Federal Aviation Administration

Aviation Safety

Fiscal Year 2012 Business Plan

FY2012 AVS Business Plan

Aviation Safety:

The Associate Administrator for Aviation Safety (AVS), Ms. Margaret Gilligan, and her staff are committed to promoting worldwide aviation safety in the interest of the flying public and the millions of people who rely on the aviation industry for business, pleasure, and commerce. AVS will support the Administrator's mission to provide the safest, most efficient aviation system in the world. It will be a system that uses data driven methods to manage risk and proactively identify hazards. We will do this as part of our oversight of the FAA's Safety Management System (SMS). AVS will respond to the expected doubling of airspace demand from an increasingly diverse U.S. aviation industry by carrying out the AVS NextGen implementation plan. These improvements will rely on AVS' ability to certify and develop operational procedures. To fulfill this mission, Aviation Safety (AVS) directs and manages safety programs that fall into three primary areas:

1. Continued Operational Safety: AVS' most important function (and one that AVS will never compromise) is to ensure that existing certificate holders continue to meet the safety requirements, standards, and regulations of their original certification. AVS does this through safety surveillance and oversight programs, audits, evaluations, air traffic oversight, education and training, research, and accident/incident investigations.

2. Standards and Policy: AVS creates and amends as necessary the rules and regulations that provide the safety standards for people, organizations, and equipment operating in the U.S. civil aviation system. AVS does this through policy development, analysis, and rulemaking.

3. Certification: AVS issues initial and renews existing certificates that allow (i) people, organizations, and equipment to operate in the U.S. civil aviation system, (ii) manufacturers to build aircraft and avionics, and (iii) organizations to provide maintenance services.

There are seven distinct organizational elements reporting to the Associate Administrator for Aviation Safety employing over 7,400 personnel. Four of these organizations -- the Office of Accident Investigation and Prevention, the Office of Rulemaking, the Air Traffic Safety Oversight Service, the Office of Quality and Integration and Executive Services -- are solely Washington Headquarters elements. The Aircraft Certification Service, the Flight Standards Service, and the Office of Aerospace Medicine have extensive field presence, as well as their Headquarters staffs. In addition to its Federal civilian work force, AVS uses over 11,000 "designees." These designees perform selected safety oversight duties on behalf of and under the direction of AVS.

Much of the AVS workload is demand-driven. These workload drivers can be grouped into five general areas: (1) growth in aviation activity, both commercial and general aviation, by existing operators; (2) the introduction of new operators, new aircraft, new equipment, and new technology; (3) the introduction of new practices such as those associated with the implementation of SMS and NextGen; (4) the need for heightened surveillance of financially challenged airlines; and (5) the globalization of the aviation industry and the increasing need for international standardization of regulations and safety criteria.

Destination 2025:

Destination 2025 consists of five goal areas: Next Level of Safety, for which AVS is the goal lead; and Aviation Access, Global Collaboration, Workplace of Choice, and Sustain our Future, for which AVS plays a supporting role. Each goal area contains performance metrics (e.g., Reduce the commercial fatal accident rate). Each performance metric identifies a strategy. Each strategy listed (e.g., Use NextGen technologies to continually target key risk areas) is intended to support the achievement of associated performance metrics.

The AVS Business Plan:

D2025 and the initiatives it lists are intended to provide a strategic direction for the FAA and its organizations and is not intended to provide tactical or operational plans. That task is left to each organization's business plans. The organization-specific business plans lists discrete and measurable initiatives and activities that each organization will undertake in FY 2012 in support of the Performance Measures listed in D2025.

AVS' business plan activities and activity targets are associated with each of the five goal areas in D2025. Within each goal area, AVS further delineates its activities and targets between those in support of D2025 initiatives and those in support of core business initiatives.

Next Level of Safety

There is no responsibility more important in the FAA or in AVS than aviation safety.

AVS oversees the safety of the world's largest, most complex aviation system -- an aviation system that affects millions who fly for business and pleasure, to those that ship, receive, sell, and buy goods transported by air, to those that work in the industry who depend on travel and tourism for their livelihood. AVS does this through programs to promote continued operational safety

(surveillance, oversight, education, inspections), establish safety rules and regulations (rulemaking), and certify the aviation competency of people (pilots) and organizations (individual airlines) and the airworthiness of aircraft (Boeing aircraft) and equipment.

The D2025 goal area of Next Level of Safety consists of seven specific Performance Metrics:
1 Reduce the commercial air carrier fatalities per 100 million persons on board by 24 percent over 9-year period (2010-2018). No more than 6.2 in 2018.
2. Reduce the general aviation fatal accident rate to no more than 1 fatal accident per 100,000 flight hours by 2018.
3 Maintain the rate of serious runway incursions at or below 20 per 1000 events.
4. Reduce risks in flight by limiting the rate of the most serious losses of standard separation to 20 or fewer for every thousand (.02) losses of standard separation within the National Airspace System.
5. Implement 40 percent of mitigating strategies for the top 5 airport risk areas.
6. Ensure no cyber security event significantly degrades or disables a mission-critical FAA system.
7. No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities.

AVS' business plan has numerous discrete activities in support of the following performance measures: Commercial Air Carrier Fatality Rate, General Aviation Fatal Accident Rate, and Runway Incursions. The business plan also supports the following core business initiatives: Commercial Aviation, General Aviation, Alaska Accidents, and SMS.

Strategic Measure: Commercial Air Carrier Fatality Rate

Reduce the commercial air carrier fatalities per 100 million persons on board by 24 percent over 9-year period (2010-2018). No more than 6.2 in 2018. FY 2012 Target: 7.6

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: Rule Submissions

Ensure timely submission and issuance of Council-approved rulemaking initiatives.

Activity Target 1:
Approve for submission to OST (significant) or issuance (non-significant) 85% of rules within 90 days of Council-approved schedule date. Due September 30, 2012

Strategic Activity: FAA-wide Rulemaking Prioritization Plan

Based on the DOT Future of Aviation Advisory Committee (FAAC) recommendation #22, the FAA will use the Aviation Rulemaking Advisory Committee (ARAC) to make recommendations on implementing a new FAA-wide rulemaking prioritization model.

Activity Target 1:
The Rulemaking Prioritization Working Group (RPWG) will develop a methodology on how to review and prioritize rulemaking projects using a predetermined subset of potential rulemaking issues. ARAC will submit a recommendation to the FAA Office of Rulemaking. Due December 31, 2011

Activity Target 2:
The FAA Office of Rulemaking will review the recommended rulemaking prioritization methodology and model in consultation with the rulemaking community; and provide a recommendation on how the FAA should proceed with the prioritization model to AVS-1/Steering Committee for approval. Due May 31, 2012

Activity Target 3:
The FAA Office of Rulemaking will develop an Implementation Plan in consultation with ARAC for incorporating the methodology and model into the FAA's rulemaking process. Due September 30, 2012

Strategic Initiative: ISO:9001

Maintain ISO:9001 registration to certify that FAA's Aviation Safety Organization meets the same standards expected of those we regulate in the aviation industry.

Strategic Activity: AVS-Wide ISO 9001 Maintenance

Maintain a single AVS-wide ISO:9001 registration.

Activity Target 1:
Successfully complete one third-party recertification audit and one surveillance audit throughout AVS. Due September 30, 2012

Activity Target 2:
Submit corrective action plans for the two AFS major nonconformities, C-11-08 and C-11-09, to ABS-QE for approval by October 28, 2011. Corrective action plans must include results of the investigation of the root cause, actions to eliminate the root cause and prevent recurrence, and implementation due dates. Objective evidence of implementation is required. Due October 28, 2011

Strategic Initiative: Aviation Safety Information Analysis and Sharing

Collect safety data at a national level and consolidate the data under the Aviation Safety Information Analysis and Sharing (ASIAS) program.

Strategic Activity: ASIAS Data Management

Increase capability of ASIAS to access and monitor safety data.

Activity Target 1:
Using ASIAS data sources, achieve the ability to detect exceedingly rare (defined as a 1-in-3,000,000 chance of occurrence) Part 121 events, across the NAS with a confidence level of 95%. Due August 31, 2012

Strategic Initiative: Implementation Oversight

Achieve readiness of FAA organizations to oversee implementation of SMS by 14 CFR part 121 air carriers.

Strategic Activity: Part 121 SMS Implementation

Establish the infrastructure necessary to oversee the implementation of SMS.

Activity Target 1:
Develop policy, guidance, and data collection tools for evaluation of SMS implementation and continued oversight of air carriers' SMS. Due February 28, 2012

Activity Target 2:
Establish a network of trained Points of Contact (POCs) in each FAA region to coordinate SMS implementation within the region. Due December 31, 2011

Activity Target 3:
Develop and implement training (course 2000059 revisions and supplemental material) for FAA employees to evaluate SMS implementation by 14 CFR part 121 air carriers. Due June 30, 2012

Activity Target 4:
Establish a fully functional field support capability to support SMS implementation and oversight activities. Due June 30, 2012

Strategic Measure: General Aviation Fatal Accident Rate

Reduce the general aviation fatal accident rate to no more than 1 fatal accident per 100,000 flight hours by 2018. FY 2012 Target: 1.07

Strategic Initiative: UAS/NAS Integration

Develop policies, procedures, and approval processes to enable operation of unmanned aircraft systems (UAS).

Strategic Activity: UAS Access

Enable seamless UAS access to National Airspace System.

