



**Federal Aviation
Administration**

Commercial Space Transportation

Fiscal Year 2014 Business Plan



FY2014 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 uninjured 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 transportation industry. Central to AST's efforts to ensure safety, is the establishment of a Commercial Space Transportation Center of Excellence. The Center leverages AST research and development funding with a consortium of universities and industry partners to carry out cooperative research on 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.

Make Aviation Safer and Smarter

AST supports increased safety by establishing and applying regulations for commercial space launch and reentry operations, as well as launch and reentry sites. To protect public safety, AST conducts thorough and complete evaluations of all launch activities proposed by U.S. citizens or by non - U.S. entities seeking to conduct launch activities in the U.S. In addition to issuing launch licenses, AST issues experimental permits to commercial entities seeking to conduct launches for research and development purposes. Subsequently, AST inspects and monitors licensed and experimental launch activities.

Strategic Measure: Risk-Based Decision Making

Build on safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to make smarter, system-level, risk-based decisions.

Strategic Initiative: Safety Oversight Model

Evolve the Safety Oversight Model.

Strategic Activity: FAA Oversight Model

Evolve the FAA oversight model to leverage industry's use of safety management principles, and exchange safety management lessons learned and best practices

Activity Target 1:

Develop the scope, and a charter to clearly identify the resources, deliverables, and milestones. Due September 30, 2014

Core Business 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 Business 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, 2014

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, 2014

Core Activity: Improve Licensing Process

Improve licensing process efficiency and effectiveness.

Activity Target 1:

Develop strategy or approach for licensing unique launch and reentry concepts and operations that are anticipated in the near future. Due July 30, 2014

Core Business Initiative: Safety Approvals

Conduct the Safety Approval process.

Core Activity: STI METRIC - Safety Approval Determinations

Work with industry to identify potential safety elements that lead to the issuance of at least two new safety approvals, which increase the marketability of products and services for the commercial space transportation industry. Due September 30, 2014

Activity Target 1:

Work with industry to identify potential safety elements that lead to the issuance of at least two new safety approvals, which increase the marketability of products and services for the commercial space transportation industry. Due September 30, 2014

Core Activity: Improve Safety Approval Process

Improve the effectiveness and efficiency of the safety approval process.

Activity Target 1:

Prepare a paper that examines the potential of using a safety approval to cover the production or manufacturing of reusable launch systems Due July 30, 2014

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, Flight Crew, and Spaceflight Participants.

Activity Target 1:

Develop an application for rulemaking to revise the petition and waiver process in Part 404 of FAA rules. Due August 31, 2014

Activity Target 2:

Develop an application for rulemaking to revise the cross waiver provisions to accommodate multiple cubesat-type payloads. Due August 31, 2014

Activity Target 3:

Develop an application for rulemaking to allow for the electronic submission of application material. Due August 31, 2014

Core Activity: Develop and Issue Advisory Documents

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

Activity Target 1:

Update the four-year plan for AST's guidance documents. Due November 30, 2013

Activity Target 2:

Complete 70% of the guidance documents planned for FY14. Due September 15, 2014

Core Business 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 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, 2014

Core Activity: Develop and Maintain Inspection Standards

Evaluate the effectiveness of the safety inspection program as it pertains to the AST safety inspection mission and individual safety inspector performance. Provide a standardization and evaluation (stand/eval) process to ensure safety inspector consistency.

Activity Target 1:

Complete 85% of all high priority division tasks on time. Due September 30, 2014

Activity Target 2:

Conduct safety inspections using only certified safety inspectors as determined by the AST qualification matrix. Due September 30, 2014

Activity Target 3:

Maintain safety inspector certification level at 75%. Due September 30, 2014

Activity Target 4:

Update the safety inspection procedures (Procedure 008). Due August 31, 2014

Activity Target 5:

Complete written safety inspector training evaluations no later than 14 days following the activity. Due September 30, 2014

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, 2014

Activity Target 2:

Conduct a minimum of four (4) safety inspector tabletop exercises (TTEs). Due July 31, 2014

Activity Target 3:

Maintain safety inspector attendance levels at 65% (of available inspectors) for each annual recurrent training, required proficiency training, and required exercise activity. Due September 30, 2014

