



**Federal Aviation
Administration**

Policy, International Affairs, and Environment

Fiscal Year 2015 Business Plan



FY2015 APL Business Plan

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The Office of Policy, International Affairs, and Environment (APL) is FAA's policy office for broad-based, novel, and crosscutting policy initiatives. APL works to identify, develop, and resolve policy issues related to risk based decision making, delivering benefits through technology and infrastructure, enhancing global leadership, and empowering and innovating with the FAA's workforce. 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. APL also provides leadership to the agency's strategic policy and planning efforts and coordinates the agency's reauthorization before Congress. In addition, APL 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. Through the Office of Policy, International Affairs, and Environment, the FAA participates in international standards setting and harmonization activities in aviation transportation around the globe, as well as engaging in implementation of 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 Department of Transportation (DOT) goals of Economic Competitiveness and Environmental Sustainability, through multiple programs and projects designed to reduce aircraft noise and aviation emissions, minimize their impacts, and increase fuel efficiency, as well as 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 (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.

Make Aviation Safer and Smarter

APL assures that our policy and economic analysis programs support safety initiatives of the agency, both

domestically and internationally. The agency benefits from superior decision support tools and innovative risk mitigation approaches for programs and projects throughout FAA.

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 ensure that the flying public is able to travel as safely and efficiently abroad as they do at home.

Core Measure: Regulatory Evaluations

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). APO provides Regulatory Impact Analyses required in rulemaking.

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. Completion is contingent upon resource availability.

Activity Target 1:

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. Due September 30, 2015

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, 2015

Activity Target 3:

Complete at least one post-review of a previously published regulation as required by statute. Due September 30, 2015

Deliver Benefits Through Technology/Infrastructure

APL supports multiple programs and projects designed to reduce aircraft noise and aviation emissions, minimize their impacts, and increase fuel efficiency 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 ICAO's 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.

Strategic Measure: National Airspace System (NAS)

Lay the foundation for the NAS of the future by achieving prioritized NextGen benefits, integrating new user entrants, and delivering more efficient, streamlined services.

Strategic Initiative: Integrate New User Entrants/UAS

Safely and efficiently integrate new types of operations, such as commercial space and unmanned aircraft, into the NAS and enable the benefits these operations will provide.

Strategic Activity: UAS Rulemakings-APO Support

FAA is laying the groundwork to provide the ability to consistently and safely handle UAS in the NAS by creating a comprehensive UAS integration.

Activity Target 1:

Rulemaking Management Council approval of Application for Rulemaking (APP) for the next phase of UAS integration to include expanded operations. Due September 30, 2015

Core Measure: Average Daily Capacity

Maintain an average daily capacity for core airports of 59,122, or higher, arrivals and departures.

Core Initiative: NY Operational Initiatives

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

Core Activity: NY Operational Initiatives - Stakeholder Support

Provide policy oversight of activities related to implementation of NextGen at Core Airports.

Activity Target 1:

Provide support to implement FY15 Delay Reduction Plan activities. Due September 30, 2015

Core Measure: Noise

Reduce the number of people exposed to significant noise around U.S. airports in absolute terms, notwithstanding aviation growth, and provide additional measures to protect public health and welfare and our national resources.

Core Initiative: Noise Exposure

The U.S. population exposed to significant aircraft noise around airports has been reduced to less than 342,000 persons in calendar year 2014.

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

Conduct research and tool development to characterize source level noise, its propagation and impacts as well as associated metrics.

Activity Target 1:

Update FAA noise research plan. Due September 30, 2015

Activity Target 2:

Advance characterization of aircraft noise and its propagation. Due September 30, 2015

Activity Target 3:

Advance understanding of health and welfare impacts of aircraft noise. Due September 30, 2015

Activity Target 4:

Begin survey around 20 airports regarding

response to annoyance from aircraft noise. Due September 30, 2015

Core Activity: Activity: Aviation Environmental Tool Suite Development

Develop and validate the Aviation Environmental Tool Suite to better understand interdependencies between noise, emissions and fuel burn efficiency. This activity supports initiatives 15C.64A, 15C.65A, 15C.66A, and 15C.67A.

Activity Target 1:

AEDT 2b Release: the Aviation Environment Design Tool (AEDT2b) will be released with supporting documentation. AEDT2b has the capability to perform airport to NAS level integrated fuel burn, noise, and emission analyses. Due September 30, 2015

Activity Target 2:

Develop rapid fleetwide tools for assessment of environmental consequences. Due September 30, 2015

Activity Target 3:

Assess environmental benefits of new aircraft technologies, including those being matured in the CLEEN program, at the aircraft and fleet levels. Due September 30, 2015

Activity Target 4:

Enhance capabilities with the Aviation Environmental Tool Suite to capture the health and welfare impacts of aviation noise and emissions. Due September 30, 2015

Core Activity: Activity: Mature Quiet Aircraft Technology

Mature quieter aircraft technologies via the Continuous Lower Energy Emissions and Noise (CLEEN) Program.

Activity Target 1:

Initiate component and system level integration, testing and analysis of a new round of CLEEN technologies (CLEEN II) that reduce noise. Due September 30, 2015

Activity Target 2:

Perform ground or flight tests and demonstrations of CLEEN technologies that reduce noise. Due September 30, 2015

Core Activity: Explore Quiet Aircraft Operations

Mature quieter aircraft operational procedures.

