity Target 2:**

Identify and confirm FAA LOB/USG support for the seminar. Due March 31, 2010

### **Activity Target 3:**

Coordinate with potential Asia-Pacific/USG hosts to select date and venue for seminar; prepare agenda and coordinate relevant seminar material with FAA LOB/USG participants. Due June 30, 2010

### **Activity Target 4:**

Complete final preparations and briefing materials for seminar. Due September 30, 2010

## **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: US-European Community Agreement for the Promotion of Aviation Safety Implementation**

AEU will support the development of new annexes under the US-European Community Agreement for the Promotion of Aviation Safety.

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

Continue discussions with LOBs and EASA on the new areas of competence development of future annexes covering areas such as simulators, flight crew licensing/training schools, third country operators, and operational suitability certificates. Due September 30, 2010

## **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, 2010

### **Activity Target 2:**

Develop USG agreed language for agreement. Due July 31, 2010

### **Activity Target 3:**

Conclude bilateral cooperative agreement. Due September 30, 2010

## **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: Update and enhance the JPDO NextGen International Strategy**

Update and enhance the Joint Planning and Development Office (JPDO) NextGen International Strategy.

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

Ensure Senior Representatives are briefed on final strategy and are prepared to promote with global partners. Due September 30, 2010

### **Strategic Activity: Establish a function to provide international liaison**

Establish a function to provide international liaison and coordination activities on NextGen global harmonization actions and initiatives.

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

Establish a function to provide international liaison and coordination activities on NextGen global harmonization actions and initiatives. Due September 30, 2010

### **Strategic Activity: Develop communications methods/media for global education and information sharing of U.S. NextGen activities.**

Develop communications methods/media for global education and information sharing of U.S. NextGen activities.

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

Develop communications methods/media for global education and information sharing of U.S. NextGen activities. Due September 30, 2010

### **Strategic Activity: NextGen Expansion**

Encourage adoption of NextGen-supporting systems, technologies and operational enhancements by international aviation authorities, government policy makers, and industry stakeholders.

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

Identify a venue to promote the adoption of NextGen technologies, conduct an exploration activity such as a discussion with a senior

aviation official to promote the adoption of NextGen technologies. Due December 31, 2009

**Activity Target 2:**

Conduct discussion, provide information as appropriate. Due March 31, 2010

**Strategic Activity: Negotiate US-European Community Memorandum of Cooperation for R&D**

AEU will lead the negotiation of a new memorandum of cooperation with the European Community to allow for joint research and development activities and sharing of information with EU agencies such as the SESAR Joint Undertaking and EASA, and actively participate in the development, coordination, and negotiation of an annex(es) to accommodate ATO-SESAR JU joint R&D activities.

**Activity Target 1:**

Initiate formal negotiations of MOC and Annex(es) with European Commission. Due December 31, 2009

**Activity Target 2:**

Coordinate positions and develop counterproposals, and engage in quarterly negotiations/discussions with Commission officials. Due September 30, 2010

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

Work with appropriate LOBs to develop a plan to address the various issues associated with N-registered aircraft operating in Europe.

**Activity Target 1:**

Co-write article for publication in UK AOPA or International AOPA newsletter describing rights and responsibilities of pilots of N-registered aircraft outside the US. Due April 30, 2010

**Activity Target 2:**

Work with AFS and AGC-7 to develop and deliver presentations to at least two GA/Business Aviation fora outlining regulatory requirements for N-registered aircraft flying outside US airspace. Due April 30, 2010

**Strategic Activity: Policy Analysis**

Continue work on API quality management system.

**Activity Target 1:**

Develop draft SOP on agreements process. Due March 31, 2010

**Activity Target 2:**

Begin coordination of API Order 1240.9 Due June 30, 2010

**Activity Target 3:**

Finalize automation of International Visitors Program. Due September 30, 2010

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

By FY 2013, arrange commitments for external funding for at least 35 aviation development projects (7 per year). FY 2010 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, 2009

**Activity Target 2:**

Secure external funding commitments for two international aviation projects in the Asia-Pacific region. Due September 30, 2010

**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, 2010

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

Coordinate with Senior Representatives and FAA LOBs to identify and develop International Aviation Development projects.

