



2014 ***ICAP Strategic Plan***

*General Services Administration
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1.1.1.1 Initiative Measurements of Success and Activities

Finally, the committee analyzed the initiatives to identify the measures of success and accompanying activities to drive each initiative to conclusion. The results, presented below reflect the ICAP consensus for 2014 strategic initiatives aligned by committee, pillar, and ICAP value with accompanying measures of success and activities.

Strategic Goal	Initiatives	Sub-Committee	Measure of Success	Action Item(s)	Supporting Value
Safety	Enhance safety and support for aging aircraft through Increased interaction and collaboration with DoD/FAA resources and committees.	AUD	<ul style="list-style-type: none"> • Publication of resource list and contacts. 	<ul style="list-style-type: none"> • Identify DoD committees or contacts that support various agency aircraft • Develop resource list of materials, contacts, and publications for agencies using DoD aircraft. 	Collaborate
	Research and monitor the capabilities of the civilian and government organizations which track aircraft movement. Examples include tail number blocking (ATO, FlightAware, etc.), new technologies (CPDLC, ADS-B)	UAS	<ul style="list-style-type: none"> • Publication of resource list and contacts to assist agencies understand and respond to new tracking technologies. 	<ul style="list-style-type: none"> • Continued market research • Clearinghouse for information • ID aircraft tracking resources • ID resources and issues with masking government aircraft. 	Collaborate
	Continuously improve the aviation safety programs within federal agencies	Safety Standards and Training	<ul style="list-style-type: none"> • # of current Gold Standards • # of ASOs trained • # of IS-BAO audits and ARMS surveys • Mishap rates 	<ul style="list-style-type: none"> • Review and update current manuals • Conduct ASO workshops • Conduct IS-BAO audits 	Support

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Strategic Goal	Initiatives	Sub-Committee	Measure of Success	Action Item(s)	Supporting Value
	Develop a comprehensive set of standards for government UAS programs in coordination with emerging FAA requirements, in the following areas: <ul style="list-style-type: none"> • Safety management • Airworthiness and registry • Operations, qualifications, training 	Safety Standards and Training	<ul style="list-style-type: none"> • Development of procedures/policies 	<ul style="list-style-type: none"> • Market research and analysis • ID agency needs • Develop procedures/policies • Work towards consensus around regulations 	Advocate/ Collaborate/ Support/ Influence
Stewardship	Enhance awareness and use of capital asset investment tools.	AUD	<ul style="list-style-type: none"> • # of users • Percentage of agencies using tools • Number of completed requests and success rate. 	<ul style="list-style-type: none"> • Establish baseline of use • Develop educational outreach programs (communication) • Surveys • Trainings • Conferences/seminars 	Support
	Review and justify inventory of agency non-operational aviation assets to accurately account for FAIRS inventory data.	AUD/MDS	<ul style="list-style-type: none"> • Accuracy in report of non-operational assets 	<ul style="list-style-type: none"> • Create Definitions • Update FAIRS • Monitor compliance with new definitions. 	Advocate
	Increase awareness and the use of exchange/sale authority in current budget environment.	AUD	<ul style="list-style-type: none"> • Increase in allowances/proceeds • Customer satisfaction 	<ul style="list-style-type: none"> • Develop baseline • Survey of awareness regarding exchange/sale • Provide training n process, tools, and benefits to people outside of ICAP committee • Collect success stories and best practices for marketing and distribution. 	Support

