



**Federal Aviation  
Administration**



**Commercial Space Transportation**  
*Fiscal Year 2012 Business Plan*

# 2012 AST Business Plan

The mission of the Federal Aviation Administration (FAA) Office of Commercial Space Transportation (AST) is to ensure protection of the public, property, and the national security and foreign interests of the United States during commercial launch or reentry activities, and to encourage, facilitate, and promote U.S. commercial space transportation. Safety is AST's top priority. To meet its safety responsibilities, AST undertakes a variety of core business functions to ensure that the public is protected from the hazards associated with commercial space launch operations. These functions include making license, experimental permit, and safety approval determinations, conducting inspections of licensed and experimental permit operations, launch sites, safety approval holders, and developing rulemaking products related to commercial space transportation activities. AST also reviews its processes for ensuring public safety regularly as the commercial space transportation industry evolves. With a focus on the rapid evolution and complexity of new commercial space transportation vehicles, AST will lead Agency efforts to develop new and improved approaches to evaluate commercial space transportation systems. Further, AST will continue to leverage partnerships with other government organizations to enhance the commercial space transportation safety.

In addition to ensuring public safety, AST enables industry through a variety of activities intended to encourage, facilitate and promote the growth of U.S. commercial space transportation. AST's core business functions in this area include activities such as performing environmental projects, publishing reports on industry developments and trends, hosting stakeholder forums, and supporting development of policies that enhance the global competitiveness of the U.S. commercial space transportation industry. Central to AST's efforts to ensure safety, is the establishment of a Commercial Space Transportation Center of Excellence, which leverages AST research and development funding with a consortium of universities and industry partners to cooperatively research critical topics and broadly disseminate research findings.

Further, AST takes great pride in delivering timely and reliable products that meet or exceed stakeholder requirements. AST is committed to working with its stakeholders to identify approaches that will render even greater service and satisfaction, as well as cost savings. Finally, AST's greatest resource is its dedicated staff. AST strives to ensure that all of its staff members are properly trained and prepared to perform at the highest levels.

## Next Level of Safety

AST develops and supports the establishment of

regulations for commercial space launch and reentry operations, as well as launch and reentry sites. AST conducts thorough and complete evaluations of all proposed launch activities by U.S. citizens or for activities proposed by non - U.S. entities seeking to conduct launch activities in the U.S. to ensure public safety. AST issues experimental permits to commercial entities seeking to conduct launches of reusable suborbital rockets for research and development purposes. AST inspects and monitors licensed and experimental launch activities.

## Flight Plan Target: Commercial Space Launch Accidents

No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities. FY 2012 Target: 0

## Strategic Initiative: Safety Oversight

Ensure that safety oversight keeps pace with changes in the commercial space transportation environment.

### Strategic Activity: Develop and Improve Safety Tools and Analyses

Develop internal tools and processes utilized by AST engineering and technical staff.

#### Activity Target 1:

Develop tools and analyses 2012 program improvement plan. Due October 31, 2011

#### Activity Target 2:

Complete 70% of the tools and analyses program improvement plan. Due August 31, 2012

#### Activity Target 3:

Develop a draft AST procedure document for flight safety analysis. Due August 31, 2012

### Strategic Activity: Safety Management System

Update AST's safety management system (SMS) to better address industry's safety risk management issues

#### Activity Target 1:

Develop final program plan to modify AST's SMS to conform with agency-wide policy. Due June 15, 2012

#### Activity Target 2:

Update SMS to conform with agency-wide policy. Due September 30, 2012

## Strategic Initiative: Space Operation Integration

Partner with National Aeronautics and Space Administration (NASA) and Department of Defense (DOD) to manage the integration of space transportation operations.

## **Strategic Activity: Develop Integrated Orbital Operations Capability**

Conduct various projects to support the integration of commercial space transportation operations into Low Earth Orbit.