Activity Target 1:
Produce a revised civil/public UAS NAS Access Roadmap with input from government and Industry. Revised Roadmap to be submitted to government/industry stakeholders for comment. Due March 31, 2012

Strategic Measure: Runway Incursions (Category A and B)

Maintain the rate of serious runway incursions at or below 20 per 1000 events. FY 2012 Target: 20/1000 events

Strategic Initiative: Human Error Risk Reduction (CIP#:X01.00-00)

Improve training, procedures, evaluation, analysis, testing, and certification to reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, pedestrians, vehicle and tug operators.

Strategic Activity: Improved Training and Analysis for Reducing Runway Incursions

Analyze and investigate vehicle/pedestrian deviations (V/PD) to identify causes and prevention action.

Activity Target 1:
Quarterly PD Analysis Report, January 15, 2012; April 15, 2012; July 15, 2012; September 30, 2012. Due September 30, 2012

Activity Target 2:
Develop required remedial training for pilots involved in a PD involving a runway incursion. Due September 30, 2012

Activity Target 3:
Produce a Quarterly Report tracking action items and identifying new action items based on systems analysis, January 15, 2012; April 15,

2012; July 15, 2012; September 30, 2012. Due September 30, 2012

Strategic Initiative: Improved Runway Incursion Analysis Capability (CIP#:X01.00-00)

Design, develop and implement an improved runway incursion analysis capability.

Strategic Activity: Runway Safety Council (RSC) Implementation Plan

A thorough analysis of historical data will be conducted to identify the causes and circumstances leading up to each incident. This analysis will be followed with safety recommendations to reduce, mitigate or eliminate these situations. The RSC will review output from the RCAT and adopt a strategy to implement the recommendations and/or call for further study of an issue

Activity Target 1:

AFS will participate in and support Runway Safety Council meetings. Due September 30, 2012

Strategic Measure: Information Systems Security

Ensure no cyber security event significantly degrades or disables a mission-critical FAA system. FY 2012 Target: 0

Strategic Initiative: FAA Privacy Program

Protect FAA sensitive and individual privacy information from unauthorized disclosure.

Strategic Activity: Stabilize Information Assurance/Privacy Operations

Mature the Data Loss Prevention program and reduce the PII vulnerabilities throughout the FAA.

Activity Target 1:

Participate in remediation efforts with the Privacy office to monitor, track, and report remediation of personally identifiable information (PII) vulnerabilities identified during Data Loss Prevention (DLP)/Security scanning to ensure reduction rate occurs within risk collaboratively defined by AVS and the FAA CIO. Interim report dates are the same as the aSPIIrin cycle dates. Primary Owner: Tom Seberger, Lead Computer Specialist, Office of Qual, Integration, & Exec Srvs, IT Risk Management Branch AVS-001/AQS-270 (816-329-4078) Due September 30, 2012

Activity Target 2:

For those AVS National Systems without documented justification for the collection of SSN, develop a plan for the removal of SSN information from identified system(s). Primary Owner: William Henschel, IT Privacy Lead, Office of Qual, Integration, & Exec Srvs, IT Risk Management Branch AVS-001/AQS-270 (202-385-9517). Due September 30, 2012

Activity Target 3:

Complete the population of privacy related fields for all AVS National Systems as documented in their respective Privacy Threshold Assessments (PTAs), within the Agency's Data Reference Model. Primary Owner: Ramana Kasibhotla, Team Lead, Office of Qual, Integration, & Exec Srvs, Strategy & Planning AVS-001/AQS-220 (202-385-9523) Due September 30, 2012

Activity Target 4:

Complete documentation of all AVS National System data interfaces within the Agency's System Architect tool. Primary Owner: Ramana Kasibhotla, Team Lead, Office of Qual, Integration, & Exec Srvs, Strategy & Planning AVS-001/AQS-220 (202-385-9523) Due September 30, 2012

Strategic Activity: Ensure Privacy Program Compliance

Develop Privacy Program plans and controls and assess compliance.

Activity Target 1:

Support a privacy compliance review of an AVS National PII system or a privacy process. Due September 30, 2012

Activity Target 2:

Submit Privacy Threshold Analysis (PTAs) for all new and existing AVS National Systems. Submit updated Privacy Impact Assessment (PIA) documentation for those systems that change their use or collection of Personally Identifiable Information (PII). Due September 30, 2012

Core Measure: AVS Core Commercial Fatality Rate

Reduce the commercial air carrier fatalities per 100 million persons on board by 24 percent over 9-year period (2010-2018). No more than 6.2 in 2018

Core Initiative: Rulemaking

Issue all necessary rules in a timely manner.

Core Activity: Process Exemptions
Issue all necessary exemptions in a timely manner.

Activity Target 1:
With the exception of Petitions for Reconsideration, process 85% of exemption requests received since 6/3/11, within 120 days. Due September 30, 2012

Activity Target 2:
Grant, deny, or close out 90% of remaining petitions for exemption received through FY2011. Due September 30, 2012

Core Initiative: Systems Audit
Ensure continuous operational safety of the NAS by providing safety surveillance and oversight of the Air Traffic Organization.

Core Activity: Audits of ATC Facilities
Conduct system audits involving 15% of ATC facilities.

Activity Target 1:
Conduct risk-based audits of 50 ATC facilities. Due September 30, 2012

Core Activity: Audits of Technical Operations Facilities
Conduct system audits involving 15% of ATO facilities.

Activity Target 1:
Conduct risk-based audits of 10 Technical Operations ATO facilities. Due September 30, 2012

Core Initiative: Safety Surveillance, Oversight, Audits and Evaluations - Continued Operational Safety
Conduct all necessary surveillance, inspections, audits and evaluations to ensure that people, equipment, and organizations using the NAS meet minimum safety requirements.

Core Activity: National Flight Standards Work Program Guidelines
Report on the completion of the National Flight Standards Work Program Guidelines (NPG) required inspection items (R-items) and continually improve the NPG as a component of a comprehensive system safety strategy.

Activity Target 1:
Regions will complete 98% of all National Flight Standards Work Program Guidelines (NPG) required inspection items (R-items) for FY2012. Due September 30, 2012

Core Activity: Alcohol and Drug Testing
Conduct all necessary surveillance and inspections and all necessary audits and evaluations to ensure that people, equipment, and organizations using the NAS meet minimum safety requirements.

Activity Target 1:
Aviation industry random testing of safety-sensitive employees should result in no more than one percent (1%) positives for drugs and no more than one half of a percent (0.5%) violations for alcohol. (AAM-800) Due September 30, 2012

Activity Target 2:
Schedule and inspect a minimum of 1650 regulated aviation industry drug and alcohol testing programs for compliance with 14 CFR Part 120 and 49 CFR Part 40. Due September 30, 2012

Core Initiative: Certification - Commercial
Issue initial certificates indicating safety standards have been met.

Core Activity: Issue Initial Medical Certificates
Issue initial certificates in a timely manner indicating safety standards have been met.

Activity Target 1:
AMCD will sustain a rolling average CAMI Processing Time of 40 days or less for all priority examinations. Due September 30, 2012

Activity Target 2:
Develop and document a standardized medical certification training program for all Legal Instrument Examiners and Program Analysts. Due September 30, 2012

Core Initiative: Education and Training - AAM
Conduct necessary safety-related education and training.

Core Activity: Aeromedical Safety Training

Conduct necessary safety-related education and training.

Activity Target 1:
Provide aeromedical safety training to at least 2,150 commercial pilots/flight crewmembers. (AAM-400) Due September 30, 2012

Core Initiative: Guidance and Procedures Documents
Issue all appropriate guidance and approved procedures documents that provide techniques and methods to comply with rules. (Examples can include FAA Orders and Notices, Advisory Circulars, Handbooks, Job Guides, Papers/Certification Plans, Procedural Guidance Letters, Medical Guidance Letters, and Flight Inspection Policy)

Core Activity: Special Testing
Guidance and procedure for special testing.

Activity Target 1:
Conduct special testing (blitz, holiday, off-hour, and weekend) events as a part of random drug and alcohol testing. Eight regions (ACE, AEA, AGL, ANE, ANM, ASO, ASW, and AWP) will conduct 8 special testing initiatives (see above) each quarter for a total of 256 testing events. Each Service Area will be responsible for their regions meeting this goal. Due September 30, 2012

Activity Target 2:
Each Service Center will conduct a minimum of 18 Site Coordinator Training events per quarter with the exception of CAMI and Headquarters for a total of 216 training sessions. Due September 30, 2012

Core Initiative: Aerospace Medicine Research
Conduct research and development to investigate new methods, processes and materials that can increase safety.

Core Activity: Aerospace Medicine Research
Conduct research and development to investigate new methods, processes and materials that can increase safety.

Activity Target 1:
Review all fatal and high profile accidents to determine reporting accuracy of medical certification applications and provide insight on

possible corrective measures. Draft report to sponsor AAM. Due September 30, 2012

Activity Target 2:
In vitro adsorption of carbon monoxide and hydrogen cyanide in pooled blood. The study will evaluate effects of exposure of pooled blood to an atmosphere containing these primary combustion gases on their concentration in blood. Findings of this study would be useful in the investigation of aviation accidents involving fires by correctly interpreting the levels of carboxyhemoglobin and cyanide in blood collected from the victims exposed to these fire/smoke gases. Draft report to sponsor AAM. Due September 30, 2012

Activity Target 3:
Examine the prevalence of impairing medication and ethanol found in fatally injured pilots involved in homebuilt aircraft accidents. Draft report to sponsor AAM. Due December 31, 2011

Core Initiative: Human Factors Research
Successfully accomplish identified field and laboratory research projects related to organizational and human factors aspects of aerospace work environments.