Activity Target 1:

Explore operational procedures that can reduce noise and quantify their environmental benefits. Due September 30, 2015

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. This activity supports initiatives 15C.64A, 15C.65A, and 15C.66A.

Activity Target 1:

Develop elms training on FAA Order 1050.1F for FAA NEPA practitioners. Due September 30, 2015

Activity Target 2:

Complete posting and distribution of FAA Order 1050.1F and the 1050.1F Desk Reference by February 28. This requires support from AGC. Due February 28, 2015

Core Activity: Aircraft Noise Policy and Standards

Develop policy and standards to reduce aircraft noise impacts

Activity Target 1:

Complete annual assessment of noise exposure. Due September 30, 2015

Activity Target 2:

Final team concurrence on the Stage 5 noise certification NPRM. Due September 30, 2015

Core Activity: NextGen EMS

The Office of Aviation Policy, International Affairs and Environment (APL) will lead development of the NextGen Environmental Management System (EMS) Framework & Collaboration to identify and manage aviation-related environmental issues and enhance environmental collaboration among aviation stakeholders. This activity supports initiatives 15C.64A, 15C.65A, 15C.66A, 15C.67A, and 15C.67B.

Activity Target 1:

Test the NextGen EMS Stakeholder Collaboration

Program during FY15 and revise as needed. Due September 30, 2015

Activity Target 2:

Estimate future noise, emissions, and energy use for comparison to goals. Due September 30, 2015

Core Measure: Air Quality

Achieve a reduction of air quality impacts attributable to aviation.

Core Initiative: Air Quality Exposure

Aviation emissions contribute less to air quality impacts.

Core Activity: Research on Emissions Characterization and Air Quality Impact

Conduct research and tool development to characterize source level emissions, their transformation and impacts as well as associated metrics.

Activity Target 1:

Update FAA aviation emissions plan. Due September 30, 2015

Activity Target 2:

Advance characterization of aircraft landing and takeoff emissions, with an emphasis on particulate matter emissions. Due September 30, 2015

Activity Target 3:

Assess incremental health impacts due to U.S. aviation and perform emissions impacts analyses for NextGen aviation scenarios. Due September 30, 2015

Core Activity: Mature Clean Aircraft Technology

Mature cleaner and more fuel efficient aircraft technologies via the Continuous Lower Energy Emissions and Noise (CLEEN) Program. This activity supports initiatives 15C.65A, 15C.66A and 15C.67A.

Activity Target 1:

Initiate component and system level integration, testing and analysis of a new round of CLEEN technologies (CLEEN II) that reduce fuel burn and emissions. Due September 30, 2015

Activity Target 2:

Perform ground or flight tests and demonstrations of CLEEN technologies that reduce fuel burn and emissions. Due September 30, 2015

Core Activity: Explore Clean Aircraft Operations

Mature cleaner and more efficient operational procedures. This activity supports initiatives 15C.65A, 15C.66A and 15C.67A.

Activity Target 1:

Explore operational procedures that can reduce fuel burn and emissions, and quantify their environmental benefits. Due September 30, 2015

Core Activity: Aviation Emissions Policy and Standards

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

Activity Target 1:

Advance analyses that support particulate matter engine emissions certification standards. Due September 30, 2015

Core Measure: Climate

Limit the impact of aircraft CO2 emissions on the global climate by achieving carbon neutral growth by 2020 compared to 2005, and net reductions of the climate impact from all aviation emissions over the longer term (by 2050).

Core Initiative: Climate Impact

Aviation emissions are on a trajectory for carbon neutral growth using a 2005 baseline.

Core Activity: Research on Emissions Characterization and Climate Impact

Conduct research and tool development to characterize source level emissions, their transformation and impacts as well as associated metrics.

Activity Target 1:

Update FAA aviation emissions plan. Due September 30, 2015

Activity Target 2:

Advance characterization of aircraft cruise emissions, with an emphasis on particulate matter emissions. Due September 30, 2015

Activity Target 3:

Refine estimates of aviation emissions impacts on climate, with an emphasis on particulate matter emissions. Due September 30, 2015

Core Activity: Climate Policy and Standards

Develop policy and standards to reduce emissions that reduce aviation's impact on climate change.

Activity Target 1:

Advance analyses that support CO2 aircraft emissions certification standards. Due September 30, 2015

Core Activity: Framework to Reduce Aviation Greenhouse Gas Emissions

Support continued action in ICAO towards achievement of aspirational goals. Provide input towards development and further consideration of all elements of basket of measures to address aviation greenhouse gas emissions.

Activity Target 1:

Work with key aviation countries to support continued progress in ICAO, including actions on emissions agreed at 2013 ICAO assembly. Due September 30, 2015

Activity Target 2:

Advance analyses that support a global market based measure proposal for aviation. Due September 30, 2015

Core Measure: Energy

Improve National Airspace System (NAS) energy efficiency and develop and deploy alternative jet fuels for commercial aviation.

Core Initiative: Fuel Efficiency

Improve NAS energy efficiency by at least 1% annually.

Core Activity: Aircraft Fuel Efficiency Evaluation

Develop policy and standards to enhance fuel efficiency.

