



**Federal Aviation
Administration**

Commercial Space Transportation

Fiscal Year 2013 Business Plan



FY2013 AST Business Plan

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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 uninvolved persons are protected from the hazards associated with commercial space launch operations. These functions include making license and experimental permit determinations, conducting inspections of licensed and experimental permit operations, and developing rulemaking products related to commercial launch 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 launch vehicles, AST will lead agency efforts to develop new and improved approaches to evaluate and approve safety-critical launch vehicle components and systems. Further, AST will continue to leverage partnerships with other government organizations to enhance the safety of launches occurring from both federal and non-federal launch sites.

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 launch 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 supports the FAA Flight Plan Increased Safety goal by developing and supporting 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 for research and development purposes. AST inspects and monitors licensed and experimental launch activities.

Strategic Measure: 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. FY13 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 2013 program plan. Due October 31, 2012

Activity Target 2:

Complete 70% of the tools and analyses program improvement plan. Due September 16, 2013

Activity Target 3:

Finalize AST procedure document for flight safety analysis. Due July 31, 2013

Activity Target 4:

Develop a plan to conduct aircraft vulnerability testing of composite materials and irregular aircraft geometries and submit the plan for AST-5 for approval under R&D. Due January 31, 2013

Activity Target 5:

Develop a plan to investigate blast and fragment effects of nitrous oxide in composite case pressure vessels. The plan will be submitted to AST-5 for approval under R&D. Due February 28, 2013

Activity Target 6:

Develop recommendations as a result of the gap analysis of existing Government-owned and commercially developed computational or analytical tools to support AST's human space flight safety efforts. Due January 31, 2013

Activity Target 7:

Develop a draft system safety guide that addresses system safety approaches for various launch vehicles. Due August 31, 2013

Strategic Activity: Safety Management System

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

Activity Target 1:

Modify AST's SMS as required to conform with agency-wide policy. Due September 30, 2013

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: LEO Integration

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

Activity Target 1:

Prepare concept of operations to define the services required to support safe and successful orbital space transportation industry during flight operations. Due September 30, 2013

Activity Target 2:

Implement the National Space Policy (NSP) direction of mission and interagency-international relationships necessary for potential Space Traffic Management capability at the FAA. Due September 30, 2013

Core Measure: Safety Management Systems

Develop FAA SMS Communication Plan by February 28, 2013.

Core Initiative: Safety Management and System Oversight

Lead the agency effort to improve and manage SMS within AVS and FAA.

Core Activity: FAA Safety Management System (SMS)

Support AVP in the development of an agency-wide plan to manage communications and facilitate common understanding of safety management principles to agency stakeholders and external audiences, and update and publish ARP SMS guidance.

Activity Target 1:

Provide AST input to AVP for final agency-wide SMS Communications Plan. Due January 31, 2013

Activity Target 2:

Provide AST input into AVP final FAA Order 8000.369, SMS Guidance. Due January 31, 2013

Core Measure: COMMERCIAL SPACE TRANSPORTATION - 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 Initiative: Licensing

Conduct AST licensing process.

Core Activity: License Determinations - NEW

Make new license determinations.

Activity Target 1:

Make new license determinations within 180 days of receiving an acceptable application. Due September 30, 2013

Core Activity: License Determinations - RENEWALS

Make license renewal determinations.

Activity Target 1:

Make license renewal determinations within 90 days of receiving an acceptable application. Due September 30, 2013

Core Activity: Improve Licensing Process

Improve licensing process efficiency and effectiveness.

Activity Target 1:

Develop guidance for transitioning from a launch specific license to a launch operator license. Due January 15, 2013

Core Initiative: Safety Inspections

Conduct launch, launch/reentry site, and safety approval safety inspections and Class 3 amateur rocket observations. Execute the AST inspection training, mishap response coordination, and enforcement programs.

Core Activity: Inspect Launch and Reentry Sites

Inspect and monitor licensed launch and reentry events and launch/reentry sites to ensure license holder compliance with all applicable regulations. Multiple inspections may occur for a single licensed launch or reentry site.

