



**Federal Aviation
Administration**

Policy, International Affairs, and Environment

Fiscal Year 2012 Business Plan



FY2012 APL Business Plan

The Office of Policy, International Affairs, and Environment (APL) is FAA's policy office for broad-based, novel, and crosscutting policy initiatives. The office works to identify, develop, and resolve policy issues related to Next Level of Safety, Delivering Aviation Access through Innovation, Improved Performance through Global Collaboration, Workplace of Choice, and Sustaining our Future in an environmentally sound manner. This work requires outreach to domestic and international customers and stakeholders, extensive research and development efforts, data collection and analysis, economic analysis, and policy development. It also provides leadership to the agency's strategic policy and planning efforts, coordinates the agency's reauthorization before Congress, and is responsible for national aviation policies and strategies in the environment and energy arenas, including aviation activity forecasts, economic analyses, aircraft noise and emissions analyses and mitigation, environmental policy, and aviation insurance. The FAA through the Office of Policy, International Affairs, and Environment participates in international standards setting and harmonization activities in aviation transportation around the globe and engages in implementing programs that provide technical assistance for capacity building to developing countries. We are engaged in advancing U.S. transportation policy and advocating worldwide adoption of harmonized standards and global technical regulations (GTR) through participation in bilateral and regional forums or international organizations at the ministerial and working levels.

APL supports the Department of Transportation's (DOT) goals of Economic Competitiveness and Environmental Sustainability through multiple programs and projects designed to reduce aircraft noise and aviation emissions, minimize their impacts as well as increase fuel efficiency and to foster the continued development of competent civil aviation authorities worldwide to meet international standards. APL provides U.S. leadership on reducing global aviation's carbon footprint and working with the International Civil Aviation Organization's (ICAO) Committee on Aviation Environmental Protection (CAEP) and international partners exploring options for a new carbon dioxide emissions standard for aircraft. As more Americans travel worldwide, the development of competent civil aviation authorities has become a cornerstone for providing technical assistance, building capacity and transferring technologies for public benefit.

Next Level of Safety

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

support tools and innovative risk mitigation approaches throughout FAA programs and projects.

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

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: Critical Safety Rules

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

Activity Target 1:

Submit to OST 85% of the significant rules approved by the Rulemaking Council within 90 days of the scheduled date. Due September 30, 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 defined by the CIO. Interim report dates are January 20, 2012, March 3, 2012, May 12, 2012, July 2, 2012, September 8, 2012. Due September 30, 2012

Activity Target 2:

Implement LOB/SO data lifecycle reviews (e.g. reviewing the flow of PII from collection through destruction) of functions/sub-functions determined to be high risk due to a number of criteria including volume and sensitivity of PII held. Report status of milestone activities to the Privacy office. Interim dates are March 31, 2012, June 30, 2012. Due September 30, 2012

Activity Target 3:

Report status of enterprise activities to Reduce/Eliminate Social Security Numbers (SSNs) as detailed in the SSN Reduction/Elimination Plan. Due September 30, 2012

Strategic Activity: Ensure Privacy Program Compliance

Develop Privacy Program plans and controls and assess compliance.

Activity Target 1:

Participate in privacy compliance reviews of PII systems in accordance with approved plan. Develop a schedule to remediate identified vulnerabilities and ensure remediation activities are completed according to schedule. Report LOB/SO progress against schedule monthly to the FAA Privacy Compliance Officer Due September 30, 2012

Activity Target 2:

Participate in third party privacy controls evaluations for LOB/SO contractor operated systems in accordance with approved plan. Develop a schedule to remediate identified vulnerabilities and ensure remediation activities are completed according to schedule. Report progress against schedule monthly to the FAA Privacy Compliance Officer. Due September 30, 2012

Activity Target 3:

Complete 100% of all PTAs, PIAs and SORNs as required. Ensure PTA/PIA and SORNs are reviewed by the Privacy Office. Due September 30, 2012

Core Measure: Regulatory Evaluations

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

Core Initiative: Regulatory Analysis and Support

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

Core Activity: Economic Evaluations of Aviation Regulations

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

Activity Target 1:

At least 85% of the rules approved by the Rulemaking Management Council since 10/1/04 should be out of the agency no later than 90 days of the scheduled date. For a significant rule, out of the agency is when the rule is sent to the Office of the Secretary of Transportation (OST). For a nonsignificant rule, out of the agency is when the rule is issued. Due September 30, 2012

Activity Target 2:

Complete reviews of 14CFR parts as scheduled in the DOT Semi-Annual Regulatory Agenda as required by Section 610 of the Regulatory Flexibility Act. Due July 31, 2012

Activity Target 3:

Complete at least one post-review of a previously published regulation as required by statute. Due September 30, 2012

Core Activity: Develop standardized values and methodologies

Identify cost and benefit parameters used in FAA regulatory evaluations for which it is feasible and desirable to develop standardized values or methodologies for valuation.

Activity Target 1:

Document and publish in guidance document titled "Economic Values for FAA Investment and Regulatory Decisions, A Guide" at least one new or revised standard value or methodology. Due September 30, 2012

Activity Target 2:

Update commercial aircraft operating cost values. Due September 30, 2012

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

Strategic Initiative: Capacity-Enhancing Policies

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

Strategic Activity: NextGen Policy

Identify and work to resolve new and cross-cutting policy issues arising from NextGen plans.

Activity Target 1:

Coordinate identification, development of work plan, and implementation of work plan to resolve NextGen policy issues across the agency, with JPDO, and with aviation community. Develop policy, orders, regulations, or legislation associated with NextGen based on completed work. Due September 30, 2012

Strategic Activity: Congestion Management

Develop effective policies to enhance capacity and manage congestion where needed.

Activity Target 1:

Develop, analyze, and recommend policies to enhance capacity and manage congestion where needed, by working across the agency, with the aviation community, and with the Office of the Secretary of Transportation. Submit to the Administrator proposed rulemaking or other actions that address congestion management where needed. Due September 30, 2012

Strategic Initiative: NY Operational Initiatives

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

Strategic Activity: NY Operational Initiatives - Stakeholder Support

Provide support as required for activities related to implementation of NextGen in the NY Metro Area.

Activity Target 1:

Provide support to implement FY12 Delay

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: GA Joint Steering Committee Implementation

Continue implementing General Aviation Joint Steering committee initiatives.

Core Activity: GA Activity and Forecast Quarterly Update

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

Activity Target 1:

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

Activity Target 2:

Provide current FY GA activity estimate. Due March 31, 2012

Activity Target 3:

Provide current FY GA activity estimate. Due June 30, 2012

Activity Target 4:

Provide current FY GA activity estimate. Due September 30, 2012

Aviation Access

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

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

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: APL NextGen Implementation Plan

Publish the Next Generation Implementation Plan reflecting the agency and aviation community's 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

Core Measure: Aviation Industry Information

Forecast of overall demand for FY12 as measured by passengers enplaned is within 2% of actual passengers enplaned.

Core Initiative: Develop Forecasts

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

Core Activity: FAA Aerospace Forecast

Develop and publish an annual FAA Aerospace Activity Forecast.

Activity Target 1:

Publish the annual Forecast to 2032. Due March 9, 2012

Core Activity: Terminal Area Forecasts

Develop and publish Terminal Area Forecasts.

Activity Target 1:

Provide interim update to AJF for input into 2012 controller workforce plan. Due December 1, 2011

Activity Target 2:

Publish the Terminal Area forecasts. Due December 31, 2011

Activity Target 3:

Provide preliminary forecasts of operations for airports in FACT3 study that are consistent with TAF forecasts scheduled to be released in Dec. 2011. Due December 31, 2011

Activity Target 4:

Compare and document results from Origin - Destination based forecasting model to existing TAF forecasts. Due September 30, 2012

Core Activity: Aviation Forecast Conference

Manage and coordinate activities related to the Aviation Forecast Conference.