### **Activity Target 1:**

Prepare draft Orbital Space Traffic Management Operations and Organization Plan which codifies the NSP direction of mission and interagency-international relationships necessary for executing the potential Space Traffic Management mission at the FAA. Due September 30, 2012

### **Activity Target 2:**

Prepare concept of operations to define the services required to support safe and successful orbital space transportation industry during flight operations Due June 15, 2012

## **Core Business Target: Commercial Space Transportation Core Measure-Safety**

Maintain public safety through process improvements and the conduct of effective and efficient safety evaluations, safety inspections, and rulemaking. Complete 80% of the initiatives within this target, as well as achieve: a rolling average of 174 days to make license determination based on the 3 most recent license applications, and a rolling average of 118 days to make permit determination based on the 3 most recent permit applications.

### **Core Business Initiative: Licensing**

Conduct the AST licensing process.

#### **Core Activity: New License Determination**

Make new license determinations.

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

Make new license determinations within 180 days of receiving an acceptable application. Due September 30, 2012

#### **Core Activity: License Renewal Determination**

Make license renewal determinations.

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

Make license renewal determinations within 90 days of receiving an acceptable application. Due September 30, 2012

#### **Core Activity: Improve Licensing Process**

Improve licensing process efficiency and

effectiveness.

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

Evaluate the licensing process and identify potential areas to improve to make the process more efficient and effective. Due August 30, 2012

## **Core Business Initiative: Safety Inspections**

Conduct launch and launch site safety inspections. Execute the AST inspection training, mishap response coordination, and enforcement programs.

### **Core Activity: Inspect Launch and Reentry Sites**

Inspect and monitor licensed launch events and sites to ensure license holder compliance with all applicable regulations. Multiple inspections may occur for a single licensed launch operation. Additionally, safety inspectors will conduct accident investigation and prevention checks.

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

Complete one annual safety inspection for each licensed launch and reentry site. Due September 30, 2012

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

Review the safety inspection plan (SIP) checklist items and modify as required within 30 days after completion of an inspection or before the next safety inspection, whichever occurs first. Due September 30, 2012

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

Conduct safety inspections using only certified safety inspectors as determined by the AST qualification matrix. Due September 30, 2012

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

Develop standardized safety inspection plan (SIP) checklist items for launch & reentry sites. Due March 31, 2012

### **Core Activity: Inspect Launch Vehicle Operators**

Conduct inspections of all safety related processes and vehicle operator compliance with license terms and conditions during licensed launch and reentry operations. AST safety inspectors also prepare mishap response plans and conduct accident investigations when required.

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

Review the safety inspection plan (SIP) checklist items and modify as required within 30 days after completion of an inspection or before the next safety inspection, whichever occurs first. Due September 30, 2012

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

Conduct safety inspections using only certified safety inspectors as determined by the AST qualification matrix. Due September 30, 2012

## **Core Activity: Develop and Maintain Inspection Standards**

Review and improve AST safety inspection division standards. Develop and modify procedures and other documentation used by commercial space transportation safety inspectors in the conduct of monitoring FAA licensed and permitted launch operators. AST must ensure safety inspector availability levels adequately support the monitoring of all FAA regulated activities.

### **Activity Target 1:**

Develop a standardized safety inspection plan (SIP) template for use with all safety inspections. Due March 31, 2012

### **Activity Target 2:**

Complete 85% of all high priority division tasks on time. Due September 30, 2012

### **Activity Target 3:**

Maintain 1st QTR average eligible inspector certification level at no less than 75%. Due December 31, 2011

### **Activity Target 4:**

Maintain 2nd QTR average eligible inspector certification level at no less than 75%. Due March 31, 2012

### **Activity Target 5:**

Maintain 3rd QTR average eligible inspector certification level at no less than 75%. Due June 30, 2012

### **Activity Target 6:**

Maintain 4th QTR average eligible inspector certification level at no less than 75%. Due September 30, 2012

## **Core Activity: Conduct Inspection Training**

Conduct training as required by the AST Qualification Matrix for safety inspector qualification and certification. Develop and provide tabletop exercises, proficiency training, and other related training required to ensure commercial space transportation safety inspectors satisfy documented training requirements. Support general AST training initiatives and tasks.