Activity Target 1:

Complete one annual safety inspection for each active licensed launch and reentry site. Due September 30, 2013

Activity Target 2:

Conduct safety inspections using only certified safety inspectors as determined by the AST qualification matrix. Due September 30, 2013

Core Activity: Inspect Launch Vehicle Operators

Conduct inspections of safety related processes and vehicle operator compliance with license and permit terms and conditions during licensed launch and reentry operations and permitted launch operations. Multiple inspections may occur for a single licensed or permitted launch operation. Observe applicable Class 3 amateur rocket operator compliance with Certificate of Waiver or Authorization special provisions and applicable regulations

Activity Target 1:

Complete 40% of all launch operator and site safety inspections using field or a mixture of field and Headquarters inspectors. Due September 30, 2013

Activity Target 2:

Conduct safety inspections using only certified safety inspectors as determined by the AST qualification matrix. Due September 30, 2013

Core Activity: Develop and Maintain Inspection Standards

Review and improve AST safety inspection division standards. Develop and modify procedures, plans, and other guidance 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:

Complete 85% of all high priority division tasks on time Due September 30, 2013

Activity Target 2:

Conduct a bi-annual review of Sea Launch inspection procedures and guidance documentation. Due February 28, 2013

Activity Target 3:

Conduct a bi-annual review of Sea Launch inspection procedures and guidance documentation. Due September 30, 2013

Activity Target 4:

Maintain safety inspector certification level at 75%. Due September 30, 2013

Activity Target 5:

Update the safety inspection procedures (P008). Due August 31, 2013

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 a minimum of four (4) safety inspector regulatory proficiency training classes. Due July 31, 2013

Activity Target 2:

Conduct a minimum of four (4) safety inspector tabletop exercises (TTEs). Due July 31, 2013

Activity Target 3:

Maintain an average safety inspector attendance level of 60% for all annual recurrent training,

required proficiency training, and required exercises. Due September 30, 2013

Core Activity: Develop & Maintain Mishap Response Program

Prepare mishap response plans and support accident investigations when required. Familiarize and train division staff response to commercial space transportation mishap events. Prepare written guidance documentation for the implementation of the mishap program.

Activity Target 1:

Conduct a minimum of four (4) safety inspector mishap response exercises or activity sessions
Due July 31, 2013

Activity Target 2:

Conduct an annual exercise of the mishap notification and response checklist procedures including bridge line access. Due June 30, 2013

Core Activity: Inspect Safety Approvals

Monitor and review approved safety elements and safety approval holder compliance with safety approval order terms and conditions and all applicable regulations.

Activity Target 1:

Complete one annual safety inspection of each approved safety element. Due August 31, 2013

Core Activity: Enforcement

Conduct regulatory investigations on operators and individuals involved in commercial space activities that are in violations of established law.

Activity Target 1:

Initiate preliminary regulatory investigations of operators within five business days 95% of the time when information is received or made available indicating alleged noncompliance with requirements. Due September 30, 2013

Core 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:

Develop a draft Notice of Proposed Rulemaking (NPRM) for revising part 420 (License to Operate a Launch Site). Due September 30, 2013

Activity Target 2:

Develop a draft Application for Rulemaking to revise parts 431 and 435 (Launch and Reentry of Reusable Launch Vehicle). Due September 30, 2013

Activity Target 3:

Target 3: Develop a draft Application for Rulemaking to revise part 417 (Launch Safety)
Due September 30, 2013

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:

Update the four-year plan for AST's guidance documents Due November 30, 2012

Activity Target 2:

Develop two draft guidance documents from the four-year plan. Due September 16, 2013

Activity Target 3:

Finalize a guide for Aircraft Hazard Areas analysis
Due September 14, 2013

Activity Target 4:

Finalize a guide for Aircraft Hazard Areas analysis.
Due August 31, 2013

Core Initiative: Experimental Permits

Make experimental permit determinations.

Core Activity: Experimental Permit Determinations - NEW

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, 2013

Core Activity: Experimental Permit Determination - RENEWALS

Make experimental permit renewal determination.