**Activity Target 1:**

Identify and provide a list of International Aviation Development projects in the Western Hemisphere to API-10. Due September 30, 2010

**Activity Target 2:**

Secure external funding commitments for two international aviation projects in the Western Hemisphere region. Due September 30, 2010

**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, 2010

## **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, 2009

### **Activity Target 2:**

Secure external funding commitments for two international aviation projects in the Africa, Europe and the Middle East region. Due September 30, 2010

### **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, 2010

## **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, 2009

### **Activity Target 2:**

Secure external funding commitments for one international aviation project under the Policy umbrella. Due September 30, 2010

### **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, 2010

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

By FY 2013, expand the use of NextGen performance-based systems and concepts to five priority countries. FY 2010 Target: 1 country

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

Work with the international community to support partnerships, such as AIRE and ASPIRE, that adopt technologies, systems, procedures and concepts to improve global interoperability and 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 in the region to promote the expansion of NextGen-supporting systems, technologies and operational enhancements in the region.

### **Activity Target 1:**

Develop an FAA strategy for implementing NextGen programs within the Western Hemisphere. Due June 30, 2010

### **Activity Target 2:**

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, 2010

### **Activity Target 3:**

Organize, coordinate, and execute at least two briefings or meetings with foreign aviation officials to promote expansion of NextGen procedures and concepts. Due September 30, 2010

### **Activity Target 4:**

Explore at least one NextGen initiative for the Western Hemisphere Due September 30, 2010

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

By FY 2013, work with at least 18 countries or regional organizations to develop aviation leaders to strengthen the global aviation infrastructure. FY 2010 Target: 3 countries/regional organizations

### **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, 2009

### **Activity Target 2:**

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, 2010

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

Initiate, coordinate, and organize at least 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 Asia-Pacific region to API-10. Due December 31, 2009

#### **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 the Asia-Pacific region. Due September 30, 2010

### **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:**

Identify and provide an initial list of at least three priority countries or regional organizations in the Africa, Europe and Middle East region. Due December 31, 2009

#### **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, 2010

## **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.

### **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, 2010

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

Forward all visa and passport applications for official travel within 2 days of receipt. Due September 30, 2010

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

Return for correction or forward all foreign travel packages to AOA or Office of the Secretary of Transportation within 2 days of receipt. Due September 30, 2010

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

Conduct at least one training and information session on foreign travel matters. Due September 30, 2010

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

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, 2010

### **Core Activity: Personnel Management Issues**

N/A

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

Meet with AHR to discuss current procedures and problems. Due October 31, 2009

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

Gain limited access to Federal Payroll and Personnel System (FPPS) for accessing base salary information on all employees. Due February 1, 2010

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

Update post allowance business process as necessary to include FPPS access. Due April 30, 2010

## **Core Business Target: New Agreement Development**

Conclude 75% of agreements in this activity.

### **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, 2010

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

Complete 90% of senior leadership preparations at least 5 days 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. Follow-up actions include developing action items and issues lists with lead owners and required response dates; Submission of coordinated, approved trip reports for all FAA personnel to API and for the FAA Administrator to the Office of the Secretary; and Letters of Appreciation, as appropriate.