Core Activity: Flight Deck Empirical Study
Conduct empirical studies on existing and proposed Head-Up and Head-Mounted displays to identify and document unique human factors issues (e.g., simulation-based usability evaluations.)

Activity Target 1:
Develop research plan, acquire Head-Up and Head-mounted displays to be evaluated and, where appropriate, prepare simulator for usability evaluations. Due September 30, 2012

Core Activity: ATCS Strategic Job Analysis
Conduct ATCS Strategic Job Analysis to identify changes in abilities and characteristics required under NextGen. Analyze proposed system capabilities and requirements to determine how controller work will change and infer abilities and characteristics required for use in controller recruitment and selection.

Activity Target 1:
Complete analyses of impact of NextGen mid-term (2017-2019) operational improvements, capabilities, technologies, and procedures on the abilities and other characteristics (aptitude, not demonstrated ATC-specific knowledge and skills)

to be assessed through controller recruitment and selection for ATCT, TRACON, and ARTCC. Due September 30, 2012

Core Activity: Management of Fatigue in Maintenance
Continue research and development of tools necessary for implementation of effective fatigue risk management program. Examine potential interventions at each level of business (e.g. frontline, mid-level, and senior management).

Activity Target 1:
Complete an operational handbook that outlines how to implement an FRMS in maintenance operations. The handbook will include access to existing FRMS tools and metrics for evaluation. Due December 31, 2011

Core Initiative: NTSB Safety Issues
Address the National Transportation Safety Board's identified issues.

Core Activity: National Transportation Safety Board (NTSB) Recommendations
AVS will continue to lead ongoing agency efforts to effectively address NTSB safety recommendations issued to the FAA.

Activity Target 1:
For FY 2012, action on 90 recommendations will be completed to the satisfaction of the Administrator. This is dependent upon program offices across the FAA. Due September 30, 2012

Core Initiative: CAST Implementation
Continue implementing Commercial Aviation Safety Team (CAST) initiatives.

Core Activity: CAST Safety Enhancement Implementation and Effectiveness
Track implementation of the identified Safety Enhancements for the US domestic air carrier fleet. Continue implementing commercial aviation safety team (CAST) initiatives and pursuing joint identification and analysis of safety issues within CAST.

Activity Target 1:
Implement 80% of FAA's FY12 outputs within the scheduled safety enhancements. Due September 30, 2012

Core Initiative: FAA Safety Recommendation Responses
Work within FAA to coordinate and prepare responses for FAA safety recommendations.

Core Activity: Work Within FAA to Coordinate and Prepare Responses for FAA Safety Recommendations
Coordinate with other lines of business the responses necessary for FAA safety recommendations.

Activity Target 1:
Provide, within 90 days, initial responses for 80% of FAA safety recommendations received from 7/1/11 through 6/30/12. Due September 30, 2012

Activity Target 2:
Respond to 86 recommendations that were issued prior to FY 2009 with at least an initial response. Due September 30, 2012

Activity Target 3:
Close 38 FAA Safety Recommendations that were received prior to CY2005. Due September 30, 2012

Activity Target 4:
Implement a process ensuring FAA Safety Recommendations are assessed for safety risk. Due January 31, 2012

Core Initiative: Data Analysis
Perform comprehensive reviews and develop strategies for design and production issues that identify risk and take action on preventive measures.

Core Activity: Composite Meeting
AVS Composite Meeting.

Activity Target 1:
Conduct the 1st Annual AVS Composite Meeting for policy managers and technical specialists. Due August 31, 2012

Core Activity: Icing Plan
FAA Icing Plan

Activity Target 1:
Issue the new FAA Icing Plan. Due August 30, 2012

Core Initiative: FISP Final Report: Integrated Safety Plan

Continue to implement a strategic plan to address the recommendations received from the Independent Review Team, the Special Certification Review Team, the Airworthiness Directive Review Team and others, including the OIG, and implement those actions scheduled for FY 2012.

Core Activity: Implement Integrated Safety Plan

Complete FISP final report for submission to AVS MT no later than December 31, 2011.

Activity Target 1:
Complete FISP final report no later than December 31, 2011. Due December 31, 2011

Core Measure: AVS Core General Aviation Fatal Accident Rate

Reduce the general aviation fatal accident rate to no more than 1 fatal accident per 100,000 flight hours by 2018.

Core Initiative: Safety Related Education and Training

Conduct necessary safety-related education and training.

Core Activity: General Aviation Education and Training

Conduct necessary safety-related education and training.

Activity Target 1:
Provide aeromedical safety training to at least 1,750 general aviation pilots. Due September 30, 2012

Core Initiative: GA Joint Steering Committee Implementation

Continue implementing General Aviation Joint Steering committee initiatives.

Core Activity: Reduce General Aviation Fatalities: Experimental Amateur-Built Aircraft

Support the objective of reducing the general aviation accident rate by focusing on flight standardization for certification, fleet characteristics, and provide recommendations for revisions to training and operations guidance.

Activity Target 1:
Develop a draft methodology and metrics to

validate the effectiveness of AC-90-109. Due April 30, 2012

Activity Target 2:
Finalize methodology and metrics to validate the effectiveness of AC-90-109. Provide report to AFS management. Due June 30, 2012

Activity Target 3:
Using the finalized methodology and metrics, develop a draft final report on the effectiveness of the Advisory Circular. Due September 30, 2012

Core Activity: Certified Flight Instructor (CFI) Forums

Lead FAA efforts in general aviation safety outreach and education through direction of the FAA Safety Team (FAASTeam).

Activity Target 1:
Conduct or participate in at least two Certified Flight Instructor (CFI) Forums with a focus on transformation strategies, including training. Due June 30, 2012

Core Activity: GA JSC Lead

Lead the General Aviation Joint Steering Committee (GA JSC).

Activity Target 1:
Based on the work of the Safety Analysis Team (SAT), present the mitigations for Loss of Control/Approach and Landing for GA JSC consideration. Due April 30, 2012

Activity Target 2:
Develop an AVS General Aviation Integrated Strategy Plan. Due January 31, 2012

Core Initiative: Night Vision Imaging System

Complete FY2011 Night Vision Imaging System (NVIS) action items as reported to the Office of Special Council (OSC).

Core Activity: Night Vision Imaging System

AFS and AIR subject matter experts (SMEs) will review NVIS action plan items and develop policies, procedures, and training to address the shortcomings identified in the action plan.

Activity Target 1:
Complete action items due in FY2012 as identified

in the Night Vision Imaging System (NVIS) Action Plan. Due September 30, 2012

Core Measure: AVS Core Delegation

Management of FAA's critically important Designee program includes the advancement of innovative delegation programs and overseeing of FAA approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Core Initiative: Oversee Designees

Oversee FAA approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Core Activity: Oversee Designees

Oversee FAA approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Activity Target 1:
Implement phase 1 of the Designee Management System (DMS) based on updated FY2011 service-specific designee policy. Due June 30, 2012

Core Activity: AME Training

Oversee FAA approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Activity Target 1:
1,000 Aviation Medical Examiners (AMEs) will receive mandatory refresher training. Due September 30, 2012

Core Measure: AVS Service/Office Core Business - Safety

This is the repository for AVS every day core business which is carried below core in Business Plan Builder.

Core Initiative: AVS Service/Office Core Business - Safety

This is the repository for AVS every day core business which is carried below Core in Business Plan Builder.

Core Activity: AFS Core Business - Safety

This is the repository for AFS everyday business conducted below AVS Core in Business Plan Builder.

Activity Target 1:
This is the repository for AFS everyday business conducted below AVS Core in Business Plan Builder. Due September 30, 2012

Core Activity: AVP - Core Business

This is the repository for AVP everyday business conducted below AVS Core in Business Plan Builder.

Activity Target 1:
This is the repository for AVP everyday business conducted below AVS Core in Business Plan Builder. Due September 30, 2012

Core Activity: AAM Core Business - Safety

This is the repository for AAM everyday business conducted below AVS Core in Business Plan Builder.

Activity Target 1:
This is the repository for AAM everyday business conducted below AVS Core in Business Plan Builder. Due September 30, 2012

Core Activity: AIR Core Business - Safety

This is the repository for AIR everyday business conducted below AVS Core in Business Plan Builder.

Activity Target 1:
This is the repository for AIR everyday business conducted below AVS Core in Business Plan Builder. Due September 30, 2012

Core Activity: AOV Core Business - Safety

This is the repository for AOV everyday business conducted below AVS Core in Business Plan Builder.

Activity Target 1:
This is the repository for AOV everyday business conducted below AVS Core in Business Plan Builder. Due September 30, 2012

Core Activity: ARM Core Business - Safety

This is the repository for ARM everyday business conducted below AVS Core in Business Plan Builder.

Activity Target 1:
This is the repository for ARM everyday business conducted below AVS Core in Business Plan Builder. Due September 30, 2012

Core Measure: AVS Core Safety Management Systems

In FY 2012, continue integrating SMS policy and guidance in all necessary LOBs. FY 2012 Target 4 LOBs.

Core Initiative: Safety Regulation and Certification SMS

Implement SMS for safety regulation and certification.

Core Activity: SMS Implementation Joint Strategy

Complete final AVS Implementation Plan.

Activity Target 1:
Complete Final AVSSMS Implementation Plan (Version 1) Due February 29, 2012

Core Activity: SMS Training

Provide training to AVS employees.