Activity Target 4:

Conduct an annual review of Sea Launch inspection procedures and guidance documentation Due April 30, 2014

Core Activity: Implement & Maintain a MISHAP RESPONSE Program

Prepare mishap response plans and conduct 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, 2014

Activity Target 2:

Conduct an annual exercise of the mishap notification and response checklist procedures including AST bridge line activation. Due June 30, 2014

Core Activity: Inspect SAFETY APPROVALS

Monitor and review all 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, 2014

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 noncompliances with DoD partners IAW launch license terms and conditions, reviewing and publishing all such noncompliance annually. Due September 30, 2014

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, 2014

Core Activity: Conduct Enforcement

Conduct regulatory investigations on operators and individuals involved in commercial space activities that are in violation 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, 2014

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, 2014 Due September 30, 2014

Core Business 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, 2014

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, 2014

Core Activity: Develop and Improve Experimental Permit Process

Improve the experimental permitting process effectiveness and efficiency.

Activity Target 1:

Document the FAA approach for permitting hybrid systems as a launch system. Due June 27, 2014

Core Business Initiative: Operations

Partner with the NASA and other government agencies to ensure consistent application of common safety standards between the FAA and our government partners for launches of commercial vehicles. Partner with NASA to integrate programmatic and technical activities related to Commercial Resupply Services (CRS), Commercial Crew, Orion MPCV, and Flight Opportunities Programs with AST Licensing, Permitting or Safety Evaluations. Partner with NASA and DOD 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: Partner with NASA and Other Agencies

Continue to develop partnerships with NASA and other agencies to manage policy, coordination, and partnerships for the enhancement of commercial space safety.

Activity Target 1:

Continue to develop an interagency partnership with the NASA Commercial Crew Program that supports FAA licensing for astronaut transportation services to the International Space Station. Promote activities that support the development and implementation of consistent requirements and regulations, and address all items in the licensing spreadsheet and close or define a path to closure. Due September 30, 2014

Activity Target 2:

Maintain an interagency partnership with the NASA Commercial Resupply Services Program in support of FAA licensed cargo transportation missions to the International Space Station. Ensure all missions are executed in accordance with the Joint Program Management Plan between the agencies, and promote activities that seek to incorporate lessons learned or identify improvements for future licensed missions. Due September 30, 2014

Activity Target 3:

Maintain and develop an interagency partnership with the NASA Flight Opportunities Program in support of both amateur rocket and FAA licensed suborbital research missions. Due September 30, 2014. Due September 30, 2014

Activity Target 4:

Continue to develop an interagency partnership with NASA to support their efforts to transition assets and facilities to use for the commercial space industry. Due September 30, 2014

Activity Target 5:

Continue to develop an interagency partnership with the NASA Wallops Flight Facility. Establish a full-time office in accordance with our MOA in support of FAA licensed missions from WFF. Due September 30, 2014

Core Activity: Operations Integration

Coordinate the development of AST policy and procedures on matters relevant to external organizations including commercial providers, other FAA organizations, and other government agencies. Intended to ensure consistency in the conduct of licensing/permitting application evaluations by engaging with the other AST divisions, AGC, and the Chief Engineer.

Activity Target 1:

Develop strategies for cross-cutting regulatory or operational issues for AST management review at the Noon Board. Complete 75% of Memos for

Record within 60 days. Due September 30, 2014

Activity Target 2:

Develop an AST policy that will provide for an approach and implementation of future rule making projects that is integrated across all AST divisions and staff offices. Due September 30, 2014

Activity Target 3:

Develop and implement an integrated AST communications plan for nominal and non-nominal launch or reentry activities. Due September 30, 2014

Activity Target 4:

Develop and maintain an industry contact database for AST-wide use. Due September 30, 2014

Core Activity: Pre-Application Consultation

Manage and coordinate with potential license, permit, or safety approval applicants, facilitating initial applicant education, pre-screening, and information and data exchanges in the development of applications, leading up to a formal application submittal that has been deemed sufficiently complete.