Activity Target 1:

Make experimental permit renewal determinations within 60 days of receiving an acceptable application. Due September 30, 2013

Core Activity: Develop and Improve Experimental Permit Process

Improve the experimental permitting process effectiveness and efficiency.

Activity Target 1:

Develop guidance for transitioning from an experimental permit to a license. Due February 20, 2013

Core Initiative: Safety Approvals

Conduct the Safety Approval process.

Core Activity: METRIC - Safety Approval Determination

Work with industry to identify potential safety elements that lead to the issuance of one (1) new safety approval that increases the marketability of products and services for the commercial space transportation industry.

Activity Target 1:

Issue new safety approval determinations within 180 days of receiving an acceptable application. Due September 30, 2013

Core Activity: Improve Safety Approval Process

Improve the safety approval process effectiveness and efficiency.

Activity Target 1:

Update the internal safety approval procedures (P007). Due August 30, 2013

Core 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 to integrate programmatic and technical activities related to Commercial Resupply Services (CRS), Commercial Orbital Transportation Services (COTS), Commercial Crew Program (CCP), Orion MPCV, and Flight Opportunities 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 and 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, 2013

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 31, 2013

Activity Target 3:

Fully integrate Vandenberg AFB and Wallops Flight Facility Field Offices into Federal Range Program. Due August 31, 2013

Core Activity: Civil Partnership Operations

Manage interagency coordination for NASA Program partnerships to ensure safety practices are consistent.

Activity Target 1:

Sustain FAA roles and operational responsibilities in partnership with COTS and CRS activities as documented in the Joint Program Management Plan. . Due September 30, 2013

Activity Target 2:

Sustain FAA roles and responsibilities in partnership with the Flight Opportunities Program. Due September 30, 2013

Activity Target 3:

Review and resolve FAA comments on revisions to the NASA Crew Transportation System Documents such as the Commercial Human System Integration Requirements. Due September 30, 2013

Activity Target 4:

Initiate an effort with NASA and the USAF to ensure proper management of both public and occupant safety for human spaceflight programs. Due September 30, 2013

Activity Target 5:

Sustain FAA roles and responsibilities for

resolving issues associated with licensed and permitted operations in partnership with the Commercial Crew Program as documented in the MOU at both the Kennedy Space Center and the Johnson Space Center; Due September 30, 2013

Activity Target 6:

Draft a Joint Program Management Plan defining FAA roles and responsibilities in partnership with the Commercial Crew Program for the execution of CCiCap and future phases of the program. Due December 30, 2012

Activity Target 7:

Work in partnership with the Orion MPCV program at Johnson Space Center to resolve issues associated with licensing of first Orion test mission. Due September 30, 2013

Core Activity: RLV and Spaceport Operations

Manage coordination with state and community and local government agencies, industry and NASA 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 and document AST field office interfaces with key stakeholders including local government, spaceports, and launch and reentry vehicle developers /operators. Due September 30, 2013

Activity Target 2:

Complete planning for field office expansion near Mojave Air and Spaceport. Due March 30, 2013

Activity Target 3:

Complete planning for opening a field office near Spaceport America. Due September 30, 2013

Core Initiative: Research and 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; 2. Space Transportation Operations, Technologies and

Payloads; 3. Human Spaceflight; and 4. Space Transportation Industry Viability.

Core Activity: Space Traffic Management & Operations R&D

Manage R&D activities that achieve the following goal: Safe Integration of Air & Space Traffic Management, to effectively answer those topics related to the development and optimization of technical and regulatory provisions and processes used to oversee, coordinate, regulate, and promote safe and responsible space all activities between space and Earth (including access to, operations in and return from space to Earth) to avoid physical and/or electromagnetic interference.

Activity Target 1:

TBD Due September 30, 2013

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.

Activity Target 1:

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, 2013

Core Activity: Human Spaceflight R&D

Manage R&D activities that achieve the following goal: Ensure human safety of those onboard during space vehicle operation and those involved with spaceport operations.