### **Activity Target 1:**

Conduct 4 safety inspector regulatory proficiency training classes Due August 31, 2012

### **Activity Target 2:**

Conduct 4 safety inspector tabletop exercises (TTEs). Due August 31, 2012

## **Core Activity: Core Activity: Develop & Maintain Mishap Response Program**

Familiarize and train safety inspectors, duty officers, and mishap response coordinators in how to handle commercial space transportation mishap events. Prepare written guidance documentation for the implementation of the mishap program.

### **Activity Target 1:**

Conduct 4 safety inspector mishap response exercises or training sessions. Due August 31, 2012

## **Core Business Initiative: Rulemaking**

Issue rulemaking products.

### **Core Activity: Develop and Issue Rulemaking Products**

Develop rulemaking products for the U.S. commercial space transportation industry to ensure public safety. This activity includes establishing standards for Spacecraft, Spaceports, Aerospace Technicians, and Flight Crew and Spaceflight Participants.

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

Submit Acceptable Flight Risk rulemaking action plan to the March 2012 rulemaking council. Due February 7, 2012

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

Develop draft Amateur Rocket application for rulemaking. Due February 29, 2012

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

Finalize Part 420 application for rulemaking. Due January 31, 2012

### **Core Activity: Develop and Issue Advisory Documents**

Develop and issue products intended to assist potential licensees meet regulatory requirements pertaining to public safety.

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

Develop a four-year plan for AST's guidance documents Due March 31, 2012

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

Develop a draft guide for Aircraft Hazard Areas analysis Due September 14, 2012

## **Core Business Initiative: Experimental Permits**

Make experimental permit determinations.

### **Core Activity: New Experimental Permit Determination**

Make a determination to issue a permit to conduct experimental RLV suborbital launches.

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

Make an experimental permit determination within 120 days of receiving an acceptable application for a permit. Due September 30, 2012

### **Core Activity: Experimental Permit Renewal Determination**

Make experimental permit renewal determination.

### **Activity Target 1:**

Make experimental permit renewal determinations within 60 days of receiving an acceptable application. Due September 30, 2012

### **Core Activity: Develop and Improve Experimental Permit Process**

Improve the experimental permitting process effectiveness and efficiency.

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

Develop a plan to improve internal permit evaluation process. Due November 30, 2011

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

Improve internal permit evaluation process according to plan. Due August 31, 2012

### **Core Business Initiative: Safety Approvals**

Conduct the Safety Approval process.

### **Core Activity: Safety Approval Determination**

Make new safety approval determination.

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

Make new safety approval determinations within 180 days of receiving an acceptable application. Due September 30, 2012

### **Core Activity: Improve Safety Approval Process**

Improve the safety approval process effectiveness and efficiency.

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

Update the safety approval guide for applicants. Due July 31, 2012

### **Core Business Initiative: Operations**

Partner with the USAF to ensure consistent application of common safety standards between the FAA and the USAF for launches of commercial vehicles from federal ranges.

Partner with NASA Johnson Space Center (JSC) to integrate JSC's programmatic and technical activities related to Commercial Resupply Services (CRS) and Commercial Orbital Transportation Services (COTS) programs with AST Licensing, Permitting or Safety Evaluations.

Partner with licensed spaceports, NASA Dryden and NASA Ames to integrate FAA activities with development or operational activities of commercial RLV companies that have or may apply for AST Licensing, Permitting or Safety Evaluations.

### **Core Activity: ELV Range Operations**

Manage interagency coordination for DoD and FAA Federal Range Activities to ensure FAA and USAF

safety practices are compatible and related ELV operations are safe.