Activity Target 1:

In cooperation with other AST Divisions, finish 75% of all formal, signed, application "complete enough" determinations within 10 business days. Due September 30, 2014

Activity Target 2:

In cooperation with other AST Divisions finish 75% of all draft application reviews within 10 business days. Due September 30, 2014

Activity Target 3:

Complete a final draft of an update to Advisory Circular 413.1 for AST-300 review and publication. Due September 30, 2014

Activity Target 4:

Develop updated internal procedures for pre-application consultation. Due January 15, 2014

Activity Target 5:

Conduct at least one pre-application workshop open to industry demonstrating use of pre-application consultation materials. Due September 30, 2014

Core Business Initiative: Research & Development

Conduct research and development (R&D) activities in support of AST's mission goals. These goals are traceable to, and directly aligned with, over-arching FAA and DOT goals. AST's research program addresses four areas: (1) Space Traffic Management and 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 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:

Research Task 220 - Commercial Spaceport Practices Framework: The purpose of this task is to establish a framework for commercial spaceport practices and body of knowledge. Documents containing existing regulations, standards, policies, procedures, rules, and research in each of the major categories and sub-categories of the framework will be integrated into a searchable Document Management System (DMS). Documents related to Ground and Flight Safety, Topic 5, is the first major category in the framework to be integrated into the DMS Due September 30, 2014

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:

Research Task TBD: Due September 30, 2014

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:

Research Task TBD - Minor Injury Severity Scale: This activity will (i) review the medical literature and evaluate existing injury scoring systems for analogs that may be useful for commercial orbital spaceflight. The literature review will include papers that have been written in the field of space flight biomedical challenges, surgical care in space, trauma and operative care in space, and medical emergencies in space; (ii) identify the ground rules and assumptions that will drive the development of the MISS; and (iii) define and identify the Minor Injury Severity Scale and

suggesting potential mitigation strategies to protect the safety of crew members and SFPs. Due September 30, 2014

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:

Research Task 193 - RLV Technology Roadmap Update: This project will (i) perform a research needs-based study of the current earth science, space science and life science requirements in microgravity as compared to the commercial payload capabilities, (ii) compare the study results with available technologies, thereby identifying critical needs or gaps of technology, and (iii) validate and prioritize the needs and/or gaps with industry through interviews. Due September 30, 2014

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, 2014

Core Business Measure: COMMERCIAL HUMAN SPACE SAFETY REQUIREMENTS

Work with the Commercial Space Transportation Advisory Committee (COMSTAC), NASA, the U.S. Air Force, and other stakeholders to enable safe commercial space flight operations involving flight crew and space flight participants, through preparation of at least one document addressing occupant safety practices, as well as through at least two meetings with stakeholders, concerning NASA commercial human spaceflight programs.

Core Business Initiative: Commercial Human Space Safety Requirements

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

Core Activity: Develop Approach for Human Space Flight Requirements

Work with the Commercial Space Transportation Advisory Committee (COMSTAC) and other stakeholders to complete, issue, and solicit inputs and comment on the second draft of a document addressing Established Practices for Human Space Flight Occupant Safety, designed to enable safe commercial space flight operations that involve flight crew and space flight participants.

Activity Target 1:

Issue second draft of Established Practices for Human Space Flight Occupant Safety for industry and public comment. Due May 31, 2014

Activity Target 2:

Solicit inputs and comments from the Commercial Space Transportation Advisory Committee (COMSTAC) on the second draft of Established Practices for Human Space Flight Occupant Safety. Due May 31, 2014

Core Activity: Partner with NASA Human Spaceflight Development Activities

Partner with NASA to integrate NASA's Commercial Crew Program and Orion MPCV 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, 2014

Activity Target 2:

Sustain efforts with the USAF and NASA programs to ensure the proper balance of public safety and occupant safety for human spaceflight programs. Due September 30, 2014

Activity Target 3:

Sustain FAA roles and responsibilities in partnership with the Commercial Crew Program at both the Kennedy Space Center and the Johnson Space Center; Due September 30, 2014

Activity Target 4:

Sustain FAA roles and responsibilities in partnership with the Orion MPCV Program at the Johnson Space Center. Due September 30, 2014

Core Activity: STI METRIC - Human Spaceflight Fatal Accident Rate as Low as Possible

Remain below the historical fatal accident rate of

one percent when commercial suborbital flights begin, involving flight crew and space flight participants.