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

This includes all activities for planning, organizing, conducting and follow-up for 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, 2010

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

All follow-up actions are completed within ten working days after conclusion of conferences, meetings and travel. Due September 30, 2010

### **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**

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

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

Conduct regular meetings with the IGIA points of contact and the U.S. Air Navigation Commissioner to provide the LOBs with the opportunity to discuss with their respective counterparts issues and processes being developed within their respective organizations. Due September 30, 2010

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

Distribute IGIA tracking worksheet at least twice per month. Due September 30, 2010

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

Oversee contractor development of web-based workflow and document management tool for IGIA. Conduct biweekly meetings with contractor, either on-site or offsite, to monitor production and development of application. Monitor system testing and deployment of tool. Providing training and transition support to IGIA members and stakeholders including USG agencies, LOBs and industry observers. Due September 30, 2010

### **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-20 quarterly during FY 2008. Due September 30, 2010

### **Core Activity: ICAO Fellowship Program**

Review ICAO Fellowship Program policy.

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

Identify Fellowship positions in coordination with ICAO and solicit qualified FAA candidates for placement. Due September 30, 2010

### **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 2010.

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

Work with the Academy to hold a forum to discuss global training opportunities in FY 2010. Due September 30, 2010

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

Highlight the FAA Academy's capabilities across lines of business. Due September 30, 2010

## **Core Business Target: Manage International Relationships**

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

### **Core Business Initiative: Manage International Relationships**

FAA Senior Representatives and API desk officers manage the bilateral relationships between the 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: International Civil Aviation Day**

API will plan and carry out International Civil Aviation Day in accordance with the worldwide celebration approved by the ICAO Council.

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

- (1) Prepare concept paper by November 2, 2009.
  - (2) Hold Agency event on December 6, 2009.
- Due September 30, 2010

### **Core Activity: EAC /Regional Safety Oversight Agency (CASSOA)**

Support CASSOA and member Partner States as requested as they build a regional safety oversight organization and complete the harmonization of their laws, legislation, regulations and technical guidance.

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

Complete the necessary technical assistance agreements, if needed, to support AFS-50 efforts throughout FY10. Specific assistance will be identified during FY10. Due September 30, 2010

### **Core Activity: Regional Harmonization**

Partner with Arab Civil Aviation Commission (ACAC) to assume a greater leadership role in promoting regional harmonization and cooperation through the development of an ACAC sponsored initiative.

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

Work with ACAC leadership to ensure their participation in the IHST. Due December 31, 2009

### **Core Activity: Expand bilateral partnership with China**

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 new technical cooperation activity with CAAC. Due June 30, 2010

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

Engage State ATC Commission in regular dialogue about modernization activities and identify opportunity to engage in additional activities beneficial to FAA. Due September 30, 2010

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

APC will participate in bilateral meetings between FAA and CAAC Flight Standards and Aircraft Certification Departments. Based on the decisions made at the joint steering group meetings and other priorities agreed upon during the year, APC will contribute to the Annual Work Plans and support the implementation of related activities, which will aid AVS in meeting the target to reduce the accident rate in China.

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

Assist with bilateral communication related to possible future activities for Aircraft Certification; and assist with completing logistical arrangements for bilateral meetings for Flight Standards. Due September 30, 2010

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

Support 2009-2010 work plans. Due September 30, 2010

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

APC will participate in bilateral meetings between FAA ATO and the CAAC ATMB. Based on the decisions made at the joint steering group meetings and other priorities agreed upon during the year, 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.

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

Assist with completing logistical arrangements for JATSG. Due March 31, 2010

**Activity Target 2:**

Support NextGen/JATSG coordination and implement work plan. Due September 30, 2010

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

APC will continue cooperative efforts and implementation of previously identified products and plus develop a plan for future cooperation.

**Activity Target 1:**

China: Hold at least one ATM subgroup meeting with China. Schedule an executive level meeting with China. Due May 30, 2010

**Activity Target 2:**

Japan: Coordinate two working group meetings and/or technical meetings. Work with ATO and JCAB to expand continuous descent approaches (CDA), among other key program initiatives; the first meetings by March 31, 2010; the second meetings by September 30, 2010. Due September 30, 2010

**Activity Target 3:**

Regional: Develop a regional strategy to identify one additional partner in the region by June 30, 2010. Meet with new partner due by September 30, 2010. Due September 30, 2010

**Core Activity: Key AVS Activities in Korea**

APC will participate in bilateral meetings between FAA and KCASA. APC will assist structuring the activities for the coming year to meet identified aviation safety efforts.