Activity Target 1:

TBD. Due September 30, 2013

Core Activity: Space Transportation Industry Viability R&D

Manage R&D activities that achieve the following goal: Increase industry viability, including economic, legal, legislative, regulatory, and market analysis & 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, 2013

Activity Target 2:

Develop and document the commercial RLV technology needs of developing RLV systems for consideration into AST's research and development planning. Due September 30, 2013

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, 2013

Core Measure: 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 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: METRIC - Human Space Safety Flight Requirements

Maintain 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%.

Activity Target 1:

Issue draft guidance on Human Commercial Space Flight safety requirements for industry and public comment Due May 31, 2013

Activity Target 2:

Solicit inputs and comments from the Commercial Space Transportation Advisory Committee (COMSTAC) on the draft guidance to Human Space Flight requirements. Due May 31, 2013

Activity Target 3:

Incorporate comments on draft guidance for Human Commercial Space Flight safety requirements. Due September 30, 2013

Core Measure: Orbital Space Safety

Plans necessary for establishing a FAA Space Traffic Management capability will be developed, with an operational availability date of 2015. US government actions and international or commercial agreements required for operation of the STM capability will be developed. Requirements documents necessary for development of the needed facilities and equipment, to include any technology development, will be prepared.

Core Initiative: Orbital Space Safety

Prepare an orbital space safety implementation and acquisition plan for establishing the STM capability.

Core Activity: Establish inter-agency and international agreements and regulatory framework for global orbital space safety operations and an STM capability.

Develop the US and international legal framework for operation of the STM Operations Center.

Activity Target 1:

Prepare a report with recommendations for US inter-agency interfaces and agreements necessary for orbital space safety and an STM capability. Due September 30, 2013

Activity Target 2:

Prepare a report with recommendations for international governments and commercial interfaces and agreements necessary for orbital space safety using the STM capability. Due September 30, 2013

Global Collaboration

AST supports the FAA Flight Plan International Leadership goal by sharing knowledge of its safety oversight practices

with the international commercial space transportation community. Specifically, AST participates in international forums to raise awareness of its practices and activities that have resulted in an outstanding public safety record.

Core Measure: International Leadership

AST shares knowledge of its safety oversight practices with the international commercial space transportation community. Specifically, AST participates in international forums to raise awareness of its practices and activities that have resulted in an outstanding public safety record.

Core Initiative: 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 Activity: METRIC - Promote FAA Recommendations and Policies

Complete one (1) space-related Bilateral Agreement with a foreign government.

Activity Target 1:

Organize, develop agenda, secure participation and co-chair international Commercial Space Flight Safety Committee meeting. Due September 30, 2013

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, 2013

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, 2013

Workplace of Choice

AST supports the FAA Flight Plan Organizational Excellence goal by managing 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 Measure: Drive Continuous Efficiency Improvement & Cost Control

Achieve documented cost savings and cost avoidance of \$82.3 million in FY 2013.

Core Initiative: Cost Control Program

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity. Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance, accounting for 75% of operating resources.

Core Activity: AST SAVES and Video Conferencing Cost Control Activity

AST will participate in the SAVES program and will reduce its travel costs by utilizing AIO's Video Conferencing program in place of travel.

Activity Target 1:

Participate in the SAVES Program. Due September 30, 2013

Activity Target 2:

Use Video Conferencing in place of travel where possible. Due September 30, 2013

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 2013 Target: 174 days.

Activity Target 1:

Report quarterly (Q4 FY 2012 and Q1-3 FY 2013) to ABA, within 30 days of quarter close. Due September 30, 2013

Activity Target 2:

Provide updated FY 2014 template for review and approval in time to be included in the FY 2014 Business Plan. Due May 15, 2013

Core Activity: AST Efficiency Measure: Regulatory Cost per Launch

Track and report the average regulatory cost of a commercial space launch. FY 2013: \$0.6M per Launch.