Activity Target 1:
All AVS employees (on board by the end of FY 2011) complete SMS Basics for Aviation Safety Course (course #FAA27000020). Due January 31, 2012

Core Initiative: Agency-wide SMS

Develop and implement agency-wide SMS guidance.

Core Activity: SMS Strategy

Finalize FAA SMS Implementation Plan and needed guidance.

Activity Target 1:
Complete final FAA SMS Implementation Plan. Due April 30, 2012

Activity Target 2:
Publish FAA Order 8040.4A, Safety Risk Management. Due April 30, 2012

Core Initiative: AIR SMS

This effort involves AIR's action to implement AVS SMS (SSP) requirements for Safety Assurance and Safety Risk Management in Aircraft Certification.

Core Activity: AIR Manufacturer SMS

AIR Manufacturer SMS.

Activity Target 1:
Complete pilot project with 6 additional participants. Due September 28, 2012

Core Activity: AVSSMS Implementation Plan

Implement AVSSMS Implementation Plan.

Activity Target 1:
Complete all FY 2012 AIR activities as outlined in the AVSSMS Implementation Plan. Due September 28, 2012

Core Activity: International Standard for Business Aircraft Operations (IS-BAO)

IS-BAO register and certify the Safety Management System, as mandated by the Inter-governmental Council on Aviation Policy (ICAP).

Activity Target 1:
Complete IS-BAO registration of the AIR Flight Program's safety management system. Due August 31, 2012

Core Measure: AVS Core Alaska Accident Rate

By the end of FY2019 reduce the Rate of Fatal and Serious Injury Accidents by 10% in 10 years.

Core Initiative: Fatal and Serious Injury Accidents

Initiatives to reduce the fatal and serious injury accidents in Alaska

Core Activity: The Fatal and Serious Injury Accidents Work Group

The AVS/Industry Fatal and Serious Injury Accidents Work Group will develop milestones and identify responsible stakeholders for implementation of target recommendations from the FSI report to reduce the risk of fatal and serious injury accidents in Alaska.

Activity Target 1:
Identify geographic areas in Alaska with concentrations of pilots involved in multiple accidents and enforcement actions. Target three communities for safety seminars ranked according to number of at-risk pilots identified. Due June 30, 2012

Activity Target 2:
Present Circle of Safety information to 80 Alaska Part 135 operators prioritized by number of daily operations with emphasis on weather hazards . Due May 31, 2012

Activity Target 3:
Incorporate Mountain Flying as special emphasis

for a minimum of three pilot safety seminars, one in each FSDO geographic area, throughout FY2012. Due September 30, 2012

Core Initiative: Safe Fuel Transport in Alaska

Establish aircraft certification standards that support the safe delivery of necessary fuel to remote villages in Alaska.

Core Activity: Airworthiness and Operational Standards

Define airworthiness and operational standards basis for Civil Small Airplane Fuel Tanker.

Activity Target 1:
Define the airworthiness and operational standards for FAA approval of a civil small airplane fuel tanker to be used in Alaska. Due July 2, 2012

Core Measure: Total Number of Runway Incursions

By the end of FY2013, reduce total runway incursions by 10 percent to 909 from the FY2008 baseline number of 1009.

Core Initiative: Total Number of Runway Incursions

By the end of FY 2013, reduce total runway incursions by 10 percent to 909 from the FY 2008 baseline number of 1009. FY 2012 Target: 939

Core Activity: 2% Total RI Reduction in FY 2012, 10% by FY2013

Total RI Reduction Goal to Reduce RIs by 10% over 5 years.

Activity Target 1:
Update the AVS Action Plan for reduction of pilot deviations based upon a review of the prior year's pilot deviations. A copy of the finalized action plan to be provided to AJS by 90 days after the new fiscal year has started. Due December 31, 2011

Activity Target 2:
Monitor and report monthly on the progress of the new Action Plan being implemented to AJS on status of pilot deviations throughout the year in the goal of reducing pilot deviations another two percent. Due September 30, 2012

Core Measure: Information Systems Security Strategic Plan

Implement the Information Systems Security Strategic Plan in conjunction with the FAA IT Strategic Plan. Meet all FISMA requirements for authorization, re-authorization, and/or self-assessments for FAA FISMA reportable systems. Test Contingency Plans and remediate system vulnerabilities as required. In FY2012 complete approximately 122 C&A Packages, 269 Contingency Plan Tests, and 164 Annual Assessments.

Core Initiative: Information Systems Security Certifications, Policy, Compliance, and Training

Support zero cyber security events that disable or degrade FAA mission critical LOB systems. Achieve 100% planned certifications. Mitigate risk by issuing ISS policy, ensuring compliance, and requiring ISS training. Achieve all targets listed in activities below.

Core Activity: Information Systems Security

Participate and contribute to agency security working teams in the development of agency information security plans. NOTE: Funding is provided by AIO.

Activity Target 1:
Complete the recertification of AVS National Systems due in FY12 prior to each system's anniversary date. Due September 30, 2012

Activity Target 2:
Complete the annual assessment of AVS National Systems due in FY12. Due September 30, 2012

Activity Target 3:
Review all open POA&M items, and complete those funded and due in FY12. Due September 30, 2012

Aviation Access

AVS plays an important supporting role in this area. The Air Traffic Organization oversees a majority of the activities for this goal area.

AVS' business plan supports initiatives such as: Arrival and Departure Rates, NY Operational Initiatives, LPV Procedures, and NextGen Implementation Plan.

Strategic Measure: Core Airports Throughput

Increase throughput at core airports by 12 percent to reduce delays by 27 percent using a 2009 operations baseline. FY 2012 Target: Finalize metric and Target

completion. FY 2012 Target: 90% within 10% variance of current baseline

Strategic Initiative: Arrival and Departure Rates

Conduct research to improve safety and increase throughput using wake turbulence monitoring, operational procedures, and controller tools.

Strategic Activity: Wake Turbulence Enhancement of Arrivals/Departures - Support

In FY2012, AFS will continue to support the initiative by participating in the research and in the development of the tools needed to assess the wake encounter risks of the enhanced wake mitigation separation standards, procedures and processes and ensure consideration of this initiative's research activities with their Closely Spaced Parallel runway Operations (CSPO) activities. AFS will identify opportunities where development of independent arrival solutions for Closely Spaced Parallel Runways (CSPRs) may build upon the research findings and safety assessment methods applied to this initiative's activities.

Activity Target 1:
Identify and evaluate findings from the Wake Turbulence Enhancement of Arrivals/Departures research initiative which have the potential to provide CSPO independent applications. Due August 31, 2012

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

Provide oversight of all activities related to implementation of NextGen in the NY Metro Area.

Activity Target 1:
Provide support to implement FY12 Delay Reduction Plan activities. Due September 30, 2012

Strategic Measure: Major System Investments

Maintain 90 percent of major system investments within 10 percent variance of current baseline total budget at

Strategic Initiative: NextGen Implementation Plan (CIP#:X01.00-00)

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

Strategic Activity: AVS NextGen Implementation Plan

Publish the NextGeneration Implementation Plan reflecting the agency and aviation community priorities.

Activity Target 1:
Working through the cross-agency workgroup, develop key messages and annotated outline for incorporation into the NextGen Implementation Plan for approval by FAA executives. Due October 14, 2011

Activity Target 2:
Working through the cross-agency workgroup, develop, review, and provide comments on draft 1 NextGen Implementation Plan. Due December 16, 2011

Activity Target 3:
Working through the cross-agency workgroup, develop, review, provide comments, and resolve comments on draft 2 NextGen Implementation Plan. Due February 6, 2012

Activity Target 4:
Publish NextGen Implementation Plan on FAA website thirty days after the President's budget submission. Due March 12, 2012

Strategic Measure: LPV Procedures

Ensure Localizer Performance with Vertical (LPV) or Localizer Performance (LP) procedures are available at 5,218 runways in the NAS by 2018. FY 2012 Target: 500

Strategic Initiative: Localizer Performance and Vertical Guidance (LPV) Procedures (CIP#:N12.01-06)

Develop and deploy Localizer Performance and Vertical Guidance (LPV) procedures at qualified general aviation airports on schedule.

Strategic Activity: Develop and publish Wide Area Augmentation System (WAAS) approaches.

Develop and publish Wide Area Augmentation System (WAAS) approaches.

Activity Target 1:
Submit Helicopter Localizer Precision Vertical (HLPV) Wide Area Augmentation System (WAAS) criteria to AFS-140 for final coordination. Due September 30, 2012

Core Measure: AVS Core Average Daily Airport Capacity

Continue to complete initiatives that will support a high level of Airport capacity. FY 2012 Target: AVS will successfully complete 80% of targets.

Core Initiative: Wake Vortex Encounter (WVE) Project

Develop a WVE Risk Matrix that can be used to adequately evaluate WVE risk associated with current and future NAS operations.

Core Activity: Wake Vortex Encounter (WVE) Project

Develop a WVE Risk Matrix that can be used to adequately evaluate WVE risk associated with current and future NAS operations in all segments of flight.