Activity Target 1:

No later than 1st quarter FY12, complete conference checklist activities (e.g., room reservation, initial speaker contact, etc.) Due December 31, 2011

Core Activity: Additional Aerospace Forecasts

Develop and publish additional aerospace forecasts, including ARTCC Forecasts and a Long Range Aerospace Forecast.

Activity Target 1:

Publish the ARTCC Forecast. Due January 31, 2012

Activity Target 2:

Publish the Long Range Forecast. Due September 30, 2012

Core Activity: ICAO Forecast Support

Develop forecasts as needed to support ICAO traffic forecast needs.

Activity Target 1:

Develop updated forecasts for North Atlantic Traffic Forecasting Group (NATTFG) and provide forecast support as needed. Due April 30, 2012

Activity Target 2:

Provide forecast support and expertise for work under CAEP9 activities as needed. Due September 30, 2012

Core Activity: Forecasting Support for AEE Environmental Programs

Support the AEE Environmental efforts.

Activity Target 1:

Provide forecasting support to AEE Environmental efforts as requested. Due September 30, 2012

Core Initiative: Aviation Statistics

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

Core Activity: Publish Aviation Statistics

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

Activity Target 1:

Publish US Airmen Statistics. Due September 30, 2012

Core Activity: Industry Trends and Operations Report(s)

Publish monthly report highlighting aviation industry traffic and revenue trends.

Activity Target 1:

Beginning in January, 2009, publish and distribute monthly report highlighting aviation industry traffic and revenue trends to internal Office of Aviation Policy, International Affairs and Environment (APL) and/or FAA customers. Report is to be

released by 25th of the following month Due October 28, 2011

Activity Target 2:

Publish and distribute quarterly report highlighting aviation industry traffic and revenue trends to internal Office of Aviation Policy, International Affairs and Environment (APL) and/or FAA customers. Due January 25, 2012

Activity Target 3:

Publish and distribute quarterly report highlighting aviation industry traffic and revenue trends to internal Office of Aviation Policy, International Affairs and Environment (APL) and/or FAA customers. Due April 25, 2012

Activity Target 4:

Publish and distribute quarterly report highlighting aviation industry traffic and revenue trends to internal Office of Aviation Policy, International Affairs and Environment (APL) and/or FAA customers. Due July 25, 2012

Core Initiative: Aviation Industry Consulting

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

Core Activity: Aviation Industry Information Requests

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

Activity Target 1:

Respond to agency customer requests for information and insights within one week. Due September 30, 2012

Core Measure: Aviation Insurance Program

Provide aviation insurance consistent with statutes and policies of the Department of Transportation (DOT) to participating air carriers no later than the effective date of each period of insurance. NOTE: All resources for this program come from the Aviation Insurance Revolving Fund and do not fall under any of the four FAA appropriations.

Core Initiative: Aviation Insurance Management

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

Core Activity: Aviation Insurance Program Management

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

Activity Target 1:

All policies will be issued no later than the effective date of the policies. Due September 30, 2012

Activity Target 2:

Policy reconciliation will be initiated within 90 days of receipt of reconciliation data from each air carrier. Due September 30, 2012

Activity Target 3:

Administer and settle any claims arising from the premium and non-premium insurance policies. Due September 30, 2012

approaches as requested by the ATO. Due September 30, 2012

Core Initiative: Policy and economic evaluation of airport plans

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

Core Activity: Airport benefit-cost analysis reviews

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

Activity Target 1:

Complete 85% of Benefit-Cost Analyses (BCA) within the timeframe agreed upon in Service Level Agreements (SLA). Due September 30, 2012

Core Measure: Benefit-Cost Analysis

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

Core Initiative: Infrastructure Investments

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

Core Activity: Benefit Cost Analysis of Recurring FAA Investments

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

Activity Target 1:

Complete timely and accurate Benefit-Cost Analysis (BCA) for contract towers and

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: SSE SD Operational Assessments G07M.02.02 (CIP#:G07M.02-02)

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

Core Activity: SSE SD Operational Assessments G07M.02-02

The Operational Assessment project focuses on three areas: Systems Analysis, Environmental Analysis, and Safety Assessments. In the Systems Analysis area, an initial concept of use has been developed and the stakeholder RTCA Trajectory Operations sub-work group has been formed under the RTCA ATMAC (Air Traffic Management Advisory Committee) Requirement and Planning Work Group.

This group is to deliver a Concept of Use for Trajectory-Based Operations by April 2010. This Concept of Use will form the starting point from which ATM requirements for trajectory modeling will be derived. The Environmental Analysis program enables NextGen by providing comprehensive NextGen local to NAS-wide environmental assessment of the aviation system, analyzing the benefits of environmental impacts mitigation options and providing the guidance on environmentally effective and optimally cost-beneficial solutions to reduce the environmental constraints that might otherwise hinder capacity increases. NextGen environmental analyses require that external forecasts of operations, such as the FAA Terminal Area Forecast (TAF), be combined with fleet technology assumptions to generate future year fleet and operations sequences. The plan is to develop a fleet and operations sequence (FOS) module that is leveraged for U.S. NextGen analysis and compatible with Aviation Environmental Design Tool (AEDT) Regional and Aviation Portfolio Management Tool (APMT) Economics analysis requirements. This would include compatibility with the FAA TAF U.S. city-pair structure; and, once completed, would support the FAA Aviation Environmental Tools Suite and other aviation analysis tools. This Safety Assessments project will continue to conduct system safety assessments, environmental-specific assessments, system performance evaluations, and risk management activities. This research will include initial NAS-wide assessment of methods to mitigate NextGen environmental impact and developing cost-beneficial options to support decision making. This research will also continue to explore integration of advanced performance assessment capability with NAS models for other NextGen programs.

Activity Target 1:

Generate the final reports for the User's Guide and technical transfer software for the Aviation Environmental Design Tool to enhance environmental assessment capability. Due September 30, 2012

Core Initiative: Environment & Energy, Environmental Management System (EMS) and Noise Reduction (CIP#:G06M.02-01)

Robust aviation growth could cause commensurate increases in aircraft noise, fuel burn, and emissions. Environmental impacts could restrict capacity growth and prevent full realization of NextGen. NextGen environmental goals are to reduce the system wide aviation environmental impacts in absolute terms notwithstanding the growth of aviation. The solution is to reduce the increased environmental impacts of aviation

through new operational procedures, technologies, alternative fuels, policies, environmental standards and market based options to allow the desired increase in capacity. The environmental and energy development efforts under this program will lead to assessment of solutions to reduce emissions, fuel burn, and noise towards achieving NextGen environmental goals. The effort specifically focuses on explorations, simple demonstrations as well as methods to integrate these environmental impact mitigation and energy efficiency options with the NextGen infrastructure in a cost-beneficial and verifiable manner. There are two environmental projects that support this program: Environmental Management System (EMS) and Environment and Energy. The EMS will manage, mitigate and verify progress towards achieving the environmental goals in an iterative manner based on planning, implementing, measuring the effects of, and adjusting solutions that are based on well-developed and demonstrated environmental impacts metrics. The EMS approach will allow optimization of advance options for noise, fuel burn, and emissions reduction to enable the air traffic system to handle growth in demand. Environment and Energy - Advanced Noise and Emission Reductions: This program will employ proven capabilities as well as NAS-wide implementation of mitigation solutions through advanced aircraft (both engine and airframe) technologies, alternative aviation fuels and improved environmental and energy efficient operational procedures. These are the keys to reduce significant environmental impacts while improving the energy efficiency of the system

Core Activity: Environment & Energy

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

Activity Target 1:

Develop and demonstrate NextGen aircraft technologies via the Continuous Lower Energy, Emissions and Noise (CLEEN) Program to better assess environmental impacts and develop mitigation strategies. Due September 30, 2012

Core Measure: Aviation System Performance Metrics (ASPM)

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

Core Initiative: Core Business Initiative: Maintain and Improve ASPM

In conjunction with stakeholders, identify improvements for ASPM.