Activity Target 1:

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%. Due September 30, 2014

Core Business Measure: Orbital Space Safety

Develop at least one planning document addressing implementation of an initial FAA Space Traffic Management (STM) capability, with an initial operational capability date of 2015, and prepare a report outlining requirements, interfaces, and agreements required for future operations of the STM capability.

Core Business Initiative: Orbital Space Safety

Implement an initial STM capability and develop a report that defines requirements, interfaces, and agreements for future capabilities.

Core Activity: Implement an initial STM capability and develop a report that defines requirements, interfaces, and agreements for future capabilities.

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

Activity Target 1:

Develop and implement interfaces and agreements necessary for an initial STM capability. Due September 30, 2014

Activity Target 2:

Mature and submit for approval an initial STM Concept of Operations and Services required to support safe and successful orbital commercial space transportation operations. Due September 30, 2014

Core Activity: Define future STM Capabilities

Define future STM Capabilities

Activity Target 1:

Develop a report that defines interfaces and develop requirements for future STM capabilities, including space weather data fusion to increase safety of flight for orbital and suborbital flight operations. Due September 30, 2014

Core Business 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.

Core Business Initiative: Safety Oversight

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

Core Activity: Safety Tools and Analyses

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

Activity Target 1:

Develop a tools and analyses 2014 program improvement plan. Due October 31, 2013

Activity Target 2:

Complete 70% of the tools and analyses program improvement plan. Due September 15, 2014

Core Activity: Safety Management System

Support FAA's SMS Executive Council and FAA SMS Committee on SMS concerns affecting multiple lines of business. Modify AST's Safety Management System (SMS) as required to conform with FAA-wide policy, in order and to address industry's safety risk management issues more effectively.

Activity Target 1:

Work with FAA's SMS Executive Council to identify one or more cross-organizational Significant Safety Issues / Safety Risk Areas. Due December 30, 2013

Activity Target 2:

Work with FAA's SMS Executive Council to establish an FAA-level Hazard Taxonomy that is consistent with international models. Due September 30, 2014

Activity Target 3:

Work with FAA's SMS Executive Council to develop mitigation strategies for at least one Significant Safety Issue. Due September 30, 2014

Activity Target 4:

Elevate at least one AST-driven safety concern affecting multiple FAA lines of business for analysis and resolution to the FAA SMS Committee. Due September 30, 2014

Activity Target 5:

Modify AST's Safety Management System (SMS) as required to: (1) conform with FAA-wide policy, and (2) address industry's safety risk management issues more effectively. Due September 30, 2014

Activity Target 6:

Develop a summary informational briefing on AST's SMS process, for use by FAA personnel in other lines of business, and post the briefing on the FAA SMS website. Due September 30, 2014

Core Business Initiative: Space Operation Integration

Partner with the Air Traffic Organization (ATO), Office of Airports (ARP), and NextGen (ANG) to manage the safe integration of commercial space transportation operations into the national airspace and airports system. Develop processes, provide commercial space operations subject matter expertise, and coordinate safety support as requested.

Core Activity: Partner with NASA and DoD

AST partners with the National Aeronautics and Space Administration (NASA) and the Department of Defense (DOD) to carry on consultations, with regard to managing the integration of space transportation operations.

Activity Target 1:

AST participates in at least one meeting, with the National Aeronautics and Space Administration (NASA) and the Department of Defense (DOD), involving consultations concerning management of the integration of space transportation operations. Due September 30, 2014

Deliver Benefits Thru Technology/Infrastructure

AST is applying technology in order to encourage the growth and expansion of U.S. commercial space transportation. Specifically, AST conducts necessary environment-related activities, as well as activities intended to generate public support for U.S. commercial space transportation.

Strategic Measure: Accommodating New User Entrants and Commercial Space Transportation into the NAS

Develop a strategy to ensure the integration of new user entrants and commercial space transportation into the NAS.

Strategic Initiative: Integrate New Commercial Space Entrants

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

Strategic Activity: Space Traffic Management

Establish process and procedures for integration of space traffic management (STM) from accommodation to integration.