Activity Target 1:
Develop a WVE risk matrix to be used to evaluate the likelihood and severity of wake vortex encounters in the final approach segment of flight. This will include determining the threshold for operationally tolerable or acceptable wake vortex encounters. Due August 31, 2012

Activity Target 2:
Develop a plan to establish other flight segment and scenario specific risk matrices for WVE risk assessment. Milestone: Draft plan to be prepared and ready for comment by July 30, 2012. Due August 31, 2012

Activity Target 3:
Develop a plan to reasonably confirm or validate the risk matrix parameters and values to be used for WVE risk evaluations. Due August 31, 2012

Core Measure: 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 Initiative: Systems Safety Mgmt Transformation (CIP#:G07M.02-01)

This program provides research leading to a comprehensive and proactive approach to aviation safety in conjunction with implementation of NextGen capacity and efficiency capabilities. The implementation of these capabilities will require changes in the process of safety management, the definition and implementation of risk management systems, and management of the overall transformation process to ensure that safety is not only maintained but improved. A core foundation of the system safety transformation is the introduction of system-wide access and sharing of aviation safety data and analysis tools within the aviation community, providing safety resources that are integrated with operations of aviation industry stakeholders. Capabilities to merge and analyze diverse sets of aviation information will be provided to expose and track precursors to incidents/accidents, allowing safety analysts within the FAA and aviation industry to understand emerging risks before they become potential safety issues. This research also enables safety assessments of proposed NextGen concepts, algorithms, and technologies and provides system knowledge to understand economic (including implementation) and operational and performance impacts (with respect to safety) of NextGen system alternatives. A demonstration will be conducted at a National Level. System Safety Assessment working prototype that will proactively identify emerging risks as NextGen capabilities are defined and implemented.

Core Activity: System Safety Assessment (SSA)

This program provides research leading to a comprehensive and proactive approach to aviation safety in conjunction with the implementation of NextGen capacity and efficiency capabilities. The implementation of these capabilities will require changes in the process of safety management, the definition and implementation of risk management systems, and management of the overall transformation process to ensure that safety is not only maintained but improved. A core foundation of the system safety transformation is the introduction of system-wide access and sharing of aviation safety data and analysis tools within the aviation community, providing safety resources that are integrated with operations of aviation industry stakeholders.

Capabilities to merge and analyze diverse sets of aviation information will be provided to expose and track precursors to incidents/accidents, allowing safety analysts within the FAA and aviation industry to understand emerging risks before they become potential safety issues. This research also enables safety assessments of proposed NextGen concepts, algorithms, and technologies and provides system knowledge to understand economic (including implementation) and operational and performance impacts (with respect to safety) of NextGen system alternatives. A demonstration will be conducted at a National Level. System Safety Assessment working prototype that will proactively identify emerging risks as NextGen capabilities are defined and implemented. .

Activity Target 1:
Achieve a capability across all commercial aviation nodes to securely fuse data from public and non-public sources to expose and track precursors to incidents/accidents and allow better identification of emerging risks. Due September 30, 2012

Activity Target 2:
Conduct a software demonstration and analysis of an integrated baseline terminal model of operational improvements supporting RNAV/RNP and Collaborative Air Traffic Management to work towards proactively identifying emerging risks. Due September 30, 2012

Core Measure: AVS Core 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 Initiative: NextGen Integration & Implementation

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

Core Activity: Work Plan
AVS NextGen Work Plan.

Activity Target 1:
Issue update of the AVS NextGen Work Plan. Due April 30, 2012

Core Initiative: AVS NextGen Work Plan

This effort involves AIR's action to update the AVS NextGen Work Plan.

Core Activity: AVS Plan for NextGen
Annual update of the current AVS NextGen Work Plan.

Activity Target 1:
Complete all AIR FY2012 tasks defined in the AVS NextGen Work Plan. Due September 28, 2012

Core Measure: Enterprise Architecture and Technology Insertion

Implement and manage Enterprise Architecture and eGov technology insertion to meet FAA, DOT, and OMB requirements. In FY2012 update and submit the FAA Enterprise Architecture Roadmap to OMB and meet all special project IPv6 requirements and targets by August 31, 2012.

Core Initiative: Enterprise Architecture Conformance

Promote and manage enterprise architecture development and governance.

Core Activity: Enterprise Architecture (EA) Compliance
Enhance the FAA Enterprise Architecture to support IT Investment Management and Portfolio Management. Coordinate NAS and Non-NAS EA alignment where possible with common policy, procedures and tools.

Activity Target 1:
Provide Monthly review of AVS EA repository/compliance questionnaire response and artifacts. Due September 30, 2012

Activity Target 2:
Provide assistance to load AVS investment teams EA artifacts in the EA repository at each EA roadmap decision point. Due September 30, 2012

Core Activity: Enterprise Architecture (EA) Governance
Provide a Non-NAS Governance model and operational support for the development of architecture, configuration management, IT standards, and investment artifacts.

Activity Target 1:
Provide Quarterly Status of all investments for JRC program review packages at least three weeks prior to JRC schedule. Due September 30, 2012

Core Initiative: Enterprise Information Technology Transition

Develop and implement strategies and requirements for Federally mandated enterprise eGov and cyber security technology insertion projects.

Core Activity: IT Research and Development (R&D)

The agency will establish and manage partnerships with other Federal agencies and/or academia to leverage their cyber-security/IT research and development investments for the benefit of the FAA. These partnerships will focus on applied R&D, rather than basic research, to ensure that useful products, studies, and briefings are available for transition into the FAA in the near-term. The most important project for the next few years is the IPv6 transition.

Activity Target 1:
Participate monthly in the established "FAA IPv6 Working Group". Participation includes attending the meetings and disseminating the information as appropriate. Due September 30, 2012

Activity Target 2:
Update monthly servers/services implementation plan for AVS as identified in the "FAA FY 2012 Rollout Schedule". Provide data on a monthly basis. Due September 30, 2012

Global Collaboration

AVS plays an important supporting role in this area. The Office of Policy, International Affairs, and Environment oversees a majority of the activities for this goal area.

AVS' core business plan supports the International Leadership initiative.

Core Measure: AVS Core International Agreements

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

Core Initiative: International Leadership

Collaborate with other civil aviation authorities to enhance aviation safety globally.

Core Activity: Risk-Assessment Tool

Risk-assessment tool for bilateral partnerships.

Activity Target 1:
Develop a risk-assessment tool to monitor bilateral partnerships. Due July 1, 2012

Workplace of Choice

AVS and other FAA organizations provide important support roles, often directed by the Assistant Administrator for Human Resource Management (AHR)

AVS' business plan supports the Enable Innovation and Collaboration initiative in D2025 and several non-D2025, core business initiatives such as: AVS Critical Acquisition Program Management Processes, FAA Small Business Program, and Quality Management System.

Strategic Measure: FAA Ratings by Employees

The FAA is rated in the top 25 percent of places to work in the federal government by employees. FY 2012 Target: 71%

Strategic Initiative: Enable Innovation and Collaboration

Empower FAA employees to build new ideas, participate in conversations about their ideas and the ideas of others through online communities that enable innovation and collaboration.

Strategic Activity: FAA Idea Challenges

Launch, publish and communicate at least one corporately sponsored FAA Idea Challenge.

Activity Target 1:
Launch one Idea Challenge through IdeaHub. Due March 31, 2012

Activity Target 2:
Review all ideas submitted in response to the AVS selected challenge and communicate on IdeaHub those ideas deemed feasible for implementation. Due September 30, 2012

Core Measure: 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 four percent (4%) of the FAA workforce and provide training to 60% of all new Air Traffic Student hires. Develop new EEO training course that will meet agency needs to include a new training module on the EEO Program Order and create a library of EEO materials.

Core Initiative: Prevent Discrimination through EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training four percent (4%) of the FAA workforce.

Core Activity: Prevent Discrimination through EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training four percent (4%) of the FAA workforce.

Activity Target 1:
Partner with the Office of Civil Rights to provide training to at least 2% of the AVS workforce. Due September 30, 2012

Activity Target 2:
Partner with the Office of Civil Rights to provide training to an additional 2% of the AVS workforce for a total of 4%. Due September 30, 2012

Core Measure: Information Technology Optimization

Continuously improve the agency's infrastructure and applications through cost efficiencies, as well as increased performance and improved quality. Improve enterprise business services related to records management, directives, and forms. Successfully meet all activity measures for infrastructure governance and operations; applications governance and operations; IT cost savings/optimization; and enterprise business services.

Core Initiative: Infrastructure Governance and Operations

Manage enterprise infrastructure operations to identify and remediate Personally Identified Information (PII), assure efficient FAA-wide video teleconferencing, reduce employee user-ids and passwords, and lead aeronautical adaptation collaboration services. Continue the implementation of enterprise infrastructure services within an FAA IT shared service delivery model.

Core Activity: Support FAA Electronic Stewardship Activities

Support the agency's electronic stewardship initiative by facilitating quantifiable progress towards electronic stewardship activities identified in the FAA Strategic Sustainability Performance Plan (SSPP), as well as provide agency-wide data/metrics for various DOT/OMB/FEC reporting requirements.

Activity Target 1:
Support AIO in demonstrating quantifiable progress towards electronic stewardship activities in the FAA SSPP, as well as provide AIO with data/metrics for SSPP reporting purposes on an annual basis. Due September 30, 2012

Activity Target 2:
Provide AVS data/metrics on a quarterly basis for the DOT regulatory review. Interim due dates: 12/31/11, 3/31/12, and 6/30/12. Due September 30, 2012

Activity Target 3:
Provide AVS data/metrics biannually for the OMB scorecard: Interim due date: 6/30/12. Due September 30, 2012

Activity Target 4:
Provide AVS data/metrics for reporting to the FEC. Due September 30, 2012

Core Measure: Small Business Goal and Corporate Citizenship

Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship.