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

Resolve and report public safety non-compliances with DoD partners IAW launch license terms and conditions, reviewing and publishing all such non-compliances annually. Due September 30, 2012

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

Prepare a report on the development of common standards or requirements among USAF, FAA, and NASA by actively participating in the DOD Range Commanders Council, Safety and Risk panels, and Common Standards Working Group (CSWG). Due August 30, 2012

### **Core Activity: JSC Operations**

Manage interagency coordination for COTS and CRS Activities to ensure safety practices are consistent.

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

Sustain FAA roles and FAA's responsibilities for participation in the International Space Station (ISS) Mission Operation Working Groups and the ISS Safety Review Panels as documented in the NASA and FAA Joint Program Management Plan (PMP). Due September 30, 2012

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

Continue certification for JSC Mission Operations Directorate (MOD) training as required in order to support FAA licensed COTS/CRS Missions. Due September 30, 2012

### **Core Activity: West Coast Operations**

Manage FAA/NASA and local government interagency coordination for AST to ensure RLV activities are complete and consistent with respect to commercial RLV licenses, permits, or safety approvals.

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

Develop FAA roles and document FAA's responsibilities for AST interfaces with local NASA and civil spaceport centers and their related safety procedures for commercial RLV systems and their payloads. Due November 30, 2011

### **Core Business Initiative: Research & Development**

Conduct research & development (R&D) activities in support of FAA AST's two mission goals. Goals of AST R&D Program are traceable to, and directly aligned with, the over-arching Federal Aviation Administration (FAA) and Department of Transportation (DOT) goals. A complete list of DOT and FAA R&D goals are given in the FAA Flight Plan 2009-2013.

The primary goals of the AST R&D Program are

aligned with the four areas of Commercial Space Transportation (CST) research shown in the table below.

#### FAA AST's Four Research Areas

1. Space Traffic Management & Operations
  - 1.1 Orbital
  - 1.2 Suborbital
  - 1.3 National Air Space Integration
  - 1.4 Spaceport Operations
  - 1.5 Integrated Air/Space Traffic Management
2. Space Transportation Operations, Technologies and Payloads
  - 2.1 Ground Systems & Operations Safety Technology
  - 2.2 Vehicle Safety Analyses
  - 2.3 Vehicle Safety Systems and Technologies
  - 2.4 Payload Safety
  - 2.5 Vehicle Operations Safety
3. Human Spaceflight
  - 3.1 Aerospace Physiology and Medicine
  - 3.2 ECLSS & Habitability
  - 3.3 Human Factors
  - 3.4 Human Rating
  - 3.5 Personnel Training
4. Space Transportation Industry Viability
  - 4.1 Markets
  - 4.2 Policy
  - 4.3 Law
  - 4.4 Regulation
  - 4.5 Cross-Cutting Topics

#### **Core Activity: Space Transportation Operations, Technologies and Payloads R&D**

Manage R&D activities that achieve the following goal: Improved Vehicle Safety and Risk Management, including knowledge of all safety-critical components and systems of the space vehicles and their operations, so as to better identify potential hazards and to better identify, apply and verify hazard controls.

Develop internal tools and processes utilized by AST engineering and technical staff.

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

Perform a gap analysis of existing Government-owned and commercially developed computational or analytical tools to support AST's human space flight safety efforts. Due June 30, 2012

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

Develop and document the commercial RLV technology needs of developing RLV systems or spaceport facilities for consideration into AST's research and development planning. Due September 30, 2012

#### **Core Activity: Space Transportation Industry Viability R&D**

Manage R&D activities that achieve the following goal: Increased Industry Viability, including economic, legal, legislative, regulatory, and market analysis and modeling.

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

Apply proven data-driven and theory-based analysis methodologies in the fields of economics, finance, marketing and strategic management to conduct research of Commercial Space Transportation markets, policies, regulations and laws. Due September 30, 2012

#### **Core Business Target: Human Space Flight Safety**

Limit the fatal accident rate for licensed suborbital launches and reentries carrying flight crew or space flight participants to less than the overall historical rate of 1%.