Activity Target 1:

Complete annual fuel burn assessment. Due September 30, 2015

Activity Target 2:

Test and improve metrics to measure and track aircraft fuel efficiency, taking into account the effects of aircraft technologies, NextGen operations, and alternative fuels. Due September 30, 2015

Core Initiative: Sustainable Jet Fuels

One billion gallons of sustainable jet fuel is used by aviation by 2018.

Core Activity: Research on Sustainable Jet Fuels

Conduct research and tool development to characterize the environmental and economic sustainability of alternative jet fuels.

Activity Target 1:

Update alternative jet fuels plan. Due September 30, 2015

Activity Target 2:

Conduct environmental and economic sustainability analysis for alternative jet fuels. Due September 30, 2015

Core Activity: Sustainable Jet Fuel Certification and Qualification

Advance certification and qualification of alternative jet fuels via ASTM International. This activity supports initiatives 15C.65A, 15C.66A and 15C.67B.

Activity Target 1:

Secure ASTM International approval of additional "drop-in" alternative jet fuel pathways. Due September 30, 2015

Activity Target 2:

Continue performance tests of additional "drop-in" alternative jet fuel pathways. Due September 30, 2015

Activity Target 3:

Assess potential to streamline ASTM International approval process. Due September 30, 2015

Core Activity: Advance Sustainable Jet Fuel Development and Deployment

Advance development and deployment of sustainable aviation jet fuels. This activity supports initiatives 15C.65A, 15C.66A and 15C.67B.

Activity Target 1:

Promote development and deployment of alternative jet fuel via interagency and industry coordination in the Commercial Aviation Alternative Fuels Initiative (CAAFI). Due September 30, 2015

Activity Target 2:

Issue National Alternative Jet Fuel Strategy. Due September 30, 2015

Core Measure: FAA Environmental Management & Sustainability

Provide expert guidance for environmental compliance of all applicable Regulations, Statutes, Executive Orders, etc. 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 Climate Adaptation Planning

Provide strategic planning for climate adaptation to support NextGen.

Core Activity: Climate Adaptation Planning

Provide strategic planning for climate adaptation.

Activity Target 1:

Respond to external adaptation reporting requests (e.g., reporting to OST and Contributing to the DOT Climate Adaptation Plan) by coordinating with LOBs/SOs as needed, and support LOB/SO resiliency planning, including coordination, participation in WGs, and research and evaluation of vulnerabilities and resiliency planning opportunities. Due September 30, 2015

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

Facilitate improved FAA performance on the OST Leadership in Sustainability Scorecard through communication, coordination, guidance, and other activities with LOBs/SOs. Provide guidance and coordinate FAA efforts to plan, implement, and document agency energy and environmental management activities to address national mandates. Target = 80% of OST tasking is completed on time.

Core Activity: Facilitate improved FAA performance on Leadership in Sustainability scorecard

Facilitate improved FAA performance on the OST Leadership in Sustainability Scorecard through communication, coordination, guidance, and other activities with LOBs/SOs. Target = 80% of taskings from OST are completed on time.

Activity Target 1:

Report FAA performance on the Leadership in Sustainability Scorecard on a quarterly basis, as requested by OST, and submit to OST FAA FY 2014 annual reports on GHG/Sustainability and Energy Management. This item requires critical support from ATO, ANG-E, AFN (including ACQ, ARC, AIO, and MMAC), AVS, and AHR. Due September 30, 2015

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, ANG (including ANG-E), AFN (including ACQ, ABA, AIO, ARC, and MMAC), ARP, AGC, AHR, AVS, and AST. Due September 30, 2015

Core Initiative: FAA Environmental Management System (EMS)

APL is leading the FAA in maintaining an effective Environmental Management System pursuant to Executive Orders 13423/13514 and providing technical direction, oversight and support to the FAA in meeting these EO and environmental goals. The FAA EMS Steering Committee is led by AEE and is composed of the appropriate LOB's and staff offices. AEE will develop FAA-wide training, and coordinate EMS performance reporting.

Core Activity: FAA Environmental Management System (EMS)

Maintain Environmental Management System and provide technical direction, oversight and support to the FAA

Activity Target 1:

Support and coordinate implementation of LOB EMSs, conduct or oversee EMS External Audits, and compile the EMS management review for FY-15. Due September 30, 2015

Core Activity: AST Support for EMS

AST seeks to protect and enhance communities and the natural environment affected by U.S. commercial space transportation launches and activities through adoption of industry best practices for environmental

protection and stewardship. AST intends to honor this commitment through maintenance and continual improvement of an environmental management system to support the growth of commercial space travel.

Activity Target 1:

Support the EMS Steering Committee to assist in the updates to applicable Orders, training, Environmental Management Plans, and Procedures as necessary. Due September 30, 2015

Activity Target 2:

Conduct internal EMS audits and management review, report status to AEE. Due August 31, 2015

Core Measure: Benefit Cost Analysis

Complete 80% 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 FAA Investments

Provide criteria and perform analysis of FAA investments in aviation infrastructure. Conduct contract tower, Instrument Landing System (ILS), radars and other analyses 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.)