Core Initiative: FAA Small Business Program (CIP#:X01.00-00)

Support the FAA FY 2012 Small Business 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 if approved. Due July 30, 2012

Activity Target 2:
Attempt to award at least 25% of the total direct procurement dollars to small business. Due September 30, 2012

Core Measure: AVS Core Major Programs

This is the repository for the major programs that are being completed within AVS. FY12 Target: AVS will complete 80% of the initiatives successfully within this target.

Core Initiative: Quality Management System

Quality Management System.

Core Activity: Quality Management System

Maintain and improve the AVS Quality Management System (QMS) to meet the requirements of ISO 9001. The AVS Internal Audit Process requires an audit of 100% of the AVS S/O organizations/locations in the three year certification cycle.

Activity Target 1:
Implement the AVSMT-approved plan for revising the AVS CAR/PAR/NCR process. Due September 30, 2012

Core Initiative: AVS Critical Acquisition Program Management Processes

Implement and improve program management processes to remain within acquisition cost and schedule baselines.

Core Activity: Critical Acquisition on Schedule

Provide the management discipline and infrastructure for tracking, monitoring, and reporting program milestone completions for critical acquisition programs. These processes will be used to manage all programs that are reporting against the 90% Acquisition Goal.

Activity Target 1:
Achieve Regulation and Certification Infrastructure for System Safety (RCISS) initial operating capability for Mobile Toolkit Tablet Deployment 5. Due September 30, 2012

Activity Target 2:
Deploy ASKME-OSPi application into production. Due September 30, 2012

Activity Target 3:
Complete the Critical Design Review (CDR) for the System Approach for the Safety Oversight (SASO) automation Wave 3 and report the On Budget/On Schedule status each month until the target is complete. Due January 30, 2012

Activity Target 4:
Complete the Key Site Test and Evaluation for the System Approach for Safety Oversight (SASO) automation Wave 1 and report the On Budget/On Schedule status each month until the target is complete. Due June 30, 2012

Activity Target 5:
Complete the Key Site Test and Evaluation for the System Approach for Safety Oversight (SASO) automation Wave 2 and report the On Budget/On Schedule each month until the target is complete. Due September 30, 2012

Core Activity: Critical Acquisition on Budget

For FY2012, 90% of Acquisition programs are within 10% of CIP total funding amount: Track and report on Critical Acquisition Programs and provide the management discipline and infrastructure for monitoring critical programs and delivering products on schedule and on budget.

Activity Target 1:
Monitor, identify, and report monthly on established program budget activities. Due September 30, 2012

Core Initiative: AVS National IT Service Desk Enhancements

Enhance the centralized National IT Service Desk to act as the single point of contact to support requests from end users, as well as promote consistent desk-side support services across AVS.

Core Activity: AVS NSD Enhancements

Gain Approval from AQS Management in FY 2012 Draft Strategic Plan. Validate plans against the other FAA LOB plans to ensure that the AVS plans can be incorporated into the Shared Services Plans. Plan to validate may include improvements in the Incident Management Process, Problem Management Process, and comparisons against the Release Management Process

Activity Target 1:
Gain Approval from AQS Management on Draft Project and Strategic Plan for NSD Service Management. Due June 30, 2012

Activity Target 2:
Validate that the Contractor is meeting 100% of the SLAs by reviewing SLAs/Contracts and revising the existing contract as needed. Provide recovery/action plan, if necessary. Due March 31, 2012

Activity Target 3:
Evaluate the effectiveness of the current contract metrics used to assess the performance of the National IT Service Desk. Modify metrics if necessary. Perform an independent review of the current vendor contract and establish action plan based on outcome of validation and verification findings. Due June 30, 2012

Activity Target 4:
Conduct quarterly customer service reviews of the National IT Service Desk. Capture and track metrics and trends associated with feedback and take corrective actions, if needed. Due September 30, 2012

Core Measure: AVS Core Aviation Safety Organizational Health

This is the repository for the initiatives to show the health of our organization. FY12 Target: AVS will successfully complete 80% of these initiatives.

Core Initiative: AVS Wide Budget Execution System

Implement AVS-Wide Budget Execution System.

Core Activity: Lapsed Budget
The amount of unused Operations Appropriation dollars that expire on September 30, 2011.

Activity Target 1:
AVS will lapse no more than 0.20 percent of the FY2012 budget. Due September 30, 2012

Core Initiative: CAS/LDR
CAS/LDR

Core Activity: AVS LDR Measure
CAS/LDR

Activity Target 1:
Work with AOV and AVP to analyze the data for

the LDR codes to determine if changes or modifications are needed. Due September 30, 2012

Activity Target 2:
Begin working with ARM, ASA and AQS to analyze current code usage and begin an evaluation of potential consolidation or elimination of existing LDR codes. Due September 30, 2012

Core Initiative: Congressional Reports

Reports to Congress.

Core Activity: Congressional Reports
Reports to Congress

Activity Target 1:
Submit at least 90% of Reports to Congress to AGI on time. Due September 30, 2012

Core Initiative: Staffing Model

Develop a staffing model for all of AVS.

Core Activity: AIR/AFS Aviation Safety Inspectors
Create model simulation as well as maintain an AVS integrated staffing model for AIR and AFS Aviation Safety Inspectors (ASI).

Activity Target 1:
Create draft integrated simulation model for testing and provide integrated model simulation training by March 15, 2012. Due March 15, 2012

Activity Target 2:
Implement simulation for the AIR model by April 30, 2012. Due April 30, 2012

Activity Target 3:
Review and update AIR ASE staffing model by July 31, 2012. Review mid-year report and adjust system as necessary to support forecasting requirement. Due July 31, 2012

Core Initiative: AAM Budget Systems

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

Core Activity: AAM Budget Systems
AAM Budget Systems: AAM-100 is responsible for the planning, formulation, and execution of the AAM

budget that provides financial resources to support AAM missions.

Activity Target 1:
Ensure, through quarterly reviews, that AAM's end-of-year (EOY) is maintained within +3% of target, that the EOY level is at or above the EOY adjusted target, and that the EOY funding level is +/- .0025 of authorized allowance. Due September 30, 2012

Activity Target 2:
Conduct a minimum of four Internal Controls Audits in 2012 in accordance with AAM Order AM 1800.51B. Due September 30, 2012

Core Initiative: Legislative Proposal for Reauthorization
Work with the Administration, Congress, and stakeholders to develop and implement FAA reauthorization legislation.

Core Activity: FAA Reauthorization
Implement legislation as necessary for FAA's reauthorization.

Activity Target 1:
Implement FAA reauthorization legislation by dates consistent with the legislation implementation plan (LIP). Due September 30, 2012

Core Initiative: Customer Requirements Review - Action Plans
Review customer requirements annually and measure customer satisfaction more broadly for AVS services.

Core Activity: AVS ACSI Repair Stations Survey Action Plan
Develop and brief an action plan based on FY 2011 Repair Stations Survey results.

Activity Target 1:
Develop an action plan based on the FY 2011 Repair Stations Survey results and present recommendations to AVSMT. Due June 30, 2012

Core Activity: AVS ACSI Manufacturers Survey Action Plan
Develop an action plan.

Activity Target 1:
Submit an action plan to AVS-1 for improving

performance in targeted areas of the survey. Due March 30, 2012

Core Activity: AVS ACSI Air Carriers Survey Action Plan
Develop an Action Plan.

Activity Target 1:
Develop an action plan based on the FY 2011 Part 121 All Passenger Air Carrier Survey and present recommendations to the AVSMT. Due June 30, 2012

Core Activity: AVS ACSI Evaluation Plan
Evaluate methods used to collect data on services provided to AFS stakeholders.

Activity Target 1:
Develop an implementation plan based on the recommendations from the FY 2011 evaluation of survey tools. Due August 31, 2012

Core Initiative: Customer Requirements Review - Surveys
Review customer requirements annually and measure customer satisfaction more broadly for AVS services.

Core Activity: AVS ACSI General Aviation (GA) Pilots Survey
ACSI Survey conducted by AVS to gauge the satisfaction of GA pilots with AVS services.

Activity Target 1:
Conduct the General Aviation Pilot Survey and provide final survey results to AVSMT. Due September 30, 2012

Core Activity: AVS ACSI Commercial Pilot Survey
ACSI Survey conducted by AVS to gauge the satisfaction of Commercial Pilots with AVS services.

Activity Target 1:
Conduct the Part 121 All Air Transport Pilot (ATP) and Commercial Pilot Survey and provide final survey results to AVSMT. Due September 30, 2012

Core Activity: AVS ACSI Aviation Maintenance Technicians (AMT) Survey
Coordinate and provide support for the FY 2012 survey of aviation maintenance technicians (AMTs) to measure their level of satisfaction with FAA services

using the American Customer Satisfaction (ACSI) survey instrument.

Activity Target 1:
Conduct the AMT Survey and provide final survey results to AVSMT. Due September 30, 2012

Core Initiative: Finance and Management Investment Needs Evaluation (FAMINE)
Continue to review and create implementation plans based on AVS organizational program priorities.

Core Activity: Finance and Management Investment Needs Evaluation (FAMINE)
Continue to review and create implementation plans based on AVS organizational program priorities.

Activity Target 1:
Provide AVSMT with draft implementation plan for an initial list of items by December 31, 2011. Due December 31, 2011

Activity Target 2:
Provide AVSMT with draft implementation plans for second list of items by March 31, 2012. Due March 31, 2012

Activity Target 3:
Provide AVSMT with draft implementation plans for long-term items by July 31, 2012. Due July 31, 2012

Core Measure: AVS Core People and Labor
This is the repository for initiatives involving people and labor. FY12 Target: AVS will successfully complete 80% of these initiatives.