#### **Core Business Initiative: Commercial Human Space Safety Requirements**

Work with the Commercial Space Transportation Advisory Committee (COMSTAC) and government stakeholders to develop and implement strategies to enable safe commercial space flight operations that involve on-board crew, and other space flight participants.

##### **Core Activity: Develop Approach for Human Space Flight Requirements**

Develop Approach for Human Space Flight Requirements

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

Draft guidelines, assumptions, and an approach to the structure for Human Space Flight requirements. Due March 15, 2012

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

Solicit inputs and comments from the Commercial Space Transportation Advisory Committee (COMSTAC) on the draft approach to Human Space Flight requirements. Due May 30, 2012

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

Develop a work plan for Human Space Flight requirements development. Due August 31, 2012

#### **Core Activity: Partner with NASA Commercial Crew Development Activities**

Partner with NASA Johnson Space Center (JSC) to integrate NASA's Commercial Crew Development (CCDev) program technical and programmatic requirements with FAA regulations and processes/standards.

**Activity Target 1:**

Review and resolve FAA comments on revisions to the NASA CST Documents such as the Commercial Human System Integration Requirements. Due September 30, 2012

**Activity Target 2:**

Structure partnership with NASA's CCDev program on how agencies will work together to resolve ambiguities on roles and responsibilities for FAA licensing of NASA's Commercial Crew launches. Due March 30, 2012

**Activity Target 3:**

Participate as a non-voting member on the CCDev Source Board activities to ensure contracts are structured to ensure compatibility with future FAA licensing requirements. Due July 31, 2012

## **Core Business Initiative: Commercial Spaceflight Technical Center**

Establish the Commercial Spaceflight Technical Center (CSTC) as a result of the recommendations made by the Presidential Task Force on Space Industry Workforce & Economic Development. The CSTC will be located at the NASA Kennedy Space Center in Florida will conduct research supporting the continued development of standards and regulations for commercial spaceflight. Primary focus areas at the Center include Spaceflight Safety, Spaceflight Engineering and Standards, Range Operations, and Space Traffic Management.

### **Core Activity: Range Operations Office**

Conduct Spaceflight Planning, and manage Systems & Facilities.

**Activity Target 1:**

Develop a plan for FAA participation in the planning and management of spaceport and range systems and facilities, including coordination with other participating organizations. Due September 30, 2012

### **Core Activity: Space Traffic Management Office**

As stated in our new National Space Policy, increasing stability in space activities begins first with ensuring the long-term sustainability of the space environment through expanded international measures for orbital debris mitigation. Secondly, it depends on improving our shared situational awareness and understanding of who is using the space environment and for what purposes. Thirdly, strengthening stability in space can be accomplished through improved information-sharing for space object collision avoidance; and fourthly, through the development of transparency and confidence-building measures to promote safe and responsible operations in space.

**Activity Target 1:**

Develop a plan to accomplish debris prediction and mitigation, issue collision avoidance advisories, and initiate interagency coordination. Due September 30, 2012

## **Core Activity: Spaceflight Engineering and Standards**

Develop standards for Spacecraft, Spaceports, Aerospace Technicians, and Flight Crew and Spaceflight Participants.

**Activity Target 1:**

Establishment of baseline standards for the four focus areas: Spacecraft, Spaceports, Aerospace Technicians, and Flight Crew and Spaceflight Participants. Due September 30, 2012

## **Aviation Access**

AST enables the growth and expansion of U.S. commercial space transportation. Specifically, AST conducts necessary environmental-related activities, as well as activities geared towards generating public support for U.S. commercial space transportation.

## **Core Business Target: Expand Commercial Space Transportation Access**

Perform a comprehensive environmental review for each licensed or permitted activity for which an application is accepted and document the results appropriately, for compliance with the National Environmental Protection Act and Agency Directives.

## **Core Business Initiative: Environmental Reviews**

Conduct environmental projects for proposed licensed activities to facilitate the industry growth.