Core Activity: Implementation of Data Quality Assurance Plan

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

Activity Target 1:

Identify and remedy problems with incoming data files in accordance with agreed upon processes and timelines. Due September 30, 2012

Core Activity: Implementation of Disaster Recovery Plan

Develop and Implement a disaster recovery plan.

Activity Target 1:

Evaluate various approaches to disaster recovery, including costs. Due September 30, 2012

Core Activity: Maintenance and enhancement of data for performance

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

Activity Target 1:

Complete online documentation for all modules in the new interface. Due September 30, 2012

Activity Target 2:

Modify existing modules to bring them to an update format in the new on-line interface. Due September 30, 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 LOB/SO EA repository/compliance questionnaire response and artifacts, as applicable or required. Due September 30, 2012

Activity Target 2:

Provide assistance to load LOB/SO 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. Note that all of APL's IT support and requirements are provided by ATO; IT technical expertise is not resident in APL.

Activity Target 1:

Provide Quarterly Status of all investments for JRC program review packages at least three weeks prior to JRC schedule, as applicable or required. Due September 30, 2012

Global Collaboration

The Office of Policy, International Affairs, and Environment (APL) works directly with International Civil Aviation Organization (ICAO) and other international bodies to further global harmonization of aviation standards and practices focusing on economics, forecasting, environment, and technical assistance. The U.S. is the largest contributor of technical and financial support to ICAO, in which authorities from 190 countries participate. Our office facilitates direct or indirect technical assistance to 150 countries around the world to help them improve their aviation systems. APL leads the expansion and coordination of all aspects of global outreach for the NextGen activities within FAA and around the world to harmonize standards and recommended practices for new technologies, enhanced procedures, safety and airport requirements, as well as environmental considerations.

Our collaboration with other countries fulfills the President's commitment to bilateral and multilateral cooperation and maintains a robust international program which is too extensive and important to be omitted. When

we promote U.S. best practices to further global transportation safety, we not only promote compliance with international safety standards but also foster multimode transportation practices that advance our mutual interest in a lasting economic recovery and a clean energy future.

Strategic Measure: World Aviation Accident Rate

World-wide fatal aviation accident rate declines 10 percent compared to 2010. FY 2012 Target: 0.556

Strategic Initiative: Promote Aviation Safety

Enhance aviation safety through the promotion of proven safety programs and procedures with civil aviation authorities, regional organizations, industry and other stakeholders.

Strategic Activity: Runway Safety

Promote runway safety in all regions and through ICAO.

Activity Target 1:

Develop at least six (6) runway safety activities. Due September 30, 2012

Activity Target 2:

Develop consolidated report on FAA-sponsored international runway safety activities. Due September 30, 2012

Strategic Activity: Safety Oversight

Provide services to support safety oversight activities in all regions and through ICAO, enhancing the capabilities of CAAs around the world.

Activity Target 1:

Participate in at least ten (10) safety oversight activities internationally. Due September 30, 2012

Activity Target 2:

Provide support and analysis to FAA regional offices on USOAP results, Accident/Incident Data Reporting (ADREP), ICAO Safety Fund (SAFE). Due September 30, 2012

Strategic Activity: Afghanistan and Iraq Technical Assistance

Provide aviation safety development assistance activities to the civil aviation authorities in Iraq and Afghanistan, through the Department of Transportation (DOT) Office of the Transportation Attachi (OTA).

Activity Target 1:

Identify and provide training to Kabul Air Traffic Controller/Technician, contingent on receiving third party funding. Due September 30, 2012

Activity Target 2:

In collaboration with FAA LOB's, support Afghan and Iraq Civil Aviation Authority (CAA) capacity building efforts (aviation safety with AFS). Due September 30, 2012

Activity Target 3:

Solicit and coordinate support from industry to establish Civil Aviation Training Institute in Baghdad. Due September 30, 2012

Strategic Activity: Regional Safety Oversight Organizations

Assist regional safety oversight organizations to build their capacities.

Activity Target 1:

In cooperation with the regional safety oversight organizations, identify, develop, and support at least four activities around the world. Due September 30, 2012

Activity Target 2:

Present FAA best practices during regional and ICAO meetings, FAA HQ visits, Senior Representative visits, and other opportunities as they present themselves. Due September 30, 2012

Activity Target 3:

Support API activities and ICAO through analysis and reporting of regional safety oversight organizations (RSOO) development and structure. Due September 30, 2012

Strategic Initiative: Enhance Aviation Infrastructures in Developing Countries

Partner with U.S. and international organizations to support aviation infrastructure in developing countries.

Strategic Activity: Enhance Aviation Infrastructures in Developing Countries

Facilitate ongoing or develop new programs within the regions to enhance aviation safety and efficiency programs and policies.

Activity Target 1:

In cooperation with FAA LOB's and external organizations, identify, develop, and coordinate at

least six (6) aviation safety and/or efficiency activities around the world. Due September 30, 2012

Activity Target 2:

Garner greater understanding and information for FAA of ICAO's Safety Collaboration Assistance Network (SCAN) and Fund for Aviation Safety (SAFE) and develop policy paper information for FAA executives and lines of business. Due September 30, 2012

Activity Target 3:

Generate options to leverage ICAO's SCAN and SAFE for international aviation development. Due September 30, 2012

Activity Target 4:

Research the wide-ranging donor community to determine if funding is available and the extent it is available for aviation programs. Due September 30, 2012

Strategic Initiative: Promote Global Standards and Regulations

Promote conformity and harmonization of international standards and regulations by engaging other aviation partners.

Strategic Activity: U.S. - EU Existing Agreements

Work with the European Commission and European Agencies to expand cooperation under the existing Agreements.

Activity Target 1:

In coordination with FAA LOBs, work with the EU and EU Agencies to identify and/or develop new Annexes and/or Appendices to both the U.S.-EU Agreement on Cooperation in the Regulation of Aviation Safety and the U.S.-EU Memorandum of Cooperation for civil aviation research and development. Due September 30, 2012

Activity Target 2:

In coordination with FAA LOBs, work with EU Member States to develop, amend or terminate, as appropriate, individual safety agreements to ensure consistency with the U.S.-EU Agreement on Cooperation in the Regulation of Aviation Safety. Due September 30, 2012

Activity Target 3:

In coordination with FAA LOBs and U.S. industry, work with the EU and EASA to resolve U.S. concerns regarding EASA fees and charges for

validation of U.S. products as appropriate within the framework of the U.S.-EU Agreement on Cooperation in the Regulation of Aviation Safety. Due September 30, 2012

Strategic Activity: ICAO Compliance - Continuous Monitoring Approach

Help ICAO member states understand and implement processes that will improve compliance with the new Continuous Monitoring Approach program.

Activity Target 1:

Through regional organizations and ICAO meetings, share FAA's approach to CMA. Due September 30, 2012

Activity Target 2:

Work with the governments of Iraq and Afghanistan to develop CMA compliance program, taking into consideration the political and economic limitations in both locations. Due September 30, 2012

Strategic Activity: U.S. Preparations - Continuous Monitoring Approach

Manage U.S. preparations for the evolution to Continuous Monitoring Approach program.