Strategic Goal	Initiatives	Sub-Committee	Measure of Success	Action Item(s)	Supporting Value
	Increase interagency collaboration by developing, maintaining, and sharing a library of best practices and resources through various communication portals.	Comms	<ul style="list-style-type: none"> Establishment of portal Member satisfaction 	<ul style="list-style-type: none"> Develop portal Monitor use Determine meaningful metric for gauging impact and interest (i.e. hits, posts, etc.) 	Collaborate
Policy Effectiveness	Develop a targeted marketing/communications strategy to expand the ICAP brand to key internal and external decision makers and stakeholders (especially during leadership transitions)	Comms	<ul style="list-style-type: none"> Increased awareness/exposure Signed documentation # of delivered presentations 	<ul style="list-style-type: none"> ID target audience – OMB ID success stories Develop briefings/presentations for use by ICAP members to educate specific agencies. Involve ICAP members Deliver specific ICAP agency presentations 	Influence
	Investigate and monitor the evolution surrounding the designation of State aircraft	SSTS	<ul style="list-style-type: none"> Library of information to advise agencies on options, trends, and issues. 	<ul style="list-style-type: none"> Agency communication Advise and consult 	Support
Management & Performance	Transition FAIRS to xml schema to enable agency systems to better communicate and evaluate data	Management Data and Systems	<ul style="list-style-type: none"> Successful transition Within budget constraints Within schedule (2016) 	<ul style="list-style-type: none"> Beta test successful completion Update query tools Trainings Marketing improvements Maintain security 	Support

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Strategic Goal	Initiatives	Sub-Committee	Measure of Success	Action Item(s)	Supporting Value
	Enhance internal ICAP knowledge management across the committees.	All	<ul style="list-style-type: none"> • Development of SOPs • Development of communications portal 	<ul style="list-style-type: none"> • Develop desktop SOPs • Initiate blog/forum 	Support
	Identify and monitor benchmarks and metrics that demonstrate the value of ICAP to federal agencies	Comms	<ul style="list-style-type: none"> • Favorable ratings • Survey participation ratings 	<ul style="list-style-type: none"> • Administer surveys • Establish metrics • Develop trends • Publish trends to ICAP members. • Incorporate relevant findings into the pertinent presentations. 	Collaborate

Figure 1. 2014 Strategic Initiative Plan

2. Impressions

2.1 Impressions

The ICAP has successfully demonstrated relevance to the federal aviation community and oversight agencies such as OMB and OGP. Based on the 2014 Strategic Plan, this should continue as ICAP identified, prioritized, and selected initiatives based on their value, impact, and executability.

ICAP Board members appear motivated to achieve their strategic initiatives. However, their ICAP roles are part time functions and some cross agency initiatives may be impacted by a lack of senior level engagement from participating agencies. The GSA staff supporting ICAP and facilitating committees have limited resources to track and monitor progress towards completing the strategic initiatives.

Since publishing the 2011 Strategic Plan, ICAP has succeeded in providing benefits to the entire federal aviation community through several ongoing initiatives – International Standard for Business Aircraft Operations (IS-BAO) and Gold Standard safety system programs, developing tools and advocating for increased Exchange/Sales of government aircraft, and updating FAIRS for usability and applicability.

Several new areas of emphasis were also noted. The Board recognized an increase of UAS operations without a corresponding framework for managing government owned and operated UAS. The Board acknowledged that ICAP could advocate for and assist with developing operating standards, certifications, and governance structures to help manage federal UAS policies.

2.2 Suggestions for Improvement

The following recommendations are provided for improving the ICAP strategic planning meetings:

- Hold meetings outside of DC near large federal aviation service provider facilities.
- Consider frequent teleconference/virtual meetings and interactions.
- Develop a SharePoint/communication site to share information.
- Increase senior level participation by acquainting new Senior Aviation Management Officials with ICAP.

2.3 Next Steps

The newly developed strategic initiatives are a starting point for the next several years. To maximize the opportunity to achieve the objectives, the following recommendations are provided:

- Assign the Strategic Initiatives and associated tasks to the appropriate working committee.
- Prioritize the initiatives and tasks.
- Develop a work plan and milestones for each initiative and task.
- Develop metrics or dashboard to monitor progress on each task and initiative.
- Hold regularly scheduled meetings with subcommittees to assess progress, roadblocks and opportunities.