Activity Target 1:

Complete studies of safety and efficiency benefits of low activity towers and finalize cost elements within 30 days of schedule. Due February 27, 2015

Activity Target 2:

Complete revision of benefit/cost criteria for visual air traffic services. This includes FAA towers and Federal Contract Towers. It may also include non-tower solutions. Due September 30, 2015

Activity Target 3:

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

approaches as requested by the ATO. Due September 30, 2015

Activity Target 4:

Complete reviews of Airport Benefit-Cost Analyses (BCA), as requested by the office of Airports. Due September 30, 2015

Core Measure: Policy Office Quality Management

Execute Quality Management Processes for Regulatory Analyses for agency Rulemaking projects.

Core Initiative: Quality Management for Regulatory Analyses

Execute Quality Management Processes for Regulatory Analyses for agency Rulemaking projects.

Core Activity: Execute quality management processes in APO-300

Execute Quality Management Processes for Regulatory Analyses for agency Rulemaking projects.

Activity Target 1:

Conduct data analysis, identify trends and implement changes/corrective actions as needed. Due September 30, 2015

Activity Target 2:

Conduct 2 audits to measure compliance against QMS policies and procedures. Due September 30, 2015

Activity Target 3:

Implement changes as needed to address audit findings. Due September 30, 2015

Activity Target 4:

Develop and implement one additional QMS process. Due September 30, 2015

Core Measure: Aviation Industry Information

Forecast of overall demand for FY15 as measured by passengers enplaned is within 1.5% 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) and support the agency's safety mission.

Core Activity: FAA Aerospace Forecast

Develop and publish an annual FAA Aerospace Activity Forecast out to FY2035 which forms the basis for NextGen requirements.

Activity Target 1:

Publish the annual Aerospace Forecast for FY 2015-2035. Due March 14, 2015

Activity Target 2:

Provide overview of Aerospace Forecast and Terminal Area Forecast to FAA headquarters staff. Due March 31, 2015

Core Activity: Terminal Area Forecast

Develop and publish Terminal Area forecasts.

Activity Target 1:

Provide interim update to ALA for input into 2014 controller workforce plan. Due December 5, 2014

Activity Target 2:

Publish TAF on internet. Due December 31, 2014

Activity Target 3:

Publish high and low scenarios for passengers and commercial operations for Core 30 airports. Due February 2, 2015

Activity Target 4:

Publish TAF Summary on internet. Due February 13, 2015

Core Activity: Additional Aerospace Forecasts

Develop and publish additional aerospace forecasts, including an Air Route Traffic Control Center (ARTCC) forecast.

Activity Target 1:

Publish the ARTCC forecasts. Due January 31, 2015

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, 2015

Activity Target 2:

Provide forecast support and expertise for work under CAEP10 activities as needed. Due September 30, 2015

Core Activity: AEE Forecast Support

Develop forecasts as needed to support AEE forecast needs.

Activity Target 1:

Develop extension of TAF or TAF-M forecasts out to 2050. Due December 31, 2014

Core Activity: Industry Trends and Operations Report(s)

Publish quarterly report highlighting aviation industry traffic and revenue trends.

Activity Target 1:

Publish and distribute quarterly reports by the following dates: November 5, 2014, February 13, 2015, May 7, 2015, August 5, 2015. The reports will highlight aviation industry traffic and revenue trends to internal Office of Aviation Policy, Planning, and Environment (APL) and/or FAA customers. Due September 30, 2015

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, 2015

Core Initiative: Development and Implementation of New Forecast Tools and Products

Develop Origin and Destination segment level passenger and operations forecasts for commercial domestic and international services in the NAS. Develop a tool to project future U.S. airline fleet as input to airport level fleet forecast.

Core Activity: Terminal Area Forecast Modernization (TAF-M)

Develop Origin and Destination segment level passenger and operations forecasts for commercial domestic and international services in the NAS.

Activity Target 1:

Provide documentation of TAF-M system including tutorial and user guide. Due March 31, 2015

Activity Target 2:

Increase the number of airports from 141 to 215 utilizing TAF-M methodology as basis for creating

passenger and commercial operations forecasts.
Due September 30, 2015

Core Activity: Fleet Forecast

Develop a tool to project future U.S. airline fleet as input to airport level fleet forecast.

Activity Target 1:

Provide documentation for a fleet forecast tool including tutorial and user guide. Due July 31, 2015

Activity Target 2:

Provide proposal for airport level fleet forecast. Due September 30, 2015

Core Initiative: Develop Standardized Values and Methodologies

Update "Economic Values for FAA investment and Regulatory Decisions, A Guide." (Economic Values) Completion is contingent upon resource availability.

Core Activity: Develop Standardized Values and Methodologies

Update "Economic Values for FAA investment and Regulatory Decisions, A Guide." (Economic Values) Completion is contingent upon resource availability.

Activity Target 1:

Establish an organizational framework for a proposed update to Economic Values; identify new material for inclusion in future updates; Update Economic Values as funding becomes available. Due September 30, 2015

Core Activity: Quality Control Develop Standardized Values and Methodologies

Reproduce and verify accuracy of updated Economic Value information as it becomes available.

Activity Target 1:

APO-100 staff will reproduce and verify the accuracy of updated Economic Value information as it becomes available from the contractor. Due September 30, 2015

Core Measure: 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 Initiative: 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).