Activity Target 1:

Identify and train National Coordinator for CMA. Due September 30, 2012

Activity Target 2:

Participate in the Electronic Filing of Differences System (EFOD) Task Force. Due September 30, 2012

Activity Target 3:

Conduct EFOD validation and transition to comply with CMA timelines and rollout. Due September 30, 2012

Strategic Activity: BASAs and IPs

Facilitate AVS efforts to establish or expand BASAs and IPs

Activity Target 1:

Provide support to AVS on its BASA and IP expansion efforts. Due September 30, 2012

Strategic Activity: U.S. - Registered Aircraft

Promote regulatory oversight and operational roles for U.S.-registered aircraft operating outside the U.S.

Activity Target 1:

Support related activities within the regions. Due September 30, 2012

Provide in-country air navigation safety projects through joint FAA-CAA cooperation including regional groups.

Activity Target 1:

Develop and complete at least two (2) activities with international partners. Due September 30, 2012

Strategic Measure: NextGen Interoperability

40 percent of all commercial aircraft from the top 25 aviation states are using fully interoperable NextGen technologies and capabilities by 2018.

Strategic Activity: Cooperative Efforts and Implementation

Jointly identify, coordinate, and implement cooperative efforts with ATO.

Activity Target 1:

Support ATO with jointly identified activities. Due September 30, 2012

Strategic Initiative: NextGen Interoperability

Promote global interoperability by working with partners on research, validation and implementation of new concepts, systems and procedures.

Strategic Initiative: NextGen Technologies and Procedures

Foster public-private partnerships to maximize resources available to assist key countries and regional organizations to implement interoperable ATM technologies and procedures.

Strategic Activity: ICAO's Aviation System Block Upgrade Initiative

Work in partnership with the International Civil Aviation Organization (ICAO), the Single European Sky Air Traffic Management Research (SESAR) Joint Undertaking, and the other international partners to further develop and promote ICAO's Aviation System Block Upgrade initiative.

Activity Target 1:

Support FAA participation in the ICAO Future of Aviation Challenge Team (FACT) and Technical Team meetings. Due September 30, 2012

Activity Target 2:

Serve as a member to the ICAO Standards Roundtable, when in session. Due September 30, 2012

Strategic Activity: Public-Private Partnerships - Interoperable Technologies and Procedures

Work with U.S. industry, TDA, and other development organizations to encourage adoption of interoperable technologies and procedures in all regions.

Activity Target 1:

In collaboration with public-private partnerships, complete at least three activities around the world. Due September 30, 2012

Strategic Activity: ICAO's 12th Air Navigation Conference

Engage with international partners to coordinate and promote U.S. positions in support of ICAO's 12th Air Navigation Conference.

Activity Target 1:

Lead U.S. preparations for ANC/12 in September 2012. Due September 30, 2012

Activity Target 2:

Coordinate with international partners to harmonize positions ahead of ANC/12. Due September 30, 2012

Strategic Activity: NextGen Concepts, Technologies, and Procedures

Promote NextGen concepts, technologies, and procedures to other States through conferences, and coordinated outreach.

Activity Target 1:

Present FAA approach on NextGen components/benefits during regional and ICAO meetings, FAA HQ visits, Senior Representative visits, and other opportunities as they present themselves. Due September 30, 2012

Strategic Activity: Joint FAA-CAA Cooperation

Strategic Measure: Global Average Annual Fuel Efficiency

States representing 85 percent of international activity are taking actions to contribute to ICAO's 2 percent global annual fuel efficiency improvement goal by 2018.

Strategic Initiative: Global Environmental Sustainability

Work with regional and other international partners to reduce the aviation environmental footprint through improved ATM efficiencies, the adoption of advanced aviation technologies, including sustainable alternative fuels for aviation, and improved environmental data reporting to ICAO.

Strategic Activity: ICAO's Aspirational Goal of 2 Percent Global Fuel Efficiency Improvement

Encourage International Civil Aviation Organization (ICAO) Contracting States to develop and submit action plans to ICAO in support of the aspirational goal of 2 percent global fuel efficiency improvement per year by June 30, 2012.

Activity Target 1:

Encourage the 25 ICAO Member States with the most international aviation activity to submit their action plans. Due July 31, 2012

Strategic Activity: Environmental Outreach Activities

Present the U.S. position on aviation environmental concerns and encourage the adoption of U.S. aviation related environmental policies and practices, including the development and deployment of sustainable alternative fuels for aviation, by international aviation authorities, government policy-makers, and industry stakeholders.

Activity Target 1:

Conduct at least six (6) environmental outreach activities in all regions. Due September 30, 2012

Activity Target 2:

Develop or participate in at least three (3) programs to promote alternative fuels around the world. Due September 30, 2012

Core Measure: Agreement Coordination

Initiate agreement process within 30 days upon requests.

Core Initiative: Agreement Coordination

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

Core Activity: International Agreements

Prepare, negotiate, manage, and conclude international agreements for the FAA.

Activity Target 1:

Develop agreements for internal coordination within thirty days of receiving formal requests. Due September 30, 2012

Core Measure: Agreement Process Management

This core business function includes the management of FAA international agreements process.

Core Initiative: FAA International Agreement Process

Manage FAA international agreements process.

Core Activity: Manage FAA International Agreements Process

Manage FAA international agreements process.

Activity Target 1:

Manage pending agreements tracking tool, maintain templates and agreements library, and provide periodic status reports. Due September 30, 2012

Activity Target 2:

Manage Export Control review process, provide status reports, conduct training and outreach sessions. Due September 30, 2012

Core Measure: Manage International Outreach

Respond to customer inquiries for assistance and provide relevant information in a timely manner upon receipts of requests.

Core Initiative: Manage International Outreach

Coordinate the FAA's activities in regional and multilateral aviation organizations, including the International Civil Aviation Organization (ICAO). This core business function covers the activities of FAA Senior Representatives and API desk officers in providing diplomatic, representational, and program support of FAA's international activities, and fostering and maintaining relationships. Progress on these activities can be affected by any of the parties involved. (includes funding for Capital Cost-Sharing Program contributions to the State Department for all FAA overseas staff)

Core Activity: Policies and Programs - Aviation Safety Outreach

Advance U.S. policies and programs to international counterparts and industry around the world; report to FAA Headquarters on developments and evolving positions in other countries (includes funding for Capital Cost-Sharing Program contributions to the State Department for all FAA overseas staff).

Activity Target 1:

Provide at least twenty (20) outreach activities to advance U.S. policies. Due September 30, 2012

Core Activity: Policies and Programs - safety, efficiency, environment and airports

Advance FAA policies and programs to international counterparts and industry around the world; provide updates and briefing papers to Regional Director and Senior Representatives and API and APL management on developments and intelligence gathered from other countries.

Activity Target 1:

Present latest information and updates on FAA programs and policies on safety, efficiency, environment and airports during regional and ICAO meetings, FAA HQ visits, and other opportunities as they present themselves. Due September 30, 2012

Core Activity: Aviation Policies and Priorities

Liaise with international stakeholders to collaborate on aviation policies and priorities.

Activity Target 1:

Develop and implement communications strategy. Due September 30, 2012

Activity Target 2:

Conduct at least two (2) outreach activities. Due September 30, 2012

Core Activity: International Visitors Program

Manage International Visitors Program.