### **Core Activity: Environmental Reviews for New Applicants**

Conduct environmental reviews for proposed launch, reentry and launch site operations.

**Activity Target 1:**

Complete all required environmental reviews within 120 days of receiving sufficient information for new experimental permit determination. Due September 30, 2012

**Activity Target 2:**

Complete all required environmental reviews within 180 days of receiving sufficient information for new license determination. Due September 30, 2012

### **Core Activity: Environmental Renewals for License and Experimental Permit Renewals**

Conduct environmental reviews in association with license and experimental permit renewal applicants.

**Activity Target 1:**

Complete all required environmental reviews within 60 days of receiving sufficient information for license renewals determination. Due September 30, 2012

**Activity Target 2:**

Complete all required environmental reviews within 90 days of receiving sufficient information for license renewals determination. Due September 30, 2012

**Core Activity: Improve AST Environmental Review Process**

Improve AST environmental review process efficiency and effectiveness.

**Activity Target 1:**

Prepare revisions to AST environmental procedures for Permits (P006), Reusable Launch Vehicles (P004) and for Launch and Reentry Sites (P005). Due September 30, 2012

**Core Business Initiative: Enabling Industry**

Enable the commercial space transportation industry through activities intended to encourage, facilitate, and promote the growth and international competitiveness of the U.S. commercial space transportation industry.

**Core Activity: Publish Reports and Studies**

Publish report on commercial space transportation industry market forecast.

**Activity Target 1:**

Publish commercial space transportation market forecast. Due June 1, 2012

**Activity Target 2:**

Incorporate suborbital activity into reporting format. Due June 1, 2012

**Core Activity: Track Industry and Developments Concepts**

Keep pace with new technologies developments and innovations.

**Activity Target 1:**

Publish Industry and Developments Concepts Report. Due June 1, 2012

**Core Activity: Publish Semi-Annual Launch Reports**

Summarize and document U.S. commercial launch activities.

**Activity Target 1:**

Publish semi-annual launch report in FY2012. Due September 30, 2012

**Core Activity: Partner with Industry and Other Agencies to Conduct National Events to Promote Commercial Space****Transportation**

Partner with industry and other agencies to conduct national events to promote commercial space transportation.

**Activity Target 1:**

Conduct a national Commercial Space Transportation conference. Due June 15, 2012

**Core Activity: Support the Commercial Space Transportation Advisory Committee (COMSTAC)**

Serve as COMSTAC executive secretariat.

**Activity Target 1:**

Support two meetings of the Commercial Space Transportation Advisory Committee. Due September 30, 2012

**Core Activity: Space Education Outreach**

Work in collaboration with the Aviation and Space Education (AVSED) Outreach coordinators to support the AVSED program.

**Activity Target 1:**

Support three domestic or international inquiries forwarded to AST by AVSED coordinators during FY2012. Due September 30, 2012

**Core Activity: Commercial Space Transportation Center of Excellence**

Work with the FAA Technical Center, government agencies, academic institutions, and industry stakeholders to establish a world-class consortium to identify solutions for existing and anticipated commercial space transportation industry problems through basic and applied research.

**Activity Target 1:**

Provide oversight to the Commercial Space Transportation Center of Excellence and sustain critical research activities contributing to regulatory activities maintaining public safety and impacting the Commercial Space Transportation Industry, and disseminate research findings to industry. Due September 30, 2012

**Core Activity: Low-Cost Access to Space Incentive Program**

This is a prize program for incentivizing advancements in space transportation by non-government organizations. The program would challenge industry to develop and demonstrate a low-cost launch vehicle with a reusable first stage that would get a small satellite into orbit. Development of low-cost launch systems would provide ready access to space for the scientific and academic research communities, and allow more active participation by universities and small businesses. It would also make practical a wide array of unique payloads for national security, civil,

and commercial space users, and even allow the creation and growth of entirely new industries.