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:

Obtain authority to provide aviation insurance coverage for commercial air carrier service as required Due September 30, 2015

Activity Target 2:

Issue all policies of insurance before prior to the expiration date, to ensure carriers have insurance in force Due September 30, 2015

Activity Target 3:

Complete 95% of policy reconciliations within 150 days of receipt of reconciliation data from each carrier Due September 30, 2015

Activity Target 4:

Make determination and initiate payments of claims arising from the premium and non-premium insurance policies within 90 days of receiving the Proof of Loss. Due September 30, 2015

Activity Target 5:

Initiate discussion and review the potential for realignment of the non-premium aviation insurance war risk program to USTRANSCOM. Due March 31, 2015

Activity Target 6:

: Effect enactment of a legislative proposal or other action for the Aviation War Risk Insurance program that will significantly reduce the financial risk assumed by the U.S. Government; and fully implement the required revisions to the existing FAA War Risk Program Due September 30, 2015

Core Measure: NextGen and Emerging Policy Issues

Timely and high-quality support to senior management and stakeholders in monitoring and developing cross-agency policies, including but not limited to NextGen and emerging policy issues.

Core Initiative: Develop Cross Cutting Policies

Develop cross-cutting NextGen and emerging aviation and commercial space policies as needed, working across the agency, and with the Administration, Congress, and stakeholders.

Core Activity: NextGen and Emerging Policy Issues

Coordinate and develop policies on cross-cutting NextGen and emerging aviation and commercial space policy issues as needed. Participate in research and development of policies and procedures related to new technologies for low activity towers as needed,

Activity Target 1:

Develop policy, orders, regulations, or legislation associated with NextGen equipage as needed. Due September 30, 2015

Activity Target 2:

Coordinate identification and resolution of new NextGen and other emerging policy issues across the agency and with the aviation community, such as technologies for low-activity towers. Develop policy recommendations as needed. Due September 30, 2015

Enhance Global Leadership

APL works directly with 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 enables a robust international role. When we promote U.S. best practices to improve global transportation safety, we not only promote compliance with international safety standards but also foster multimodal transportation practices, which advance our mutual interest in a lasting economic recovery and a clean energy future.

Strategic Measure: Global Leadership

Improve safety, air traffic efficiency, and environmental sustainability across the globe through an integrated, data-informed approach that shapes global standards and enhances collaboration and harmonization.

Strategic Initiative: Corporate International Transformation

Transform our internal structure to use an integrated team approach to ensure open dialog and decision making for consistent, validated international activities.

Strategic Activity: International Stakeholder Outreach

Improve engagement with external stakeholders (including, but not limited to industry, U.S. Government agencies, Congress, etc.) for internal validation of international activities.

Activity Target 1:

Establish and execute recommended industry/government engagement mechanism. Due March 31, 2015

Strategic Activity: Corporate Communication Development

Improve engagement with stakeholders through a coordinated communication strategy that ensures open dialogue on the FAA's international direction.

Activity Target 1:

Develop a corporate communication strategy that informs internal partners of Global Leadership components and developments. Due March 31, 2015

Strategic Activity: Corporate International Transformation

Evolve international governance structure to effectively execute the Global Leadership Initiative's components.

Activity Target 1:

Update International Advisory Board and International Steering Committee governance charters. Due December 31, 2014

Strategic Initiative: Global Prioritization

Develop an integrated, data driven approach to prioritize and make decisions about international activities and key relationship.

Strategic Activity: Global Prioritization

Choose the data and criteria we will use to make decisions about international activities, how to pool resources, and key relationships.

Activity Target 1:

Approval of the scope and concept of operation for the data-informed prioritization process (including criteria and data sources) and satisfaction with target schedule and identified resource. Due February 28, 2015

Activity Target 2:

Global Leadership Internal Transformation: Develop scenarios and conduct at least two (2) proof of concept demonstration for the data-informed prioritization process and its components. Due September 30, 2015

Activity Target 3:

Deliver refined data-informed process implementation plan, based on testing and demonstration. Due September 30, 2015

Activity Target 4:

Global Leadership (CSTI Metric) - Develop scenarios and conduct at least three (3) proof-of-concept demonstrations for the data-informed prioritization process and its components. Due September 30, 2015

Strategic Initiative: Corporate Resource Utilization

Place international resources strategically to improve safety, air traffic efficiency, and environmental sustainability across the globe.

Strategic Activity: International Skill Assessment

Determine the core skills and competencies required for effective FAA international leaders.

Activity Target 1:

Design an interview protocol for returned FAA international leaders to identify factors of success. Due December 31, 2014

Activity Target 2:

Analyze factors of success to determine core skill and competency sets to support effective international leaders. Due April 30, 2015

Strategic Activity: International Resource Deployment

Determine priority placement of FAA resources (including, but not limited to secondments, details, etc.) at the International Civil Aviation Organization (ICAO), regional groups (e.g. Asia Pacific Economic Cooperation, Latin American & Caribbean Air Transport Association) and specialty groups (e.g. Civil Air Navigation Services Organization).

Activity Target 1:

Develop and implement a process for staff supporting ICAO meetings to provide outcomes. Due June 30, 2015

Activity Target 2:

Develop agency-wide ICAO Engagement Action Plan for International Advisory Board approval. Due March 31, 2015

Activity Target 3:

Identify and detail FAA representative to U.S. mission to ICAO for no more than 1 year. Due December 31, 2014

Activity Target 4:

Global Leadership External Engagement: Identify strategic ICAO assignments (details, secondees, transfers) by March 31, 2015 and initiate operations for at least two of those assignments by the end of the fiscal year. Due September 30, 2015

Strategic Activity: International Event Coordination

Determine key international meetings, conferences, seminars, etc., by strategic need and potential outcome.