Activity Target 1:

Work with FAA LOBs and API regions to coordinate international visitor requests in accordance with FAA policy. Due September 30, 2012

Activity Target 2:

Monitor and update FAA visitor policies. Due September 30, 2012

Activity Target 3:

Provide periodic status reports. Due September 30, 2012

Core Activity: Aviation Leadership Development

Promote aviation leadership development in all regions.

Activity Target 1:

Identify and provide an initial list of developmental opportunities in all regions for FY 2013 candidacy. Due December 31, 2011

Activity Target 2:

Work with Department of State and FAA LOBs to identify and nominate candidates for the International Visitor Program (IVLP) and Voluntary Visitor Program (VVP). Due June 30, 2012

Activity Target 3:

Arrange at least eight (8) potential foreign aviation leadership programs from either a regional organization or country in the regions, contingent on the availability of appropriated funds. Due September 30, 2012

Core Activity: Executives International Travel Support

Prepare and support executives for participation at major events in all regions.

Activity Target 1:

Provide support to executives participating in approved activities. Due September 30, 2012

Core Measure: International Economic Policy

In preparation for upcoming APL/ANSEP panel meetings and workgroups, draft working papers, as appropriate, to ensure that the outcome of the panel meeting are

generally consistent with U.S. policy. Coordination of U.S. working papers and the relevant U.S. Position papers with industry stakeholders.

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

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

Core Activity: Economic counsel to ICAO representatives

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

Activity Target 1:

Provide inputs on assigned IGIA items within specified deadlines. Due September 30, 2012

Activity Target 2:

To the extent possible, ensure economic policies and guidance adopted by ICAO reflect U.S. views. Due September 30, 2012

Core Activity: Air Navigation Services Economics Panel and Airports Economics Panels (ANSEP/AEP)

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

Activity Target 1:

Attend panel meetings and lead formal coordination of U.S. position(s). Due September 12, 2012

Core Measure: Policy Development, Coordination, and Execution Implementation

Promote FAA recommendations and policies at key international venues each year.

Core Initiative: Global Strategic Analysis and Policy Development

Provide global strategic analysis and policy development on cross-regional and functional areas on international aviation issues.

Core Activity: International Aviation Policy and Programs

Working with LOBs and other USG agencies, develop, coordinate, and execute U.S. international aviation policy and programs. Represent FAA within DOT and with other agencies on international aviation matters.

Activity Target 1:

Identify current policy needs and strategic issues and conduct data gathering and analysis as appropriate. Due September 30, 2012

Activity Target 2:

Initiate intra-agency Subject Matter Expert (SME) teams, as needed, to formulate policy and guidance materials. Due September 30, 2012

Core Activity: ICAO Activities

Serve as the point of contact within the FAA for all ICAO related activities and the coordination point for all US government related ICAO activities.

Activity Target 1:

Advise API regions and lines of business in preparing for high-level regional meetings to advance consistent U.S. positions and align strategies across all regions. Due September 30, 2012

Activity Target 2:

Monitor U.S. involvement in all ICAO regional safety groups, COSCAPs, and in the regional offices. Due September 30, 2012

Activity Target 3:

Maintain the ICAO HQ and regional meetings calendar. Due September 30, 2012

Core Measure: Support ICAO

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

Core Initiative: Support ICAO

Coordinate FAA-wide efforts to support U.S. aims regarding ICAO global safety, efficiency, and environmental initiatives and programs.

Core Activity: Support ICAO's Initiatives and Programs

Coordinate FAA-wide efforts to support U.S. aims regarding ICAO global safety, efficiency, and environmental initiatives and programs.

Activity Target 1:

Manage ICAO Panel coordination. Due September 30, 2012

Activity Target 2:

Liaise between USG stakeholders and US Mission. Due September 30, 2012

Activity Target 3:

Communicate key outcomes from ICAO Meetings, Council, ANC, and technical meetings to FAA executives, lines of business, USG and industry stakeholders. Due September 30, 2012

Core Activity: Interagency Group International Aviation

Serve as the Secretariat of the Interagency Group on International Aviation.

Activity Target 1:

Manage USG international aviation policy coordination process. Due September 30, 2012

Activity Target 2:

Provide periodic reports to IGIA POCs. Due September 30, 2012

Activity Target 3:

Manage IGIA Automation System development and deployment. Due September 30, 2012

Activity Target 4:

Conduct training sessions for IGIA Automation to stakeholders. Due September 30, 2012

Workplace of Choice

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

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

Core Measure: Business Planning

Percentage of Business Planning customers completing the Spring survey rating Business Planning support at least at the "good" level. FY12 Target: 90.0%

Core Initiative: Business Planning

Manage the agency-wide business planning process.

Core Activity: Business Planning leadership

Lead development and updating of fiscal year specific business plans agency-wide.

Activity Target 1:

Develop and issue guidance, schedule for business planning cycles. Due September 30, 2012

Activity Target 2:

Work with lines of business and staff offices to perfect their organizational business plans. Due September 30, 2012

Core Activity: Budget to Performance Integration

Play critical role in integration of budget and planning agency-wide.

Activity Target 1:

Work closely with ATO and other budget to performance organizations to accelerate acceptance of new integrated processes. Due September 30, 2012

Core Measure: Strategic Plan Support

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

Core Initiative: Strategic Plan Support

In addition to activities that support specific Strategic Plan initiatives, support strategic planning and

management throughout the FAA and the Department of Transportation.

Core Activity: Strategic Plan Revision

Coordinate development and revision of Strategic Plans and coordinate Strategic Plan-related outreach to FAA employees and external stakeholders.

Activity Target 1:

Distribute revised Strategic Plan. Due September 30, 2012

Activity Target 2:

Initiate revision of Strategic Plan as requested by AOA-1. Due September 30, 2012

Activity Target 3:

If revision is initiated, conduct outreach to employees and stakeholders. Due September 30, 2012

Activity Target 4:

If revision is initiated, reach consensus on final decisions on goals, objectives, performance targets, and initiatives. Due September 30, 2012

Core Activity: DOT Strategic Plan

As FAA Performance Improvement Officer, work with DOT on strategic and performance planning; support the DOT Strategic Plan and the quarterly strategic reviews with S-2.

Activity Target 1:

Respond to DOT requests within scheduled deadlines. Due September 30, 2012

Core Activity: OSI and STI Support

Work with AHR to identify and apply STI criteria, evaluate all executives' proposed Short Term Incentive packages, and insure their linkage to the Strategic Plan. Develop the proposal for the Organizational Success Increase for FY 2013 and staff the Administrator in making his or her FY 2012 OSI determination. Note: These dates are dependent on dates set by AHR for STI updates.

Activity Target 1:

Help develop and validate STI and OSI criteria. Due September 30, 2012

Core Activity: Strategic Plan Change Requests

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

Activity Target 1:

Budget related changes (post enactment of agency budget or yearlong continuing resolution and notification to LOBs and SOs of final numbers) and non-budget related changes will be disposed of (approved, disapproved, request made for additional information) within 15 business days of submittal to APL. Due September 30, 2012

Activity Target 2:

Non-budget related Change Requests shall be processed within processing guidelines. Due September 30, 2012

Core Activity: Monthly Reporting of Progress

Coordinate monthly reporting and analysis of strategic activity across the agency and report findings to the Performance Subcommittee; Strategy, Budget, and Performance Committee; and Administrator's office as scheduled.

Activity Target 1:

Maintain the Performance Assessment Module (PAM) in the Business Plan Builder with staff training and software enhancements for reporting efficiency as required. Due September 30, 2012

Activity Target 2:

Collect and analyze findings of monthly progress. Create and distribute necessary reports each month. Due September 30, 2012

Core Measure: APO Customer Outreach

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

Core Initiative: Stakeholder Relationship Management

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

Core Activity: Management Advisory Council

Provide staff support and coordination for FAA advisory boards. Currently, the Management Advisory Council (MAC) provides general management and performance advice to the Administrator and the Air Traffic Services Committee (ATS) provides an

advisory function focused on the Air Traffic Organization.