Core 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% of all new hires are individuals with targeted disabilities.

Core Activity: AVS Support DOT FY Goal that 3% of all New Hires Individuals with Targeted Disabilities
AVS will track and report monthly on actions taken to support the Secretary of Transportation's fiscal year goal that 3% of all new hires are individuals with targeted disabilities.

Activity Target 1:
Establish a partnership with a Persons With Disabilities (PWD) college to hire students with disabilities in the future if opportunities exist. Due September 30, 2012

Activity Target 2:
Conduct five training sessions for AVS Managers on hiring and accommodating persons with disabilities. Training sessions will be held in regions that contain 20 or more AVS managers. Due September 30, 2012

Activity Target 3:
Work with AHR to develop a vacancy announcement targeted to PWD. Due September 30, 2012

Core Initiative: Full-Time Employee Staffing
Maintain personnel staffing to meet organizational goals.

Core Activity: FTE Staffing
Sustain FTE staffing in AAM headquarters and regions.

Activity Target 1:
Maintain monthly on-board FTE goal of plus/minus three percent. Due September 30, 2012

Activity Target 2:
Develop three training briefings and deliver training to 30% of AAM managers and MPAs. Due September 30, 2012

Core Initiative: AVS Telework Program
AQS will research and report to the AVSMT on establishing an AVS Telework Policy and Program, will coordinate an AVS Integrated Project Team to design and implement the program, and report on the results.

Core Activity: Telework Program
Submit FY2011 AVS Telework study and support AVSMT decisions on the development of an AVS Telework Policy and AVS Telework Program Plan.

Activity Target 1:
Provide final report results of the AVS Telework Study and an implementation strategy for the establishment of an AVS Telework Program to the AVSMT. Due March 15, 2012

Activity Target 2:
Conduct an annual survey to gather data to allow

AVS to establish and maintain a database on the status of telework in AVS. Data gathered will include: employee eligibility for telework, employee notification on eligibility to participate in telework, employee participation in telework, and other information as determined by the AVSMT. Due June 1, 2012

Activity Target 3:
Validate use of Federal Personnel Payroll System (FPPS) to monitor and manage AVS teleworkers. Obtain FPPS report and distribute to telework coordinators for validation of telework agreements. Due August 31, 2012

Activity Target 4:
Submit AVS Telework Program Implementation Plan to the AVSMT for review and approval. This plan will include milestones and resource estimates. Due September 15, 2012

Activity Target 5:
Report corrections on FPPS report to Service Center by July 31, 2012. Due September 15, 2012

Core Initiative: AVS Employee Safety
AVS is committed to supporting initiatives, programs, and policies that improve agency-wide performance in employee safety and health in the workplace environment.

Core Activity: AVS Employee Safety
AVS 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:
Develop an abatement plan for hazards identified during facility inspections conducted on or before July 31, 2012, by the FAA Regional Occupational Safety, Health, and Environmental Compliance Resources (ROSHERS). Due September 30, 2012

Activity Target 2:
Conduct OSH program management evaluations of at least one Region using such measures as Policy, Leadership, and Worker Involvement in the OSH Program; OSH Roles, Responsibilities, and Accountability; Occupational Safety and Health Training; Inspection and Abatement Programs; and safety and Health Recordkeeping and Reporting. Due July 31, 2012

Core Initiative: AVS Leadership Development

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

Core Activity: AVS Leadership Development Compliance
Each FAA organization will report quarterly in Views the 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:
Generate quarterly reports of managers who have not completed the CME requirements and distribute to the training POCs. Due September 30, 2012

Core Initiative: AVS Training Program
AVS Training Program

Core Activity: AVS Training Program
AVS Training Program

Activity Target 1:
Implement AVS On-Boarding Program for new AVS employees. Due March 31, 2012

Activity Target 2:
Develop a professional development curriculum for non-supervisory AVS employees. Due September 30, 2012

Core Initiative: Recruitment
Develop targeted recruitment strategies for mission critical and hard-to-fill positions.

Core Activity: Recruitment Strategies
Develop targeted recruitment and outreach strategies for mission critical and hard-to-fill positions.

Activity Target 1:
Recruit ten percent of new hires in Safety Critical developmental positions or positions that lead to Safety Critical occupations. New Hires are defined as those employees entering duty into AVS. Due September 30, 2012

Activity Target 2:
Develop the Centralized Recruitment process to recruit for FG-12 or below/pay band equivalent for Series 861, Aerospace Engineers and FG-11, for

Series 1825, General Aviation and Air Carrier maintenance Inspectors. Due March 31, 2012

Activity Target 3:
Evaluate progress of the Centralized Recruitment Program and provide recommendations for improvement. Due September 30, 2012

Activity Target 4:
Enhance the Human Capital Tracking Tool (HCTT) system to accurately report the number of hires in Safety Critical developmental positions. Due March 31, 2012

Core Initiative: Timely Processing of Accountability Board (AB) Cases

Timely processing of Accountability Board (AB) cases.

Core Activity: Timely Processing of Accountability Board (AB) Cases

Timely processing of Accountability Board (AB) cases.

Activity Target 1:
Track AVS AB cases and assist the Accountability Board in ensuring that at least 85% of the AVS cases are completed by the resolution date. Due September 30, 2012

Activity Target 2:
Track AVS Other Matters and ensure that at least 85% of the matters are processed by the resolution date. Due September 30, 2012

Core Measure: AVS Core Communication

This is the repository for the initiatives associated with AVS Communication efforts.

Core Initiative: AVS Strategic Communications

Implement a strategic communication plan.

Core Activity: AVS Strategic Communications Program

AVS Strategic Communications Program

Activity Target 1:
Conduct at least 14 visits to AVS Field Offices. Due September 30, 2012

Core Activity: Field Policy Feedback

Review and assess the effectiveness of each Service/Office's process for soliciting and incorporating feedback from the field for newly developed or revised policies.

Activity Target 1:
Each Service/Office Directives Management Officer (DMO) verifies through one audit of that Service/Office's clearance records that policy documents are being sent to field offices, and comments are being obtained and incorporated. Due March 31, 2012

Activity Target 2:
Each Service/Office Directives Management Officer (DMO) produces a report that assesses the effectiveness of each Service/Office's process, including the use of coordination e-mail boxes, and identifies appropriate improvements. Due April 30, 2012

Core Measure: AVS Service/Office Core Business - Organizational Excellence

This is the repository for AVS Core Business which is carried below the strategic and core levels in business plan builder.

Core Initiative: AVS Service/Office Core Business - Organizational Excellence

This is the repository of AVS Core Business which is carried below strategic and core in the business plan builder.

Core Activity: AQS Core Business - Organizational Excellence

This is the repository for the everyday AQS core business that is carried below strategic and core in the business plan builder.

Activity Target 1:
This is the repository for the everyday AQS core business that is carried below strategic and core in the business plan builder. Due September 30, 2012

Core Measure: Acquisition Workforce Plan

Ensure FAA has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing and annually updating FAA's Acquisition Workforce Plan and training, developing and certifying

personnel in key acquisition disciplines. Publish annual update of FAA's Acquisition Workforce Plan by 30 September 2012. Track and analyze gains and losses and report to Acquisition Workforce Council monthly. Train, develop, and certify personnel in key acquisition disciplines, ensuring at least 95% of Acquisition Category (ACAT) 1 and 2 programs are managed by a level 3 certified program manager, 80% of Acquisition Category (ACAT) 3, 4, and 5 programs are managed by a program manager certified at Level II, and 80% of entry level contracting specialists achieve level 1 certification within 15 months of hire.

Core Initiative: Acquisition Workforce Planning and Development (CIP#:X01.00-00)

Ensure FAA has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing and annually updating FAA's Acquisition Workforce Plan and training, developing, and certifying personnel in key acquisition disciplines.

Core Activity: Support to Acquisition Workforce Plan

Train, develop, and certify personnel in key acquisition disciplines to ensure FAA has sufficient numbers of skilled acquisition professionals (current and pipeline) to successfully manage acquisitions

Activity Target 1:
95% of Acquisition Category (ACAT) 1 and 2 programs are managed by a level 3 certified program manager. Due September 30, 2012

Activity Target 2:
80% of Acquisition Category (ACAT) 3, 4, and 5 programs are managed by a program manager certified at Level II. Due September 30, 2012

Core Measure: 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 presented by NextGen.

Core 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:
Submit AVS data necessary for AJP to formulate the 5 Year NextGen Staffing Plan. This data will be submitted in a format distributed by AJP. Due June 30, 2012

Core Measure: AVS Core Aviation Safety Positions Workforce Plan

Maintain the aviation safety workforce within 1 percent of the projected annual totals in the Aviation Safety Workforce Plan.

Core Initiative: Safety Critical and Operational Support Staff

Track and analyze gains and losses among safety critical staff and operational support staff to maintain the appropriate level of staffing within budget limitations.

Core Activity: AVS Workforce Plan Annual Hiring

Coordinate and report on the initiative efforts to maintain the Aviation Safety Critical Staff within 3% on a monthly basis and 1% of the projected annual totals in the Aviation Safety Workforce Plan.

Activity Target 1:
Review and update the monthly staffing target for (April through August) based on mid-year hiring analysis. Due March 31, 2012

Activity Target 2:
Report progress on meeting AVS Workforce Hiring monthly targets. Due September 30, 2012

Core Activity: AVS Workforce Plan

Aviation Safety Workforce Report to Congress.