Activity Target 1:

Develop an integrated strategic events planning process that supports the annual Department of Transportation travel reporting requirements. Due March 31, 2015

Core Measure: Ensure Efficient Global ATS to Support U.S. Economy

The FAA will proactively manage air transportation across international boundaries in a manner that is operationally efficient and seamless, with fully harmonized procedures and technologies utilizing the best practices of the industry.

Core Initiative: ICAO Panel Engagement

Support the Airport and Air Navigation Services Economics Panels (ANSEP).

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

Actively participate in meetings of the ANSEP and AEP.

Activity Target 1:

Promote U.S. interests as an air navigation service provider balanced against the interests of U.S. carriers serving foreign markets. Due September 30, 2015

Core Activity: Multi-Disciplinary Work Group Aviation System Block Upgrades (MDWG-ASBU)

Actively participate in the development of ICAO economic guidance on the identification and use of operational and economic incentives as a means to encourage aircraft equipage, while ensuring that any change to ICAO's Policies are consistent with U.S.G. and the basic economic principles outlined in Doc. 9082.

Activity Target 1:

Promote the development of ICAO Benefit-Cost Guidance consistent with generally accepted economic principles and U.S.G. policies. Due September 30, 2015

Core Activity: Aviation Data and Analysis Panel (ADAP)

Actively participate and preside expert knowledge in the areas of aviation forecast development.

Activity Target 1:

Provide forecast support and expertise for the Aviation Data and Analysis Panel (ADAP) as needed. Due September 30, 2015

Core Measure: Ensure Aviation Growth While Reducing Environmental Impacts

The FAA will lead the development and global acceptance of cost beneficial environmental standards and policies that provide environmental protection while enabling the U.S. aerospace industry and airlines to grow internationally without restrictive regulations.

Core Initiative: Global Environmental Sustainability

Advance efforts to reduce aviation's environmental footprint.

Core Activity: Environmental Outreach Activities

Present the U.S. position on aviation environmental issues and encourage the adoption of U.S. aviation-related environmental policies and practices, including the development and deployment of sustainable alternative fuels for aviation.

Activity Target 1:

Conduct at least six (6) environmental outreach activities globally. Due September 30, 2015

Activity Target 2:

Promote the use of the ICAO Balanced Approach to address aircraft noise problems at individual airports, by supporting and encouraging States covered under the U.S./ E.U. Air Transport Agreement to exchange information and conduct frequent dialogue to enhance cooperation. Due September 30, 2015

Empower and Innovate with the FAA's People

APL supports 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 cost 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 costs and improve reliability. The FAA workforce is a key component in all efforts, because 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, helping 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.

Strategic Measure: Workforce of the Future

Prepare FAA's Human Capital for mission-critical transformational changes by identifying, recruiting and

training a workforce with the leadership, technical and functional skills to ensure the safest and most productive aviation sector.

Strategic Initiative: Skills Development

Enhance the capability in developing technical and functional skills and create more effective training programs using emerging technologies.

Strategic Activity: International Skills Development

Determine the strategy for skills development required for effective FAA international leaders.

Activity Target 1:

Use the baseline international competencies and validated skill sets to determine appropriate tools to identify and develop potential international leaders. Due July 31, 2015

Activity Target 2:

Complete a project plan for FY2016 content and implementation of relevant international leader training and/or development program. Due July 31, 2015

Core Measure: Hiring Persons with Targeted Disabilities (PWTD)

Support the DOT Strategic Objective to build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by increasing the hiring of PWTD for eligible positions to 3 percent by 2018. In FY 2015, ACR in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

Core Initiative: Hiring PWTD

The FAA line of businesses and staff offices (LOBs/SOs) will work collaboratively to support the DOT goal to increase the representation of PWTD in the workforce by ensuring that at least 2% of all FAA new hires are PWTD. Each year, FAA will increase incrementally the percentage of PWTD hires by .33% per year to reach the 3% DOT hiring goal by 2018.

Core Activity: Hiring PWTD

In FY 15, the Office of Civil Rights in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

Activity Target 1:

The head of each LOB/SO will issue a memorandum (key language will be provided by

ACR) directed to their managers promoting the PWTD hiring goal. Due December 31, 2014

Activity Target 2:

Each LOB/SO will report to ACR their total hiring projections for FY 15, and identify the estimated number of PWTD hires required to meet their 2% hiring goal. Due March 31, 2015

Activity Target 3:

Managers with hiring authority from each LOB/SO will participate in one consultation session held by the National People with Disabilities Program Manager to establish hiring initiatives. Due March 31, 2015

Core Measure: Alternative Dispute Resolution (ADR)

Encourage the FAA workforce to engage in the ADR process as a method to resolve disputes in the EEO Complaint Process at the lowest possible level to avoid the cost, delay, and unpredictability of the traditional adjudicatory processes.

Core Initiative: ADR Engagement

Encourage workforce to resolve disputes in an amicable way by utilizing the ADR process.

Core Activity: ADR Engagement

ACR, in coordination with the LOBs/SOs, will ensure that 65% of all managers engage in mediation when requested by employees.