Activity Target 1:

Staff meetings of both the MAC and the ATS, or other board as contained in any new FAA reauthorization, as directed by the FAA Administrator. This includes all aspects of meeting preparations, meeting conduct, and meeting follow-up. Due September 30, 2012

Core Activity: FAA Stakeholder Database

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

Activity Target 1:

Within timeframe agreed upon with requestor, provide customers stakeholder information for outreach activities. Due September 30, 2012

Activity Target 2:

Perform weekly updates as needed based on aviation industry personnel changes. Due September 30, 2012

Activity Target 2:

Initiate research in at least one area. Due September 30, 2012

Activity Target 3:

Review progress/results of research initiated in FY11 and FY12. Due September 30, 2012

Activity Target 4:

Submit research proposals to the Airport cooperative Research Program in accordance with ACRP deadlines. Due September 30, 2012

Activity Target 5:

To the extent possible, submit request for FAA RE&D funding for policy research topics. 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 and Legislation Implementation

Coordinate and develop agency reauthorization priorities. Provide analysis and technical assistance on draft legislative proposals as necessary. Monitor implementation of reauthorization as required by statute.

Activity Target 1:

For the next cycle beyond the current authorization period, develop new reauthorization priorities and proposals for the agency, coordinating internally and externally as needed. Provide analysis and technical assistance on Congressional legislative proposals as needed. Due September 30, 2012

Activity Target 2:

Monitor the implementation of legislation on current programs as necessary for FAA's reauthorization by dates consistent with the reauthorization legislation implementation plan. Due September 30, 2012

Core Measure: Funding Stability and Adequacy

Develop and analyze proposals for alternatives to current tax structures and funding sources. Reach out to the aviation community for their perspectives on alternative sources of FAA funding. Analyze forecasts of Trust Fund

Core Measure: Policy Initiatives

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

Core Initiative: Policy Initiatives

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

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

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

Activity Target 1:

Monitor legislative proposals; develop and coordinate responses internally and externally as needed; recommend actions according to specified deadlines. Due September 30, 2012

Core Activity: Research Agenda for Policy

Continue to utilize the research agenda for Policy.

Activity Target 1:

Identify and select topics for research. Due September 30, 2012

revenues and expenditures, and analyze Trust Fund receipts.

Core Initiative: Funding Stability and Adequacy

Develop and analyze proposals for alternatives to current tax structures and funding sources. Reach out to the aviation community for their perspectives on alternative sources of FAA funding. Analyze forecasts of Trust Fund revenues and expenditures, and analyze Trust Fund receipts.

Core Activity: Funding Stability and Adequacy

Develop and analyze proposals for alternatives to current tax structures and funding sources. Reach out to the aviation community for their perspectives on alternative sources of FAA funding. Analyze forecasts of Trust Fund revenues and expenditures, and analyze Trust Fund receipts.

Activity Target 1:

Develop, analyze, and coordinate FAA position on Trust Fund financing alternatives. Develop or update analytical tools to evaluate Trust Fund financing alternatives as needed. Develop legislative proposals as needed. Reach out to aviation community on alternative sources of FAA funding as needed. Due September 30, 2012

Activity Target 2:

Within 30 days of receipt of certification from Treasury Department, conduct variance analysis on actual Trust Fund receipts. Seek resolution of discrepancies with Treasury. Within 30 days of receipt from Treasury Department, analyze forecasts of Trust Fund revenues and expenditures. 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:

ACR will coordinate with the LOB/SOs to conduct EEO training. Due September 30, 2012

Activity Target 2:

ACR will conduct EEO training with regards to EEO responsibilities and appropriate behaviors to 4% of the FAA workforce. 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 agency's outreach and training to small business with special emphasis on disadvantaged, women-owned and service-disabled veteran-owned businesses. Due July 30, 2012

Activity Target 2:

Make best effort to award at least 25% of the non-research and development dollars to small businesses. Due September 30, 2012

Core Measure: APL Budget Coordination

Coordinate the APL 2013 Baseline Budget

Core Initiative: Coordinate the APL 2013 Baseline Ops Budget

Coordinate the AEE, APO, and API 2013 Baseline Ops Budgets

Core Activity: Coordinate the APL Baseline Ops Budget

Coordinate the APL baseline 2013 OPS Budget

Activity Target 1:

A notification will be sent via email to the management staff requesting new APL OPS initiatives for FY 2013. The initiatives should be returned within five business days to the executive staff for consolidation and review by the director of APL. Due May 1, 2012

Activity Target 2:

The finalized APL OPS initiative (as appropriate) will be entered into the business plan builder NLT 5 days following APL-1/2 approval Due September 30, 2012

Activity Target 3:

APL-10 will estimate PC&B and other object expenses to formulate the budget based on the tie number received from ABA. Due June 1, 2012

Activity Target 4:

A management meeting will be scheduled to discuss, review and approve the final version of the FY 2013 budget Due June 15, 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

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.

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:

Contribute to the DOT goal that 3 percent of all new hires are individuals with targeted (severe) disabilities by hiring one person with a targeted disability. 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: APL Entry Level Hiring Cost Control Activity

The Office of Policy, International Affairs, and Environment (APL) will evaluate each non-supervisory specialist vacancy as an opportunity to hire at the entry level provided hiring at the lower level does not reduce required customer services or diminish APL's ability to accomplish activities under Destination 2025.

Activity Target 1:

Achieve 90% of the projected \$60,000 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: APL Efficiency Measure: Staff Overhead Rate

APL's efficiency measure will be an APL-10 staff overhead rate, as a percentage of total APL labor costs. FY 2012 Target: 8%.

Activity Target 1:

APL will continue to report FY11 4th quarter results to ABA on its labor rate as a factor of the labor rate of APL. Due October 31, 2011

Activity Target 2:

APL will continue to report quarterly to ABA on its labor rate as a factor of the labor rate of APL. Due January 31, 2012

Activity Target 3:

APL will continue to report quarterly to ABA on its labor rate as a factor of the labor rate of APL. Due April 30, 2012

Activity Target 4:

APL will continue to report quarterly to ABA on its labor rate as a factor of the labor rate of APL. Due July 31, 2012

Activity Target 5:

Provide updated FY 2013 template for review and approval in time to be included in the FY 2013 Business Plan. Due May 31, 2012

efficiencies and increase collaboration with citizens, stakeholders and government agencies while reducing duplicative efforts.

Activity Target 1:

Update web strategy and action plans in writing to the FAA Web Manager and brief Web Council on the office plans. Due November 30, 2011

Activity Target 2:

Submit quarterly web progress reports to the FAA Web Manager. Due December 31, 2011

Activity Target 3:

Submit quarterly web progress reports to the FAA Web Manager. Due March 31, 2012

Activity Target 4:

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2012

Activity Target 5:

Submit quarterly web progress reports to the FAA Web Manager. Due September 30, 2012

Activity Target 6:

Certify to the Administrator in writing that 95 percent or more of web pages comply with FAA web standards, policies, and requirements including those outlined in the FY-2012 Web Strategy and Action Plan. Due September 30, 2012

Activity Target 7:

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 8:

Identify and submit to AOC Web Management at least 1 areas of existing "evergreen" content, or timely content, that could be used in external or internal social media channel publication. Due March 31, 2012

Activity Target 9:

Identify and submit to AOC Web Management at least 1 areas of existing "evergreen" content, or timely content, that could be used in external or internal social media channel publication. Due September 30, 2012

Activity Target 10:

All headquarters and regional web points of contact complete at least 2 sessions of web-related training during the fiscal year. Due September 30, 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

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:

ACR will provide each LOB/SO with a bi-annual report on their ADR participation. ACR will include best practices and suggestions on how to improve ADR participation. Due September 30, 2012

Activity Target 2:

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. Due September 30, 2012

Core Measure: Strategy, Budget, and Performance Committee

Manage the Strategy, Policy, and Performance Committee within the FAA governance process.