**Activity Target 1:**

APC will meet with AFS to discuss plans for next AVS bilateral meeting. Due June 30, 2010

**Activity Target 2:**

APC will support identified activities and assist with logistical arrangements for next AVS bilateral meeting. Due September 30, 2010

**Core Activity: Atlantic interoperability Initiative to Reduce Emissions (AIRE) Demonstrations**

Facilitate relationships with the EU, civil aviation authorities, air carriers, and air navigation service providers to maintain focus on building upon the AIRE initiative

**Activity Target 1:**

Maintain relationships with all stakeholders in the AIRE initiative and report progress on all activities. Due September 30, 2010

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

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

**Activity Target 1:**

Compile quarterly, and as needed financial analyses, and reports, for use by FAA/DOT/DOS. Due September 30, 2010

**Core Activity: FAA-ICAO Relationship**

Increase relationship between FAA and ICAO by working through API ICAO desk officer and Steve Creamer, Commissioner at the U.S. Mission to ICAO.

**Activity Target 1:**

Monitor, coordinate, and influence ICAO processes and decisions affecting US aviation interests. Report out to the appropriate stakeholders as needed and present feedback to U.S. Mission. Due September 30, 2010

**Core Activity: Promote ATO Expansion of Asia Pacific Initiative to Reduce Emissions (ASPIRE)**

Promote ATO plan to expand ASPIRE program in the region.

**Activity Target 1:**

Promote ATO's regional expansion plan. Work with ATO in identifying new partners. Due September 30, 2010

**Core Activity: Promote Government Safety Inspector Training in Asia Pacific**

Develop Government Safety Inspector Training partnership in the region.

**Activity Target 1:**

Identify a regional training academy where the FAA can help establish a Government Safety Inspector training program. Due September 30, 2010

**Core Activity: FAA Representation in the Western Hemisphere**

Establish and maintain effective working relationships within FAA and with USG, associations, industry, and international counterparts to promote and coordinate FAA mission and activities

**Activity Target 1:**

Actively participate and support Embassy management and activities, including ICASS, emergency planning, and mission strategic planning. Submit quarterly reports to AWH-1. Due September 30, 2010

**Activity Target 2:**

Maintain updated information on countries, regional organizations and key officials. Due September 30, 2010

### **Activity Target 3:**

Working with industry and associations to identify opportunities to promote new technologies, technical assistance or training, or increase compliance with ICAO standards. Due September 30, 2010

### **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:**

Draft and negotiate associated annexes and appendices necessary for management and execution of FIR Operations and maintenance under the Air Navigation Services Agreement. Due September 30, 2010

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

Work with ATO and AGC to develop associated metrics to support the operations and management of a Bahamas FIR. Due April 30, 2010

### **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 support a regional cooperation plan by end of FY10. Due September 30, 2010

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

Cooperate with ICAO NACC, DOD (SOUTHCOM) and CAAs to develop and implement a regional coordination center in El Salvador. Due September 30, 2010

### **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, 2010

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

Provide mid-year update to API-1. Due June 30, 2010

### **Activity Target 3:**

Coordinate with appropriate LOBs on all Cuba policy matters; participate in all activities of the Crisis Response Working Group for Cuba (CRWG) during FY10. Due September 30, 2010

### **Activity Target 4:**

Provide end of year report to API-1 on Cuba policy matters and significant activities. Due September 30, 2010

### **Core Activity: U.S. Registered Aircraft Operating Outside of the United States**

Work with LOBs to explore the possibilities for FAA leadership on U.S. registered aircraft operating outside the United States.