**Activity Target 1:**

Formally establish the prize competition roles & responsibilities, rules and requirements, and implementation plan Due September 30, 2012

**Activity Target 2:**

Select or designate a partner organization to manage and oversee the prize competition, and obligate the prize funding to the partner organization. Due September 30, 2012

**Core Activity: Space Transportation Infrastructure Matching Grants**

To support the construction, improvement, design, and engineering of commercial space transportation infrastructure in the United States. This is a matching grant program that requires at least 10 percent of the total project cost to be paid by the private sector, and the grant will not be for more than 50 percent of the total cost of the project.

**Activity Target 1:**

Award of grant to qualified applicants. Due August 31, 2012

**Core Activity: RLV Technology Roadmap**

Work with industry stakeholders to identify commercial RLV technology needs.

**Activity Target 1:**

Develop and document the commercial RLV technology needs of developing RLV systems for consideration into AST's research and development planning . Due September 30, 2012

**Core Business Target: 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 Business 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. Provide assistance to load LOB/SO investment teams EA artifacts in the EA repository, as applicable. Due September 30, 2012

**Activity Target 2:**

Provide EA and roadmap data per the CY2013 EA and Roadmap Guidance. Assist ARD in the development of the FAA EA update. Due August 15, 2012

**Global Collaboration**

AST shares knowledge of its safety oversight practices and activities with the international commercial space transportation community. This is accomplished through regular one-on-one bilateral discussions with several nations and participation in international conferences and symposia. Additionally, AST chairs the Commercial Spaceflight Safety Committee within the International Astronautical Federation. This committee facilitates the exchange of information to assist government and industry partners in planning for international activity.

**Core Business Target: Space Transportation International Coordination**

Increase the international competitiveness of the U.S. commercial space transportation industry by articulating and advocating US regulatory policy and requirements in at least three forums.

**Core Business Initiative: International Outreach**

Provide international leadership in commercial space transportation safety activities.

**Core Activity: Promote FAA Recommendations and Policies**

Strategically influence international commercial space transportation safety, capacity and efficiency by promoting FAA AST recommendations and policies at key international venues.

**Activity Target 1:**

Organize, develop agenda, secure participation and co-chair international Commercial Space Flight Safety Committee meeting. Due September 30, 2012

**Activity Target 2:**

Explore opportunities to educate international partners and stakeholders and brief two groups on AST's support for commercial space transportation components/benefits, and promote harmonization and acceptance of operational concepts for safe, effective space traffic management services consistent with AST international strategy and regulations. Due

September 30, 2012

**Activity Target 3:**

Organize, coordinate and execute at least two briefings or meetings with foreign space transportation officials to promote expansion of AST's commercial space transportation philosophy, procedures, and concepts. Due September 30, 2012

## Workplace of Choice

AST manages for results that support achievement of AST's mission and vision. Specifically, AST seeks to control costs, improve stakeholder service, effectively and efficiently manage its resources, and execute a comprehensive training plan to meet the unique needs of commercial space transportation technical professionals employed by AST.

### Core Business Target: Resource Management and Development

Efficiently manage AST human, IT and fiscal resources measurable by the activities as they are defined. Enhance the capabilities of the AST organization and its employees by developing FY2012 management and staff training plans and completing at least 80% of the planned training.

#### Core Business Initiative: Resource Management

Management of AST Human and Fiscal Resources

##### Core Activity: Manage Human Resources

AST management/leadership training, and employee recruitment and retention.

**Activity Target 1:**

Update AST Workforce Plan. Due April 30, 2012

**Activity Target 2:**

Maintain an average staffing level at no less than 90% authorized. Due September 30, 2012

**Activity Target 3:**

AST management team complete (2) performance management or leadership courses. Due September 30, 2012

##### Core Activity: Manage Information Technology Resources

Manage IT resources.

**Activity Target 1:**

Fix 20% of medium and high FAA targeted vulnerabilities that pertain to AST. Due September 30, 2012

**Activity Target 2:**

Prepare a forecast of AST IT resource requirements for near term (next 12 months) and

far term (+5 years) resource planning. Due September 30, 2012

### Core Activity: Manage Financial Resources

Manage AST financial resources.