Core Initiative: Provide Staff Support to the Strategy, Budget, and Performance Committee

Manage the Strategy, Budget and Performance Committee so that it meets its broad mandate to set overall Agency strategy, establish policy and priorities, oversee planning and budgeting processes, and measure performance for the FAA.

Core Activity: Manage the agendas of the SBP and associated subcommittees.

Manage the agendas of the SBP and its associated subcommittees so as to facilitate identification,

discussion, and resolution of key strategic policy issues for the Agency.

Activity Target 1:

Develop and coordinate meeting agendas and identify necessary support materials. Due September 30, 2012

Activity Target 2:

Develop and/or coordinate issue papers and other supporting materials for meetings of the Committee and Sub-Committees. Due September 30, 2012

Activity Target 3:

Manage all logistics arrangements for the SB&P Committee and for Sub-Committees as needed. Due September 30, 2012

Core Measure: Management Staff Support

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

Core Initiative: Operational Support

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

Core Activity: Operational Support

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

Activity Target 1:

Respond to FAA managers and employees within 1 business day and provide accurate information about personnel, financial management, travel, and transportation issues. Due September 30, 2012

Activity Target 2:

Provide biannual reminders to FAA employees on international travel guidelines and provide periodic training and information sessions on foreign travel matters as required. Due September 30, 2012

Activity Target 3:

Forward all visa and passport applications for official travel within 1 day of receipt. Due September 30, 2012

Activity Target 4:

Develop all spending plans and cost estimates within established deadlines throughout FY 2012. Due September 30, 2012

Activity Target 1:

Conduct engine component tests of "drop-in" jet biofuel at a blend with Jet-A. Due September 30, 2012

Activity Target 2:

Conduct laboratory tests of other advanced "drop-in" jet biofuel blends. Due September 30, 2012

Core Measure: F&E Activity 5 Travel Funds

Initiative supports OSHA F&E projects shared with AHR and AEE.

Core Initiative: F&E Activity 5 Travel Funds

Initiative supports OSHA F&E projects shared with AHR and AEE.

Core Activity: F&E Activity 5 Travel Funds (12E.481A)

F&E Activity 5 Travel Funds (12E.481A)

Activity Target 1:

Monitor and Support Due September 30, 2012

Strategic Initiative: Sustainable Jet Fuel Deployment

Advance qualification and deployment of sustainable jet fuels through the Commercial Aviation Alternative Fuels Initiative (CAAFI).

Strategic Activity: Sustainable Jet Fuel Deployment

Advance qualification and deployment of sustainable jet fuels through the Commercial Aviation Alternative Fuels Initiative (CAAFI).

Activity Target 1:

Perform sustainability analysis for alternative jet fuels. Due September 30, 2012

Activity Target 2:

Assess progress towards fuels deployment based on Fuels and Feedstock Readiness Levels. Due September 30, 2012

Sustain our Future

The Office of Policy, International Affairs, and Environment (APL), seeks to advance aviation in an environmentally responsible and energy efficient manner. We will minimize noise and emission impacts on communities, reduce aviation's carbon footprint, invest in new technology, foster sustainable alternative fuels research, and advance other innovations that promote environmentally friendly solutions.

Strategic Measure: Renewable Jet Fuel

One billion gallons of renewable jet fuel is used by aviation by 2018. FY 2012 Target: Support for qualification certification for alternative fuels, and Government and Industry coordination.

Strategic Initiative: Sustainable Jet Fuel Development

Advance development of sustainable aviation jet fuels through the Continuous Low Energy, Emissions and Noise (CLEEN) program.

Strategic Activity: Sustainable Jet Fuel Development

Advance development of sustainable aviation jet fuels through the Continuous Lower Energy, Emissions and Noise (CLEEN) program.

Strategic Measure: Noise Exposure

The U. S. population exposed to significant aircraft noise around airports has been reduced to less than 300,000 persons. FY 2012 Target: 386000

Strategic Initiative: Research on Noise Characterization, Exposure, and Impacts (CIP#:X01.00-00)

Conduct research to characterize source level noise, its propagation and impacts as well as associated metrics; develop, validate and apply analytical tools to better understand interdependencies between noise, emissions and fuel burn efficiency and to provide the cost-benefit analysis capability necessary for data-driven decision making.

Strategic Activity: Research on Noise Characterization, Exposure, and Impacts

Conduct research to characterize source level noise, its propagation and impacts as well as associated metrics; develop, validate and apply analytical tools to better understand interdependencies between noise,

emissions and fuel burn efficiency and to provide the cost-benefit analysis capability necessary for data-driven decision making.

Activity Target 1:

Update COE strategic plan for aircraft noise research activities. Due January 31, 2012

Activity Target 2:

Advance understanding of health and welfare impacts of aircraft noise. Due September 30, 2012

Activity Target 3:

Enhance capabilities of aviation environmental tools to incorporate improved representation of aircraft noise. Due September 30, 2012

Strategic Initiative: Quiet Aircraft Technology and Operations

Mature quieter aircraft technologies and operational procedures.

Strategic Activity: Quiet NextGen Aircraft Technology and Operations

Mature quieter aircraft technologies and explore operational procedures.

Activity Target 1:

Conduct component and system level integration, testing and analysis of CLEEN noise reduction technologies. Due September 30, 2012

Activity Target 2:

Perform ground tests and demonstrations of CLEEN noise reduction technologies. Due September 30, 2012

Activity Target 3:

Perform assessment of NAS-wide benefits of noise reduction technologies. Due September 30, 2012

Activity Target 4:

Explore improved operational procedures and assess their noise performance benefits. Due September 30, 2012

Strategic Initiative: Aircraft Noise Policy and Standards

Develop policy and standards to reduce aircraft noise impacts.

Strategic Activity: Aircraft Noise Policy and Standards

Develop policy and standards to reduce aircraft noise impacts

Activity Target 1:

Assess noise level and impacts metrics and analyze potential policy implications. Due September 30, 2012

Activity Target 2:

Complete annual assessment of noise exposure. Due September 30, 2012

Activity Target 3:

Complete noise stringency analyses to support development of international noise standards. Due September 30, 2012

Activity Target 4:

Perform noise exposure analyses for NextGen aviation scenarios. Due September 30, 2012

Strategic Measure: Emissions Exposure

Aviation emissions contribute 50 percent less to significant health impacts and are on a trajectory for carbon neutral growth using a 2005 baseline. FY 2012 Target: TBD

Strategic Initiative: Research on Emissions, Impacts, and Fuel Burn Analysis

Conduct research to characterize source level emissions, their transformation and impacts as well as associated metrics; develop, validate and apply analytical tools to better understand interdependencies between noise, emissions and fuel burn efficiency and to provide the cost-benefit analysis capability necessary for data-driven decision making.

Strategic Activity: Research on Emissions, Impacts, and Fuel Burn Analysis

Conduct research to characterize source level emissions, their transformation and impacts as well as associated metrics; develop, validate and apply analytical tools to better understand interdependencies between noise, emissions and fuel burn efficiency and to provide the cost-benefit analysis capability necessary for data-driven decision making.