Activity Target 1:

Establish an AST/ATO team to assess and implement a planning & management process that

supports improved integration of current commercial space operations. Due September 30, 2014

Activity Target 2:

Develop and begin implementing an Agency-level Commercial Space CONOPS for airspace integration at or below FL600. Due September 30, 2014

Core Business Measure: Enterprise Architecture and Technology Insertion

Implement and manage Enterprise Architecture and eGov technology insertion to meet FAA, DOT, and OMB requirements. In FY2014 update and submit the FAA Enterprise Architecture Roadmap to OMB and meet all special project IPv6 requirements and targets by August 31, 2014.

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, 2014

Activity Target 2:

Provide EA and roadmap data per the CY2014 EA and Roadmap Guidance. Assist AIO in the development of the FAA EA update. Due September 30, 2014

Core Business Measure: Expand Commercial Space Transportation Capacity

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 Business 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 Industry Information

Collect and publish website content presenting information about commercial space transportation industry activities.

Activity Target 1:

Collect and publish, at least annually, website content presenting global space launch activity information, including past, present, and projected future commercial launches, as well as associated performance data. Due September 30, 2014

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, 2014

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 up to three domestic inquiries forwarded to AST by AVSED coordinators during FY2014. Due September 30, 2014

Core Activity: CST 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, 2014

Core Business Measure: Drive Continuous Efficiency Improvement & Cost Control

Achieve documented cost savings and cost avoidance of \$41.53 million in FY 2014.

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 2014 Target: 174 days

Activity Target 1:

Continue to report FY13 4th quarter results to ABA on the average number of days to make license determinations. Due October 31, 2013

Activity Target 2:

Continue to report quarterly to ABA on the average number of days to make license determinations. Due March 31, 2014

Activity Target 3:

Continue to report quarterly to ABA on the average number of days to make license determinations. Due April 30, 2014

Activity Target 4:

Continue to report quarterly to ABA on the average number of days to make license determinations. Due July 31, 2014

Activity Target 5:

Provide updated FY 2015 template for review and approval in time to be included in the FY 2014 Business Plan. Due May 14, 2014

Core Activity: AST Efficiency Measure: Regulatory Cost per Launch

Track and report the average regulatory cost of a commercial space launch.

FY 2014: \$0.5M/Launch

Activity Target 1:

Report FY13 4th quarter results to ABA for average regulatory cost of a commercial space launch. Due October 31, 2013

Activity Target 2:

Report FY 2014 1st quarter results to ABA for average regulatory cost of a commercial space launch. Due January 31, 2014

Activity Target 3:

Report FY 2014 2nd quarter results to ABA for average regulatory cost of a commercial space launch. Due April 30, 2014

Activity Target 4:

Report FY 2014 3rd quarter results to ABA for average regulatory cost of a commercial space launch. Due July 31, 2014

Activity Target 5:

Provide updated FY 2015 template for review and approval in time to be included in the FY 2015 Business Plan. Due May 15, 2014

Core Business Measure: Small Business and Corporate Citizenship

Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship by September 30, 2014.

Core Business Initiative: Award Procurement Dollars

Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship.

Core Activity: Awarding of procurement dollars

Special emphasis on small, disadvantaged and women-owned, and service-disabled veteran-owned businesses.

Activity Target 1:

Participate in one outreach event or program. Due September 30, 2014

Activity Target 2:

In accordance with P.L. 95-507 and the agency's Small Business goal: FAA will award at least 25% of the total agency's direct procurement dollars to Small Businesses. Due September 30, 2014

Core Business Measure: Environmental Stewardship in Commercial Space Transportation

Perform comprehensive environmental reviews to ensure that all licenses and permits issued by AST and all AST rulemaking activities are compliant with the National Environmental Protection Act (NEPA) and Agency Directives. Implement AST's Environmental Management System (EMS) and complete all mission critical improvement tasks.

Core Business Initiative: Environmental Reviews

Conduct environmental reviews of proposed licensed and permitted operations and AST rulemaking activities.

Core Activity: Environmental Reviews - License and Experimental Permit NEW APPLICANTS

Conduct environmental reviews for proposed launch, reentry and launch site operations in support of AST license and permit evaluation timelines.