Activity Target 1:

Report quarterly (Q4 FY 2012 and Q1-3 FY 2013) to ABA, within 30 days of quarter close. Due September 30, 2013

Activity Target 2:

Provide updated FY 2014 template for review and approval in time to be included in the FY 2014 Business Plan. Due May 15, 2013

Core Activity: AST 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, 2013

Support the Open Government Initiative the President's Executive Order on Streamlining Service Delivery and Improving Customer Service (EO 13571) and the 21st Century Digital Government directive by leveraging technology to make data available, improve web service efficiencies and increase productive collaboration with citizens, stakeholders and other 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 office plans. Due November 30, 2012

Activity Target 2:

Submit a progress report to the FAA Web Manager on their LOB and Staff Office FY 2013 Web Strategy and Action Plan. Due March 30, 2013

Activity Target 3:

Submit a progress report to the FAA Web Manager on their LOB and Staff Office FY 2013 Web Strategy and Action Plan. Due August 31, 2013

Activity Target 4:

Certify to the Administrator in writing: An estimated 95% of static information web pages on the public and employee web sites comply with FAA web standards, proper branding as described in the branding order and web policies. Due September 30, 2013

Activity Target 5:

The number of compliant web-based applications has been coordinated with and accepted by the Office of Communications as complying with FAA web standards, policies, and requirements. Due September 30, 2013

Core Measure: Support Open Government Initiative

Support the Open Government Initiative to Streamline Service Delivery, Improve Customer Service (EO13571), and leverage technology to increase productive collaboration with citizens, stakeholders and other government agencies by making high-value data and content in at least two existing major customer-facing systems available through web APIs via FAA.gov, including IdeaHub as a topic in at least two Town Hall or all-hands meetings, and using Twitter and Facebook to promote at least 3 FAA Safety related initiatives.

Core Initiative: Support Open Government Initiative

Support the Open Government Initiative to Streamline Service Delivery, Improve Customer Service (EO13571), and leverage technology to increase productive collaboration with citizens, stakeholders and other government agencies by making high-value data and content in at least two existing major customer-facing systems available through web International Affairs (APIs) via FAA.gov, 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 Activity: Support Open Government Initiative - AST

Core Measure: Hiring People with Targeted Disabilities

In support of the Secretary of Transportation goal that 3% of all new hires are People with Targeted Disabilities (PWTD), ACR will create quarterly reports to track the hiring of PWTD by FAA organizations. In FY 2013, the FAA will ensure that at least 1.67% of all new hires are PWTD. Each year, the FAA will work towards increasing the percentage of PWTD hires by .67% per year to reach the 3% hiring goal by FY 2015. ACR will provide supervisors and managers training on the DOT Online Accommodation Tracking System (OATS) to ensure that 90% of reasonable accommodations requests are completed within 25 business days or less. Additionally, ACR will work on achieving FAA-wide utilization of several

resources for recruiting and hiring people with disabilities. Accomplishment of this measure will contribute to creating a work environment that embraces and values diversity.

Core Initiative: Hiring People with Targeted Disabilities

Each FAA organization will take actions in support of the Secretary of Transportation fiscal year goal that 3% of all new hires are individuals with targeted (severe) disabilities. In FY 2013, all FAA organizations will ensure that at least 1.67% of all new hires are people with targeted (severe) disabilities.

Core Activity: Hiring People with Targeted Disabilities

Assist agency efforts to support the hiring goal for PWTD by reporting quarterly on the specific number of new hires of PWTD; improving the efficacy and timeliness of the reasonable accommodation process; and promoting the use of various resources for hiring PWD. Accomplishment of this activity will ensure that FAA organizations meet the FY 13 Shared STI goal that at least 1.67% of all new hires are people with targeted (severe) disabilities.