**Activity Target 1:**

Ensure that at least 70% of all contract dollars are obligated in Delphi within four months of an appropriation. Due September 30, 2012

### Core Business Initiative: Training

AST employee professional development and training.

#### Core Activity: Subject Matter Expert Development

Develop AST subject matter expertise to support AST mission.

**Activity Target 1:**

Develop an initial FY 2012 technical training opportunities plan for AST Subject Matter Experts. Due November 30, 2011

**Activity Target 2:**

Ensure AST technical staff receives 1000 hours of technical training. Due September 30, 2012

### Core Business Target: 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 Business 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 Business Target: Information Technology Optimization**

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

### **Core Business Initiative: Infrastructure Governance and Operations**

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

#### **Core Activity: Support FAA Electronic Stewardship Activities**

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

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

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

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

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

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

Provide LOB/SO data/metrics biannually for the OMB scorecard: Interim due date: 6/30/12. Due September 30, 2012

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

Provide LOB/SO data/metrics for reporting to the FEC. Due September 30, 2012

## **Core Business Target: 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 Business 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 Business Target: 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 Business 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, staff office overhead rates and cost per accounting transaction.

#### **Core Activity: AST Efficiency Measure: Average Days to Make License Determinations**

Track and report the average number of days to make a license determination for launch and reentry applications, and for the operation of a launch or reentry site. FY 2012 Target: 174 days.

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

Continue to report FY11 4th quarter results to ABA on the average number of days to make

license determinations. Due October 31, 2011

**Activity Target 2:**

Continue to report quarterly to ABA on the average number of days to make license determinations. Due January 31, 2012

**Activity Target 3:**

Continue to report quarterly to ABA on the average number of days to make license determinations. Due April 30, 2012

**Activity Target 4:**

Continue to report quarterly to ABA on the average number of days to make license determinations. 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

**Core Activity: AST Efficiency Measure: Regulatory Cost per Launch**

Track and report the average regulatory cost of a commercial space launch. FY 2012: \$0.5M/Launch

**Activity Target 1:**

Report FY11 4th quarter results to ABA for average regulatory cost of a commercial space launch. Due October 31, 2011

**Activity Target 2:**

Report FY 2012 1st quarter results to ABA for average regulatory cost of a commercial space launch. Due January 31, 2012

**Activity Target 3:**

Report FY 2012 2nd quarter results to ABA for average regulatory cost of a commercial space launch. Due April 30, 2012

**Activity Target 4:**

Report FY 2012 3rd quarter results to ABA for average regulatory cost of a commercial space launch. 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

**Core Business Initiative: Reduce Information Technology Operating Costs**

Achieve an annual reduction of \$35 million in Information Technology operating costs.

**Core Activity: Video Conferencing**

AST plans to fully utilize current technology and telecommunication resources to improve communication with field offices.

**Activity Target 1:**

Maximize usage of FAA Video Conferencing capability. Due September 30, 2012

**Core Business Target: 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 Business Initiative: Support Open Government Initiative**

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

**Core Activity: Support Open Government Initiative**

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

**Activity Target 1:**

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:**

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

#### **Activity Target 11:**

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 Business Target: 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 Business 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

## **Sustain our Future**

Environmental values are incorporated into AST's decision-making processes. AST analyzes the environmental impacts of proposed licensed and permitted actions, including the licensing of launch and reentry activities, the operation of launch and reentry sites, and the issuing of permits for suborbital reusable rockets. It then takes the appropriate action required under The National Environmental Policy Act (NEPA) to protect, restore, and enhance the environment.

### **Core Business Target: 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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##### **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:**

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

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

Work with AEE to identify Greening Initiatives and NextGen-related environmental objectives

that can be integrated into Environmental Management Plans, as appropriate. Due August 31, 2012