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

Conduct a seminar on matters pertaining to U.S. registered aircraft operating in Latin America and the Caribbean. Due June 30, 2010

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

Provide AWH-1 with an end-of-year report on research progress. Due September 30, 2010

## **Core Business Target: Core Business Measure: 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, the API staff is developing 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 Leadership Strategies**

Develop strategies to ensure the international activities of FAA's lines of business and staff offices are integrated.

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

Target 1: Update International Priorities document, defining international priorities along with determining the agency's overseas presence. Coordinate with Lines of Business and Staff Offices. Due March 31, 2010

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

Identify and develop new strategic activities to address emerging opportunities through regular international update meetings, at least four times per year. Due September 30, 2010

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

Stakeholder Outreach: Communicate international leadership strategies and activities to key stakeholder companies and regional

organizations at least twice during the fiscal year.  
Due September 30, 2010

### **Core Activity: Manage API's planning and tracking processes**

Using agency prescribed deadlines, draft API business plan and facilitate discussion of strategic and core activity throughout the fiscal year.

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

Manage change request process to update business plan as needed within agency established deadlines. Due April 30, 2010

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

Manage process to refresh FY 2011 API business plan. Due September 30, 2010

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

Develop a job aid for business plan process for new API planners. Due March 31, 2010

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

Re-engineer process and develop tool that will facilitate the entry and reporting of business plan activities. Due April 30, 2010

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

Improve the current format of IBIS report. Due April 30, 2010

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

Develop a new method of tracking tool for Short Term Incentives (STI) for Executive's review within API. Due December 31, 2009

### **Strategic Activity: API Organizational Excellence Plan**

Monitor and assess implementation of FAA Corporate and LOB/SO Organizational Excellence (OE) Action Plans to address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

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

LOB/SOs will report to their workforce on the implementation status and accomplishments of their OE Action Plans. Due December 30, 2009

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

LOB/SOs will monitor the implementation of their OE Action Plans and use identified methods to continue soliciting feedback from their employees on organizational/workforce issues to improve planned or ongoing actions. Due March 30, 2010

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

LOB/SOs will implement any necessary changes in their OE Action Plans based on employee feedback and/or changes in organizational direction or requirements, and communicate those changes to employees and continue implementation. Due June 30, 2010

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

LOB/SOs will document their accomplishments and lessons learned in implementing their OE Action Plans and communicate results to their employees. Due September 30, 2010

## **Organizational Excellence**

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

API sees effective management of the workforce as a critical element in providing value-added customer support to our international clients. Through improved management based on reliable data FAA employees can continue to delivery quality customer service.

### **Flight Plan 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: Organizational Excellence Action Plans**

Develop and implement Corporate and LOB/SO Organizational Excellence Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

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

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

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

Each FAA organization will track and report quarterly in pbviews on their compliance with leadership development policies and initiatives in the areas of mandatory probationary manager training, probationary manager certification, Continuing Management Education, and steps taken to improve compliance rates.

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

Report quarterly on steps taken to improve or sustain timely completion of probationary training and certification. Due September 30, 2010

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

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Due September 30, 2010

### **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: API 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, 2010

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

Report quarterly the number of managers who have completed eLMS course #FAA30200134 - Accountability Board Training for FAA Managers. Due September 30, 2010

#### **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, 2010

#### **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, 2010

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

API 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:**

API will provide to ACR a standard quarterly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2010

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

Organizations throughout the agency will continue to implement cost efficiency initiatives such as:  
10-15 percent savings for strategic sourcing for selected products and services;  
By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet;  
Annual reduction of \$15 million in Information Technology operating costs;  
By FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing. FY 2010 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 Entry Level Hiring**

API will evaluate each non-supervisory specialist vacancy as an opportunity to hire at the entry level. API will ensure that any entry level hiring will not diminish the organization's ability to complete necessary tasks.