Activity Target 1:

Each LOB/SO will report quarterly on the specific number of new hires of PWTD and the specific actions taken (i.e. outreach activities, marketing of vacant positions, internships, disability awareness events) to ensure that at least 1.67% of all new hires are people with targeted (severe) disabilities. Due September 30, 2013

Activity Target 2:

Cooperate with ACR to ensure that 400 FAA managers/supervisors are trained on the DOT Online Accommodation Tracking system. Due September 30, 2013

Activity Target 3:

Ensure managers/supervisors attend briefings on the resources available for recruiting and hiring PWD. Due September 30, 2013

Activity Target 4:

Process 90% reasonable accommodation requests within 25 days or less of been received. Due September 30, 2013

Core Measure: Alternative Dispute Resolution Engagement (STI)

ACR, in coordination with the LOB/SO, will ensure that 70% of all managers agree to engage in mediation and that 35% of all EEO pre-complaint cases engage in the ADR process when the employee request mediation, to reduce the number of formal EEO complaints.

Core Initiative: Alternative Dispute Resolution (ADR) Engagement

ACR, in coordination with the LOB/SO, will ensure that 70% of all managers agree to engage in mediation when the complainant has requested mediation and that 35% of all EEO pre-complaint cases engage in the ADR process to reduce the number of formal EEO complaints.

Core Activity: Alternative Dispute Resolution (ADR)

ACR, in coordination with the LOB/SO, will ensure that 70% of all managers agree to mediation as a means to track management willingness to participate in the ADR process. Ensure that 35% of all EEO pre-complaint cases engage in the ADR process when the employee request mediation, to reduce the number of formal EEO complaints.

Activity Target 1:

Ensure that 70% of all managers agree to engage in mediation when complainant requests it. Due September 30, 2013

Activity Target 2:

Ensure that 35% of all EEO pre-complaint cases engage in the ADR process. Due September 30, 2013

Core Measure: Resource Management

Financial Resources Human Resources IT Resources

Core Initiative: Resource Management

This is a placeholder to account for all resource management activities.

Core Activity: Manage Human Resource

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

Activity Target 1:

Update AST Workforce Plan. Due April 30, 2013

Activity Target 2:

Maintain an average staffing level at no less than 90% authorized. Due September 30, 2013

Activity Target 3:

AST management team complete (2) performance management or leadership courses. Due September 30, 2013

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, 2013

Core Measure: Manage EEO Training

Assist agency efforts to prevent discrimination by training 60% of management and 10% of employees on EEO responsibilities and appropriate behaviors; ensuring that all FAA employees complete the NO FEAR Training that is required by OPM; and providing training to 75% of all new Air Traffic Student hires.

Core Initiative: Prevent Discrimination through EEO Training

Assist agency efforts to prevent discrimination by training 60% of management and 10% of employees on EEO responsibilities and appropriate behaviors. Additionally, ACR will ensure that all FAA employees complete the NO FEAR Training that is required by OPM.

Core Activity: Prevent Discrimination through EEO Training

Assist agency efforts to create a FAA culture in which managers and employees each understand their role in creating and maintaining an inclusive workplace, by promoting diversity and equal employment opportunity, consistent with merit principles and applicable law.

Activity Target 1:

Ensure that employees complete the NO FEAR Training to meet the OPM requirement. Due November 23, 2012

Activity Target 2:

Promote and support agency's efforts to prevent discrimination by ensuring that 60% of

management and 10% of employees attend EEO training. Due September 30, 2013

Core Measure: Optimize Information Delivery Through Technology Innovation

Enterprise Messaging System (EMS) will successfully migrate to no less than 90% of all FAA employees from the internally hosted and managed Lotus Notes e-mail solution to the externally hosted and managed cloud based Microsoft Outlook e-mail solution by August 31, 2013.

Core Initiative: Enterprise Architecture (CIP#:M31.00-00)

Implement and manage an actionable Enterprise Architecture.

Relationship to Measure: Implement and manage an actionable Enterprise Architecture.

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, 2013

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, 2013

Core Measure: EEO Action Committee

ACR in coordination with LOB/SOs will host a minimum of five (5) meetings to identify recommendations and strategies regarding EEO and diversity within the FAA Workplace.

Core Initiative: EEO Action Committee Meetings

ACR in coordination with LOB/SOs will host a minimum of five (5) meetings to identify recommendations and strategies regarding EEO and diversity within the FAA Workplace.