Activity Target 1:
Submit Aviation Safety Workforce Plan to AGI by January 31, 2012. Due January 31, 2012

Core Measure: ATC Positions Workforce Plan

Maintain the air traffic controller workforce within 2%, above or below, the projected annual totals in the Air Traffic Controller Workforce Plan.

Core Initiative: ATC Workforce Plan

Implement the hiring, training, staffing analysis, and management recommendations of the Air Traffic Controller Workforce Plan to support FAA's safety mission and meet external stakeholder requirements. Update and report annually on agency progress.

Core Activity: AVS (AAM) Support for ATC Hiring

Conduct and complete medical testing.

Activity Target 1:
AAM Regional Medical Offices will process medical exams within 20 days of receipt of a complete medical file and all on-board ATCS employees will receive a medical clearance within 30 days of receiving complete medical information by the Regional Flight Surgeon. Due September 30, 2012

Core Measure: 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.

Core Initiative: People with Targeted Disabilities Hires

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.

Core Activity: People with Targeted Disabilities Hiring

AVS 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.

Activity Target 1:
Report to ACR quarterly outlining actions taken to increase the workforce percentage of individuals with targeted disabilities. Due September 30, 2012

Activity Target 2:
AVS will work with ACR to develop a recruitment strategy plan that will increase the candidate pool of people with targeted disabilities. The plan will

provide training for managers and employees on how to sponsor targeted outreach events, recruit, hire and accommodate people with disabilities. Due September 30, 2012

Core Measure: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives in FY 2012. The FY 2012 Target: 90 percent of targeted savings.

Core Initiative: Cost Control Program

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

Core Activity: AVS Internal Program Reduction Cost Control Activity

AVS will reduce its costs on contracts, supplies, equipment, and travel through reduced purchases, vendor consolidation, and other means to avoid costs. AVS will provide Delphi reports quarterly (end of December, March, June, September) reflecting the YTD savings of the activities. The total cost avoidance for FY12 will be approximately $5,000,000.

Activity Target 1:
Achieve at least 90% of the projected $5,000,000 year end savings. Due September 30, 2012

Core 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.

Core Activity: AVS Efficiency Measure: Ratio of Safety to Non-Safety Labor Costs

AVS will report to ABA quarterly on safety-related labor costs as a percentage of total AVS labor costs. This measure will be used to track the amount of time spent on AVS' primary mission -- safety. The safety ratios will be monitored by executives. FY 2012 Target: 65% safety costs (Q1 and Q2) and 68% safety costs (Q3 and Q4).

Activity Target 1:
Report Quarterly (Q4 FY2011 and Q1-3 FY 2012) to ABA, within 30 days of quarter close, on the ratio of AVS safety to non-safety labor costs. Due September 30, 2012

Activity Target 2:
Provide updated FY 2013 measure template for
review and approval, allowing sufficient time to be
included in the FY 2013 Business Plan. Due May
31, 2012

Core Activity: AVS Efficiency Measure: Cost of Certification of Part 145 Repair Stations

AVS will track and report on the direct labor costs of
certification of foreign and domestic repair stations.
FY 2012 Target: $68,000 per repair station
certification.

Activity Target 1:
Report Quarterly (Q4 FY2011 and Q1-3 FY 2012)
to ABA, within 30 days of quarter close, on the
cost of certification of Part 145 repair stations. Due
September 30, 2012

Activity Target 2:
Provide updated FY 2013 measure template for
review and approval, allowing sufficient time to be
included in the FY 2013 Business Plan. Due May
31, 2012

Core Activity: AVS Efficiency Measure: Cost of Surveillance of Part 145 Repair Stations

AVS will track and report on the direct labor costs of
surveillance of foreign and domestic repair stations.
FY 2012 Target: $3,900 per repair station.

Activity Target 1:
Report Quarterly (Q4 FY2011 and Q1-3 FY 2012)
to ABA, within 30 days of quarter close, on the
cost of surveillance of Part 145 repair stations.
Due September 30, 2012

Activity Target 2:
Provide updated FY 2013 measure template for
review and approval, allowing sufficient time to be
included in the FY 2013 Business Plan. Due May
31, 2012

Core Measure: Support Open Government Initiative

Support the Open Government Initiative to Streamline
Service Delivery, Improve Customer Service (EO 13571),
and leverage technology to increase productive
collaboration with citizens, stakeholders and other
government agencies by launching FAA.gov/mobile,
including IdeaHub as a topic in at least two Town Hall or
all-hands meetings, and using Twitter and Facebook to
promote at least 3 FAA Safety related initiatives.

Core Initiative: Support Open Government Initiative

Support Open Government Initiative to make data
available, improve on-line services and increase
collaboration with citizens, stakeholders and
government agencies by launching at least 2 data sets
and/or social media sites to the public.

Core Activity: Support Open Government Initiative

Support the Open Government Initiative, the
President's Executive Order on Customer Service and
OMB's memo on Streamlining Service Delivery and
Improving Customer Service in leveraging technology
to make data available, improve web services
efficiencies and increase collaboration with citizens,
stakeholders and government agencies while
reducing duplicative efforts.

Activity Target 1:
Submit quarterly web progress reports to the FAA
Web Manager on the first business day following
the end of each fiscal quarter. Due September 30,
2012

Activity Target 2:
Ensure at least 95% of static information web
pages on the public and employee sites comply
with FAA web standards, policies, and
requirements, including those as agreed in the FY-
2012 Web Strategy and Action Plan. Due
September 30, 2012

Activity Target 3:
Based on guidelines submitted by AOC, create
short description content for each owned 2nd-level
web page at faa.gov. Due September 30, 2012

Activity Target 4:
Identify and submit to AOC Web Management at
least 2 areas of existing "evergreen" content, or
timely content, that could be used in external or
internal social media channel publication. Interim
date: 03/31/2012 Due September 30, 2012

Activity Target 5:
Identify to AOC Web Management two static areas
of FAA.gov that could be optimized for mobile
devices. Due March 31, 2012

Activity Target 6:
Provide AOC Web Management read-only access
to one database that would be useful and
meaningful as a web service. AOC will work with
AVS to determine usefulness and make a

recommendation for a specific database. Due September 30, 2012

Activity Target 7:
Within 3 weeks after the close of each quarter, prepare and deliver dashboards showing AVS public web data (i.e. visitor usage, email subscriptions, and customer satisfaction) for that quarter. Interim dates are January 11, 2012; April 14, 2012; July 14, 2012 Due September 30, 2012

Core Measure: Congressional Correspondence FAA Milestones

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS). DOT Congressional letters assigned to the FAA for response must be returned back to the Secretary of Transportation within 5 business days. 90% of all Congressional letters sent directly to the FAA must be responded to within 10 business days.

Core Initiative: FAA Congressional Correspondence Response

Per direction of the Secretary of Transportation, all Congressional letters sent to DOT must be answered within 30 days.

Core Activity: Response to Congressional Letters

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS).

Activity Target 1:
Respond to 90% of assigned Congressional letters sent directly to the FAA within 30 calendar days of entry into CCMS. Due September 30, 2012

Core Measure: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SO, will ensure that 30% of all EEO pre-complaint cases engage in the ADR process to reduce the number of formal EEO complaints.

Core Initiative: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SOs will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints.

Core Activity: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SOs will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints.

Activity Target 1:
Ensure that at least 30% of all EEO pre-complaint cases engage in the ADR process to reduce FAA formal EEO complaints. Due September 30, 2012

Sustain our Future

The Assistant Administrator for Policy, International Affairs, and Environment (APL) oversees a majority of the activities for this goal area. AVS and other FAA organizations provide important support roles, often directed by APL.

AVS' business plan supports the Unleaded Aviation Gasoline initiative in D2025.

Strategic Measure: GA Replacement Fuel

A replacement fuel for leaded aviation gasoline is available by 2018 that is usable by most general aviation aircraft. FY 2012 Target: 1 milestone

Strategic Initiative: Unleaded Aviation Gasoline

Continue working with the General Aviation community to find an unleaded replacement for 100LL aviation fuel that is usable by general aviation aircraft.

Strategic Activity: Avgas Transition
Transition to unleaded Avgas.

Activity Target 1:
Release a draft action plan for internal FAA-wide review to implement the recommendations of the Unleaded Avgas Transition Aviation Rulemaking Committee (UAT ARC). Due September 28, 2012

Core Measure: FAA Environmental Management Systems (EMS)

APL is leading the FAA in maintaining an effective Environmental Management System pursuant to Executive Orders 13423/13514 and developing the NextGen environmental framework. APL 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.

Core Initiative: FAA Environmental Management Systems (EMS)

APL is leading the FAA in maintaining an effective Environmental Management System pursuant to Executive Orders 13423/13514 and developing the NextGen environmental framework. APL 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.

Core Activity: AVS Support for EMS

AVS is committed to achieving and maintaining excellence and leadership in protecting the environment. AVS seeks to achieve its mission to promote aviation safety by developing effective means to sustain the highest level of aviation safety while incorporating environmental consciousness into its policy-making processes.

Activity Target 1:
Conduct internal EMS audit and management review and report status to AEE. Due June 30, 2012

Activity Target 2:
Work with AEE to complete a self-declaration audit. Report conformance status to AEE in accordance with FAA EMS Self-Declaration protocol. Due September 30, 2012

Activity Target 3:
Work with AEE to identify Greening Initiatives and NextGen-related environmental objectives that can be integrated into Environmental Management Plans, as appropriate. Due August 31, 2012