Activity Target 1:

Complete all required environmental reviews within 120 days of receiving sufficient information for a new experimental permit determination. Due September 30, 2014

Activity Target 2:

Complete all required environmental reviews within 180 days of receiving sufficient information for a new license determination. Due September 30, 2014

Core Activity: Environmental Renewals - License and Experimental Permit RENEWALS

Conduct environmental reviews in support of AST license and experimental permit renewal evaluation timelines.

Activity Target 1:

Complete all required environmental reviews within 60 days of receiving sufficient information for an experimental permit renewals determination. Due September 30, 2014

Activity Target 2:

Complete all required environmental reviews within 90 days of receiving sufficient information for a license renewals determination. Due September 30, 2014

Core Activity: Improve AST Environmental Review Process

Improve the efficiency and effectiveness of AST's environmental review process by completing all mission critical improvement tasks.

Activity Target 1:

Identify tasks to improve AST's environmental review process. Due March 30, 2014

Activity Target 2:

Complete all mission critical tasks identified to improve AST's environmental review process. Due September 30, 2014

Core Activity: Partner with AEE

Partner with the Office of Environment and Energy (AEE) to conduct projects that support environmental reviews of commercial launch, reentry, and launch site operations, including the development of an internal guidance document.

Activity Target 1:

Develop an internal guidance document for the coordination of commercial launch and reentry

noise analysis. Due September 30, 2014

Core Business Initiative: Environmental Management Systems

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 EMS to support the growth of commercial space transportation, including the conducting of an annual audit and management review.

Core Activity: Conduct EMS Audits

Maintain and improve AST's EMS through the conducting of an annual audit and management review.

Activity Target 1:

Conduct at least one internal EMS audit and a management review, and report status to AEE. Due September 30, 2014

Core Business 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 providing technical direction, oversight and support to the FAA in meeting these EO and environmental goals. The FAA EMS Steering Committee is led by AEE and is composed of the appropriate LOB's and staff offices. AEE will develop FAA-wide training, and coordinate EMS performance reporting.

Core Business Initiative: FAA Environmental Management System (EMS)

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

Core Activity: AST Support for EMS

AST seeks to protect and enhance communities and the natural environment affected by U.S. commercial space transportation launches and activities through adoption of industry best practices for environmental protection and stewardship. AST intends to honor this commitment through maintenance and continual

improvement of an environmental management system to support the growth of commercial space travel.

Activity Target 1:

Support the EMS Steering Committee to assist in the updates to applicable Orders, training, Environmental Management Plans, and Procedures as necessary. Due September 30, 2014

Activity Target 2:

Conduct internal EMS audits and management review, report status to AEE. Due August 31, 2014

Enhance Global Leadership

AST is enhancing FAA's global leadership by sharing knowledge of its commercial safety oversight practices with the international 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 Business 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 Business Initiative: Space Transportation International Coordination

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

Core Activity: STI METRIC - Promote FAA Recommendations and Policies

Strategically influence international commercial space transportation safety, capacity and efficiency by promoting adoption of FAA AST law, regulations, guidelines and other recommendations and policies at key international venues, including: co-chairing at least one meeting of the international Commercial Space Flight Safety Committee of the International Astronautical Federation, executing at least three briefings or meetings with foreign space and aviation officials, and completing at least one written space-related agreement or exchange of letters with a foreign government.

Activity Target 1:

Organize, develop agenda, secure participation and co-chair international Commercial Space Flight Safety Committee meetings for the International Astronautical Federation. Due September 30, 2014

Activity Target 2:

Organize, coordinate and execute at least three briefings or meetings with foreign space and aviation officials to promote expansion or adoption of AST's commercial space transportation law, regulations, philosophy, procedures, and concepts. Due September 30, 2014

Activity Target 3:

Complete at least one written space-related agreement or exchange of letters with a foreign government, calling for bilateral cooperation in addressing legal/regulatory issues. Due September 30, 2014

Empower and Innovate with the FAA's People

AST is empowering and innovating with its team of technical professionals, in order to control costs, improve stakeholder service, effectively and efficiently manage resources, and execute a comprehensive training plan.