Activity Target 1:

Assist Agency effort with ADR engagement by ensuring that 65% of all managers engage in mediation when requested by employees. Due September 30, 2015

Core Measure: EEO/Diversity and Inclusion Action Committee (EAC)

The EAC oversees and supports the FAA efforts to create a diverse and inclusive workplace that ensures equal opportunity for all its employees.

Core Initiative: EAC

In collaboration with the LOBs/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Core Activity: EAC

Identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Activity Target 1:

Conduct an internal MD 715 self-assessment (Part G Checklist) as required by EEOC. Due October 15, 2014

Activity Target 2:

Analyze and present demographic data in comparison to the civilian labor force statistics to the EAC; and identify strategies and actions for improving groups with lower than expected participation rates. Due November 30, 2014

Activity Target 3:

Provide a mid-year status report to the EAC on actions taken to accomplish business plan goals. Due April 30, 2015

Activity Target 4:

Support Agency efforts to implement and/or revise performance evaluation methods to the managers EEO performance standard. Due September 30, 2015

Activity Target 5:

Develop and implement Diversity and Inclusion initiatives through the EAC Workgroups. Due September 30, 2015

Core Measure: Business Planning

Achieve a high level of excellence managing FAA Business Planning activities.

Core Initiative: Business Planning

Manage and enhance the agency-wide business planning processes and tools to best meet the agency's needs.

Core Activity: Enable Development of FAA Business Plans

Ensure completion and implementation of high-quality FY16 business plans for all LOBs/SOs, while maintaining a high level of satisfaction among FAA leaders and staff.

Activity Target 1:

Based on agency leadership and planning community input, update guidance to ensure completion of high-quality FY16 business plans for all LOBs/SOs before the beginning of the new fiscal year Due September 30, 2015

Activity Target 2:

For a satisfaction survey sent to LOBs/SOs and SIG leaders, achieve an 85% response rate, with "good" or "excellent" ratings from at least 85% of respondents, regarding quality of APO business planning support. Due September 30, 2015

Activity Target 3:

Support the user community through troubleshooting, training, and enhancement of planning processes and tools. Due September 30, 2015

Core Measure: Strategic Planning Support and Performance Management

Provide excellent support of FAA Strategic Planning and Performance Management activities.

Core Initiative: Strategic Planning and Performance

Manage agency performance and support agency strategic planning to help the FAA achieve its strategic objectives and make meaningful improvements in performing its mission.

Core Activity: Enable Strategic Planning and Performance Management

Develop an outstanding set of performance measures for the agency, prepare effective reports on metric data, and maintain a high level of satisfaction among FAA leaders and staff.

Activity Target 1:

Based on agency leadership input and working across the agency, refine and obtain Administrator approval for key FAA performance measures for FY16, including but not limited to those for the FAA Strategic Initiatives, Organizational Success Increase (OSI) and Short Term Incentive (STI) programs. Due September 30, 2015

Activity Target 2:

Working across the agency, complete agency performance reports, including: Agency Priority Goals, Deputy Secretary of Transportation (S2) Review, DOT Strategic Plan requirements, Portfolio of Goals, and "How are we performing?", satisfying quality requirements on time. Due September 30, 2015

Activity Target 3:

For a satisfaction survey sent to Performance Committee members and SIG leaders, achieve an

85% response rate, with "good" or "excellent" ratings from at least 85% of respondents, regarding quality of APO strategic planning and performance management support. Due September 30, 2015

Activity Target 2:

Provide technical drafting assistance on proposed environmental provisions during congressional consideration of FAA reauthorization. Due September 30, 2015

Core Measure: Policy Development and Monitoring

Timely and high-quality support to senior management and stakeholders in monitoring and developing cross-agency policies, including but not limited to funding stability and adequacy, and other high-level objectives.

Core Initiative: Monitor Policy and Funding Environment

Monitor and document implementation of current reauthorization. Analyze forecasts of Trust Fund revenues and expenditures, and analyze Trust Fund receipts. Support senior management and stakeholders on policy and funding issues.

Core Initiative: Legislative Proposal for Reauthorization

Develop FAA reauthorization legislation before expiration of current FAA reauthorization (September 30, 2015), working with the Administration, Congress, and stakeholders.

Core Activity: Trust Fund Analysis and Monitoring

Develop high-quality and well-coordinated analysis of FAA Trust Fund receipts and revenue and expenditure forecasts. Analyze forecasts of Trust Fund revenues and expenditures, and analyze Trust Fund receipts.

Core Activity: Reauthorization Development

Coordinate and develop agency reauthorization priorities and proposals. Provide analysis and technical assistance on draft legislative proposals as necessary.

Activity Target 1:

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, 2015

Activity Target 1:

Lead internal and external coordination to develop new reauthorization proposals for the agency. Among the proposals, develop financing and governance alternatives to improve FAA funding stability and adequacy. Develop or update analytical tools to evaluate financing alternatives. Provide analysis and technical assistance on Congressional legislative proposals in support of Administration as needed. Due September 30, 2015

Core Activity: Legislative Implementation Monitoring

Monitor and document implementation of current reauthorization, as well as monitor other legislative and stakeholder policy activity.

Core Activity: APL FAA Reauthorization (Environment)

AEE is leading the environmental sustainability working group for FAA reauthorization and is responsible for proposing and developing environmental provisions and following through, as necessary, with technical drafting assistance as Congress proposes additional environmental provisions.