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

Achieve 90% of the \$12,000 projected year end savings. Due September 30, 2010

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

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

#### **Strategic Activity: API Efficiency Measure International Agreement Processing Time**

Reduce the average number of labor hours API uses to process and manage International Training Agreements by 5% (estimate is subject to change). We intend to use FY10 data to establish a baseline for future years. Decreasing the time that is spent on preparing and coordinating International Training Agreements represents an increase in efficiency. The results of this measure will allow API to determine whether there is sufficient staff to efficiently prepare and coordinate International training agreements.

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

Report FY 2009 4th quarter results to ABA for international agreement processing costs. Due

January 31, 2010

**Activity Target 2:**

Report FY 2010 1st quarter results to ABA for international agreement processing costs. Due April 30, 2010

**Activity Target 3:**

Report FY 2010 2nd quarter results to ABA for international agreement processing costs. Due July 31, 2010

**Activity Target 4:**

Report FY09 4th quarter results to ABA on API's average number of hours spent processing and managing each international reimbursable agreement. Due October 31, 2009

**Activity Target 5:**

Provide updated FY 2011 template for review and approval in time to be included in the FY 2011 Business Plan. Due September 30, 2010

**Activity Target 6:**

Combined efficiency measures must account for 75% of operating resources. Any additional measures needed to meet the 75% requirement must be approved by the end of the calendar year. Due December 31, 2009

## Flight Plan Target: Information Security Program

Achieve zero cyber security events that disable or significantly degrade FAA services. FY 2010 Target: 0

### 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 PTAs and PIAs as required by the C&A anniversary date. Due September 30, 2010

**Activity Target 2:**

Participate in the Privacy Compliance activities and implement compliance review checklists. Due June 30, 2010 Due June 30, 2010

**Activity Target 3:**

Coordinate and implement agency privacy guidance. Due September 30, 2010

**Activity Target 4:**

Identify key personnel with significant privacy responsibilities by November 30, 2009, and ensure privacy training is taken and documented for FISMA compliance. Due May 31, 2010

**Activity Target 5:**

Report privacy breaches (as defined in FAA

policy and guidelines) to the CSMC as they occur. Due September 30, 2010

**Activity Target 6:**

Work with Records Officer to schedule all electronic records in accordance with the EGOV Act Section 207. Due September 30, 2010

## Flight Plan Target: Customer Satisfaction

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score. FY 2010 Target: Government Regulatory Average

### Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business.

#### Strategic Activity: Standardize FAA Website

Develop and implement processes to ensure all API websites comply with the Agency's web and branding standards and policies.

**Activity Target 1:**

Update API office web strategies and action plans in writing to the FAA Web Managers and brief FAA Web Council on API office plan on or before January 29, 2010. Due January 29, 2010

**Activity Target 2:**

Submit API web progress reports to the FAA Web Managers on or before March 31, 2010. Due March 31, 2010

**Activity Target 3:**

Submit API web progress reports to the FAA Web Managers on or before June 30, 2010. Due June 30, 2010

**Activity Target 4:**

Certify to the Administrator on or before September 30, 2010 that 95 percent or more of API web pages comply with FAA web standards, policies and requirements including those outlined in the Strategy and Action Plan. Due September 30, 2010

## 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 2010 Target: 2.52 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 Employee Safety**

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 2009 Holiday season. Due November 15, 2009

#### **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 31, 2010

## **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.

### **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 for FY 2009. Due September 30, 2010

#### **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 2010. Due September 30, 2010

## **Core Business Target: Crisis Response Working Group and Emergency Preparedness**

Timely coordination of issues related to hostile situations abroad and publication of emergency preparedness plans for the Office of International Aviation

## **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 September 30, 2010

### **Core Activity: Manage FAA's Crisis Response Working Group**

Convene Crisis Response Working Group (CRWG) on Hostile Situations Abroad, as required and coordinate with U.S. government agencies and departments in response to Crisis Response Working Group assignments.

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

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, 2010

### **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, 2010