Core Business Measure: Hiring and Accommodating People with Disabilities

Support the Department of Transportation's hiring and onboard goal to increase the representation of people with targeted (severe) disabilities in the workforce by ensuring that at least 1.67% of all FAA new hires are PWTD and reporting quarterly on the specific number of new PWTD hires. Additionally, LOBs/SOs will work collaboratively to improve the efficiency and timeliness of reasonable accommodation by processing 90% of reasonable accommodation requests within 25 business days from the date received.

Core Business Initiative: Hiring and Accommodating People with Disabilities

Ensure that 1.67% of all new hires are PWTD (severe disabilities) and that 90% of reasonable accommodation requests are processed within 25 business days from date received.

Core Activity: Hiring and Accommodating People with Disabilities

Ensure that 1.67% of all new hires are PWTD (severe disabilities) and that 90% of reasonable accommodation requests are processed within 25 business days from date received.

Activity Target 1:

Report quarterly on the specific number of new PWTD hired and the actions taken to ensure that at least 1.67% of all new hires are people with targeted (severe) disabilities. Due September 30, 2014

Activity Target 2:

Process 90% of reasonable accommodation requests within 25 business days from date received. Due September 30, 2014

Core Business Measure: EEO Training

Assist Agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace, by ensuring that 60% of management and 10% of employees complete EEO Training.

Core Business Initiative: Prevent Discrimination through EEO Training

Ensure that 60% of management and 10% of employees complete EEO Training. Managers and employees are encouraged to complete EEO Training courses that are listed as part of the Diversity and Inclusion Core Curriculum. EEO training will be offered through various methodologies, including on-site, instructor-led training when funding permits.

Core Activity: EEO Training

Ensure that 60% of management and 10% of employees complete EEO Training. Managers and employees are encouraged to complete EEO Training courses that are listed as part of the Diversity and Inclusion Core Curriculum. EEO training will be offered through various methodologies, including on-site, instructor-led training when funding permits.

Activity Target 1:

Ensure that 60% of managers and 10% of employees complete EEO Training. Due September 30, 2014

Core Business Measure: Resource Management

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.

Core Business Initiative: Resource Management

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

Core Activity: Manage Human Resources

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

Activity Target 1:

Update AST Workforce Plan. Due April 30, 2014

Activity Target 2:

Maintain an average staffing level at no less than 90% authorized. Due September 30, 2014

Activity Target 3:

Develop FY2014 management and staff training plan. Due December 30, 2013

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, 2014

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, 2014

Core Business Measure: EEO/Diversity and Inclusion Action Committee

In collaboration with the LOBs/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace. Each LOB/SO will analyze and present demographic data at the EEO Action Committee and conduct a self-assessment in compliance with the MD-715.

Core Business Initiative: EEO/Diversity and Inclusion Action Committee

In collaboration with the LOB/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace. Each LOB/SO will analyze and present demographic data at the EEO Action Committee; conduct a self-assessment in compliance with the MD-715; and assist with implementing or revising evaluation methods for the managers EEO performance standard.

Core Activity: EEO/Diversity and Inclusion Action Committee

Each LOB/SO will analyze and present demographic data at the EEO Action Committee; conduct a self-assessment in compliance with the MD-715; and assist with implementing or revising evaluation methods for the managers EEO performance standard.

Activity Target 1:

Conduct an internal MD 715 self-assessment (Part G Checklist) as required by EEOC. Due October 15, 2013

Activity Target 2:

Analyze and present demographic data in comparison to the civilian labor force statistics, to the EEO Action Committee and identify strategies and actions for improving groups with lower than expected participation rates. Due December 31, 2013

Activity Target 3:

Support agency efforts to implement and/or revise evaluation methods to the managers EEO performance standard. Due December 31, 2013

Core Business Measure: Alternative Dispute Resolution (ADR)

ACR, in coordination with the LOBs/SOs, will ensure that 60% of all managers engage in mediation when requested by employees.

Core Business Initiative: Alternative Dispute Resolution (ADR)

LOB/SOs will ensure that 60% of all managers engage in mediation when requested by employees.

Core Activity: Alternative Dispute Resolution (ADR)

LOB/SOs will ensure that 60% of all managers engage in mediation when requested by employees.

Activity Target 1:

Ensure that 60% of all managers engage in mediation when requested by employees. Due September 30, 2014