Activity Target 1:

Monitor and document the implementation of legislation on current programs (pursuant to FAA Modernization and Reform Act of 2012, Pub. L. No. 112-95) as necessary for FAA's reauthorization by dates consistent with the reauthorization legislation implementation plan. In addition, monitor other legislative and stakeholder policy activity, and develop and coordinate responses internally and externally as needed according to specified deadlines. Due September 30, 2015

Activity Target 1:

Complete legislative drafting and justification for aviation environmental and energy proposals for next FAA re-authorization. Due December 31, 2014

Core Activity: Support Congressionally-Mandated Advisory Boards

Provide staff support and coordination for Congressionally-mandated FAA advisory boards. The Management Advisory Council (MAC) provides

general management and performance advice to the Administrator.

Activity Target 1:

Staff meetings of the MAC and other Congressionally-mandated advisory boards, as directed by the FAA Administrator. This includes all aspects of meeting preparations, meeting conduct, and meeting follow-up. Due September 30, 2015

1 business day and provide accurate information about financial management issues. Due September 30, 2015

Activity Target 2:

Provide quarterly budget reviews to each of the APL office directors within two weeks of the close of each quarter. Due September 30, 2015

Activity Target 3:

Forward all training agreements within 2 business days of receiving request. Due September 30, 2015

Activity Target 4:

Develop annual spending plans and cost estimates within established ABP deadlines throughout FY 2015. Due September 30, 2015

Activity Target 5:

Provide cost estimates, invoices, and/or statements of account for international reimbursable technical assistance agreements within 2 days of request. Due September 30, 2015

Activity Target 6:

Coordinate new Reception and Representation (R&R) requests with AOA within 2 business days of receiving request Due September 30, 2015

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: Management Support

Provide a broad range of personnel, financial management, travel, transportation and logistical services for the APL organization as well as all FAA lines of business and staff offices in support of FAA's international programs

Core Activity: Personnel Support

Provide personnel support to the APL organization and FAA's operations in foreign areas

Activity Target 1:

Respond to FAA managers and employees within 1 business day and provide accurate information about human resource issues. Due September 30, 2015

Activity Target 2:

Track and issue monthly reminders to APL employees on mandatory FAA training requirements. Due September 30, 2015

Activity Target 3:

Track and issue quarterly notifications to FAA employees who traveled to danger pay posts and were not paid danger pay allowance. Due September 30, 2015

Core Activity: Finance and Training Support

Provide finance and training support to the APL organization and FAA's operations in foreign areas. Support the registration of international students to the FAA Academy.

Activity Target 1:

Respond to FAA managers and employees within

Core Activity: Travel and Transportation Support

Provide travel and transportation support to the APL organization and FAA's operations in foreign areas.

Activity Target 1:

Respond to FAA managers and employees within 1 business day and provide accurate information about travel and transportation issues. Due September 30, 2015

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, 2015

Activity Target 3:

Forward all visa and passport applications for official travel within 1 day of receipt. Due September 30, 2015

Core Activity: Logistical Support

Provide logistical support to the APL organization and FAA's operations in foreign areas.

Activity Target 1:

Respond to APL managers and employees within 1 business day and provide accurate information about logistical issues. Due September 30, 2015

Activity Target 2:

Track and respond to logistical requests, issues, and complex logistical requirements to ensure the APL organization is operational and able to accomplish the APL mission. Due September 30, 2015

Activity Target 3:

Work collaboratively with AIT Shared Services to ensure that the issuing, tracking, and disposing of accountable equipment is in accordance with FAA's property management policies. Verify that APL's accountable equipment is inventoried and input into the FAA's Automated Inventory Tracking System (AITS). Due September 30, 2015

Activity Target 4:

Work collaboratively with the designated APL Record Coordinators to ensure each office is following the federal government's records management responsibilities. Attend monthly FAA Records Management Officer meetings and report minutes to record custodians. Due September 30, 2015

Activity Target 5:

Work with the FAA Mobility Services Team to develop standardized processes and guidance for issuing, tracking, service implementation, and disposing of Personal Electronic Devices (PEDs) within APL. Due May 31, 2015

Core Measure: Equal Employment Opportunity (EEO) Training

Assist Agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace by providing training on EEO laws, FAA policies, and appropriate workplace behavior.

Core Initiative: EEO Training

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior through EEO Training.

Core Activity: EEO Training Requirements for FAA Workforce

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior.

Activity Target 1:

Ensure 100% of employees complete the NoFEAR Training required by OPM. Due November 23, 2014

Activity Target 2:

Ensure that 60% of management complete at least one EEO training course. Due September 30, 2015

Activity Target 3:

Ensure that 10% of employees complete at least one EEO training course. Due September 30, 2015

Core Measure: Small Business and Corporate Citizenship

Promote Small Business Development and Corporate Citizenship.

Core Initiative: Award Procurement Dollars to Small Businesses

Award at least 25% of the total agency direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship. Each organization is asked to place special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses).

Core Activity: Awarding of Procurement Dollars (APL)

Award at least 25 percent of the total APL direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship. Each organization is asked to place special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses).

Activity Target 1:

Participate in at least one local outreach event with special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses). Due September 30, 2015

Activity Target 2:

Award at least 25 percent of the total APL direct procurement dollars to small businesses. Due September 30, 2015