Activity Target 1:

Update COE strategic plan for aviation emissions research activities. Due January 31, 2012

Activity Target 2:

Advance characterization of aircraft emissions.
Due September 30, 2012

Activity Target 3:

Refine estimates of aviation emissions impacts.
Due September 30, 2012

Activity Target 4:

Enhance capabilities of aviation environmental tools to incorporate improved representation of aviation emissions. Due September 30, 2012

Activity Target 1:

Advance sampling, measurement and analyses techniques and procedures for aircraft emissions certification. Due September 30, 2012

Activity Target 2:

Conduct analysis to support CO2 standard. Due September 30, 2012

Activity Target 3:

Perform emissions impacts analyses for NextGen aviation scenarios. Due September 30, 2012

Strategic Initiative: Clean Aircraft Technology and Operations

Mature cleaner and more efficient aircraft technologies and operational procedures.

Strategic Activity: Clean NextGen Aircraft Technologies and Operations

Mature cleaner and more efficient aircraft technologies and operational procedures

Activity Target 1:

Conduct component and system level integration, testing and analysis of CLEEN emissions reduction technologies. Due September 30, 2012

Activity Target 2:

Perform ground tests and demonstrations of CLEEN emissions reduction technologies. Due September 30, 2012

Activity Target 3:

Perform assessments of NAS-wide benefits of CLEEN emissions reduction technologies. Due September 30, 2012

Activity Target 4:

Explore improved operational procedures and assess their fuel burn and emission reduction benefits. Due September 30, 2012

Strategic Initiative: Aviation Emissions Policy and Standards

Develop policy and standards to reduce aviation emissions health impacts.

Strategic Activity: Aviation Emissions Policy and Standards

Develop policy and standards to reduce aviation emissions and related health impacts.

Strategic Initiative: Sustainability of Jet Fuels

Quantify sustainability of aviation jet fuels.

Strategic Activity: Sustainability of Jet Fuels

Quantify sustainability of aviation jet fuels

Activity Target 1:

Perform sustainability analysis for alternative jet fuels. Due September 30, 2012

Activity Target 2:

Assess progress towards fuels deployment based on Fuels and Feedstock Readiness Levels. Due September 30, 2012

Strategic Measure: NAS Energy Efficiency

Improve NAS energy efficiency (fuel burned per miles flown) by at least 2% annually. FY 2012 Target: -14.00%

Strategic Initiative: Fuel Efficient Aircraft Technologies and Operations

Mature more fuel efficient aircraft technologies and operational procedures.

Strategic Activity: Fuel Efficient Aircraft Technologies and Operations

Mature more fuel efficient aircraft technologies and operational procedures.

Activity Target 1:

Conduct component and system level integration, testing and analysis of CLEEN fuel burn efficiency technologies. Due September 30, 2012

Activity Target 2:

Perform ground tests and demonstrations of

CLEEN fuel burn efficiency technologies. Due September 30, 2012

Activity Target 3:

Perform assessments of NAS-wide benefits of CLEEN fuel burn efficiency technologies. Due September 30, 2012

Activity Target 4:

Explore improved operational procedures and assess their fuel burn reduction benefits. Due September 30, 2012

Strategic Initiative: Aircraft Fuel Efficiency Policy and Standards

Develop policy and standards to enhance fuel efficiencies.

Strategic Activity: Aircraft Fuel Efficiency Policy and Standards

Develop policy and standards to enhance fuel efficiency.

Activity Target 1:

Complete annual fuel burn assessment. Due August 15, 2012

Activity Target 2:

Perform fuel burn analysis for NextGen aviation scenarios. Due September 30, 2012

Activity Target 3:

Explore metrics to measure and track aircraft fuel efficiency. Due September 30, 2012

Core Measure: Support for FAA Environmental Compliance for NEPA Review Processes

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

Core Initiative: Support for FAA NEPA Compliance

AEE provides expert guidance on the requirements of the National Environmental Policy Act, Environmental Statutes and Regulations; and related natural and

cultural resource issues. If not handled appropriately, these issues cause major delays to FAA projects.

Core Activity: Policy and Guidance Information for NEPA Compliance Support

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

Activity Target 1:

Submit draft FAA Order 1050.1F and Desk Reference to Agency for formal coordination and grid signature. This activity requires critical support from AGC, ARP, ATO, AVS, and AST. Due June 30, 2012

Core Activity: Policy Guidance Information for NEPA Compliance Support for NextGen

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

Activity Target 1:

Develop a NextGen NEPA Plan to communicate planned improvements in the way the FAA implements NEPA, consistent with federal law and regulations issued by the Council on Environmental Quality (CEQ). This activity requires critical support from AGC, ARP, ATO, AVS, and AST, including review and input to the plan. Due December 30, 2011

Activity Target 2:

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

Core Measure: Energy Management

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

Core Initiative: Implement elements of the FAA Greening Initiative and other sustainability and adaptation plans

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

Core Activity: Monitor and Report FAA Sustainability Performance

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

Activity Target 1:

Gather data from across FAA LOBs for FAA FY 2011 Annual Energy Management and Greenhouse Gas Report. Supporting LOBs/SOs/Centers: ATO, MMAC, ACT Due October 31, 2011

Activity Target 2:

Complete and submit FAA FY 2011 Annual Energy Management and Greenhouse Gas Report to DOT. Due March 30, 2012

Activity Target 3:

Respond to external sustainability performance reporting requests [e.g., Sustainability Reg Review Scorecard, Office of Management & Budget (OMB) Scorecard] by coordinating with FAA LOBs/SOs/Centers to gather and submit by requested due dates. Supporting LOBs/SOs/Centers: ATO, MMAC, ACT, AIO, ARC Due September 30, 2012

Core Activity: Provide guidance and coordinate FAA sustainability efforts

Provide guidance and coordinate FAA sustainability efforts

Activity Target 1:

Update the FAA Strategic Sustainability Performance Plan (SSPP) in accordance with guidance from the Department of Transportation and Presidential Executive Order 13514, Federal Leadership in Environmental, Energy, and Economic Performance. This item requires critical support from ATO, MMAC, ACT, AIO, ARC, AJA, ABU, ARP Due September 30, 2012

Core Measure: NextGen EMS

25% of large commercial airports, air carriers, and manufacturers have initiated a NextGen Environmental Management System by 2018 and all applicable FAA LOBs to initiate a NextGen EMS by 2018.

Core Initiative: NextGen EMS

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

Core Activity: NextGen EMS

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

Activity Target 1:

Hold Stakeholder workshop to obtain feedback on NextGen EMS from a cross-section of stakeholders. Due November 30, 2011

Activity Target 2:

Develop NextGen EMS communication information for outreach to airports, airlines, and manufacturers. Due September 30, 2012

Activity Target 3:

Coordinate a Collaborative Pilot study involving Airports, Airlines, and Manufacturers, as appropriate. Due July 30, 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.

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Activity Target 1:

Change AEE Environmental Management Plans to FAA Higher Tier EMPs. Integrate Greening Initiatives and other requirements of E.O. 13514 into FAA EMS. Due December 30, 2011

Activity Target 2:

Coordinate with FAA EMS POCs to identify Greening Initiatives and NextGen-related environmental objectives that can be integrated into Environmental Management Plans, as appropriate. Due August 31, 2012

Activity Target 3:

Conduct or oversee EMS External Audits and compile the AOA-1 EMS management review for FY-12. Due September 30, 2012

Activity Target 4:

Support and coordinate implementation of LOB EMSs at the field level by conducting steering committee meetings, developing, planning documents, coordinating individual LOB working groups, and providing training. Due August 31, 2012