Core Activity: EEO Action Committee Meetings

Attend a minimum of five (5) EEO Action Committee Meetings held by ACR to identify recommendations and strategies regarding EEO and diversity within the FAA Workplace.

Activity Target 1:

Attend EEO Action Committee Meetings scheduled by ACR. Due September 30, 2013

Activity Target 2:

Present demographics profiles for AST at the EEO Action Committee and discuss strategies for improving in areas with low participation. Due September 30, 2013

Activity Target 3:

Analyze AST statistical demographic data and identify programs, recommendations, actions regarding EEO and diversity within the FAA workplace. Due September 30, 2013

within 120 days of receiving sufficient information for new experimental permit determination. Due September 30, 2013

Activity Target 2:

Complete all required environmental reviews within 180 days of receiving sufficient information for new license determination. Due September 30, 2013

Core Activity: Environmental Renewals - 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 experimental permit renewals determination. Due September 30, 2013

Activity Target 2:

Complete all required environmental reviews within 90 days of receiving sufficient information for license renewals determination. Due September 30, 2013

Sustain our Future

Sustain our Future introduction for AST

Core Measure: Environmental Stewardship in Commercial Space Transportation

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 Initiative: Environmental Reviews

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

Core Activity: Environmental Reviews - NEW APPLICANTS

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

Activity Target 1:

Complete all required environmental reviews

Core Activity: Improve AST Environmental Review Process

Improve AST environmental review process efficiency and effectiveness.

Activity Target 1:

Identify tasks to improve AST's environmental review process Due September 30, 2013

Activity Target 2:

Complete mission critical tasks identified to improve AST's environmental review process. Due September 30, 2013

Core Initiative: Environmental Management Systems

Implement Environmental Management Systems to ensure that FAA operations protect the environment, meet statutory and regulatory environmental requirements, and improve reliability and cost effectiveness.

Core Activity: Environmental Management Systems (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 audits and management reviews and report status to AEE. Due May 31, 2013

Core Measure: Collect and Distribute information on Commercial Space Transportation Industry Activities.

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 Initiative: Enabling Industry Competitiveness and Viability

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

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.

Activity Target 1:

Collect and prepare draft materials for an AST annual report providing information about commercial space transportation industry activities, to be published as website content by 31 October 2014. Due September 30, 2013

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, 2013

Core Activity: Space Education Outreach

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

Activity Target 1:

Support up to three domestic inquiries forwarded to AST by AVSED coordinators during FY2013. Due September 30, 2013

Core Measure: FAA Environmental Management System (EMS)

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

Core Initiative: FAA Environmental Management Systems (EMS)

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

Core Activity: 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, 2013

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, 2013

Activity Target 3:

Work with AEE to complete a self-declaration audit. Report conformance status to AEE in accordance with FAA EMS Self-Declaration protocol. Due September 30, 2013

Activity Target 4:

Provide AST data/metrics for reporting to the Federal Electronic Challenge (FEC). Due December 30, 2012

Core Measure: Support FAA Sustainability Environmental Objectives

All FY 13 activity targets associated with at least 3 of the following 4 initiatives are met by the FY 2013 due dates established in the FY 2013 business plan. ARC: Fleet Management, ARC: Sustainable Buildings, AIO: IT Greening, ACQ: Increase purchases of energy-efficient products and services

Core Initiative: IT Greening Initiatives

Manage enterprise IT equipment and infrastructure to increase efficiencies and promote electronic stewardship.

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 Strategic Sustainability Performance Plan (SSPP), as well as provide AIO with data/metrics for SSPP reporting purposes on an annual basis. Interim due date 12/30/12. Due January 30, 2013

Activity Target 2:

Provide AST data/metrics on a quarterly basis for the DOT Regulatory Review. Interim due dates: 12/31/12, 3/31/13, 6/30/13. Due September 30, 2013

Activity Target 3:

Provide AST data/metrics biannually for the OMB Environmental Scorecard. Interim due dates: 6/30/13 Due June 30, 2013