



**Federal Aviation
Administration**

Commercial Space Transportation

Fiscal Year 2016 Business Plan



FY2016 AST Business Plan

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The Federal Aviation Administration (FAA) Office of Commercial Space Transportation (AST) serves to protect 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 protect uninvolved people and their property from the hazards associated with commercial space launch and reentry 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 and reentry activities. AST also reviews its processes regularly as the commercial space transportation industry evolves. With a focus on the rapid evolution and complexity of new launch and reentry 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 and reentries occurring from both federal and non-federal launch sites. In addition, AST performs other activities intended to encourage, facilitate and promote the growth of U.S. commercial space transportation. AST's core business functions in this area include 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. AST's Commercial Space Transportation Center of Excellence 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 Objective: 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: Standardization, Access, and Integration

Improve standardization, data access, & modeling integration.

Strategic Activity: FAA Safety Data Access and Management

Establish an Interim Safety Community of Interest (COI) to consolidate a list of safety databases and taxonomies that are of high value to safety analyst across the FAA.

Activity Target 1:

Establish an Interim Safety Community of Interest (COI). Due September 30, 2016

Strategic Activity: Hazard Tracking Tool

Establish an agency-wide tool to track hazards and mitigation outcomes.

Activity Target 1:

Update the Hazard Identification Risk Management and Tracking (HIRMT) tool to accommodate LOB-specific data field requirements. Due September 30, 2016

Strategic Initiative: Decision Making Process

Enhance decision making processes.

Strategic Activity: FAA SMS Decision-Making and Governance Structure

Design and implement changes to the FAA SMS decision-making and governance structure including

potential changes to the FAA SMS Executive Council roles and responsibilities.

Activity Target 1:

Update the FAA SMS Committee Charter and develop the FAA SMS Executive Council Charter to align with the Risk-Based Decision Making Strategic Initiative. Due April 30, 2016

Strategic Initiative: RBDM Transition of Safety Management

Evolve the Safety Oversight Model.

Strategic Activity: Safety Performance Management

Lead the agency effort to improve and manage SMS within AVS and FAA by including safety risk when making decisions.

Activity Target 1:

Deliver safety risk assessment report to the FAA SMS Committee on one FAA-level Planned NAS Change. (UAS Pathfinder - Focus Area: Beyond Visual Line of Sight in Rural/Isolated Areas) Due September 30, 2016

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 FAA level policy for a standardized, integrated, and collaborative approach to oversight. Due September 30, 2016

Internal Work Objective: Commercial Space Launch and Reentry Accidents

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

Internal Work Initiative: Safety Oversight

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

Internal Work Activity: Safety Tools and Analyses

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

Activity Target 1:

From FY15 tools and analyses strategic plan, for each flight safety analysis discipline, identify and prioritize training material required to build proficiency and to support new hires and trainees." Due September 30, 2016

Activity Target 2:

Update the tools and analyses strategic plan to reflect emerging industry needs and operational concepts. Due March 31, 2016

Activity Target 3:

Update and expand the Flight Safety Analysis procedure (P-010) to better reflect current practice and address lessons learned. Due August 31, 2016

Activity Target 4:

Validate and exercise an improved MPL analysis process that accommodates ELVs and RLVs in the launch area and during overflight. Due April 30, 2016

Activity Target 5:

Develop a draft System Safety Analysis procedure that reflects the approach developed in the safety initiative. Due September 30, 2016

Activity Target 6:

Track flight safety and analysis metrics in compliance with the AST implementation plan. Due: Monthly Due September 30, 2016

Internal Work 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:

Comprehensively upgrade AST's Safety Management System (SMS) as required to: (1) more clearly articulate our safety policy, safety risk management, safety assurance, and safety promotion within the context of our legislative authority and regulatory framework for commercial space transportation, (2) clarify the roles and responsibilities of AST's management and staff in

accordance with the recent improvements to AST operating practices and lessons learned, (3) conform with any updates to FAA-wide policy, and (4) address industry's safety risk management issues more effectively. Due December 18, 2015

Activity Target 2:

Provide training to AST personnel on the upgraded SMS Due September 16, 2016

Internal Work 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.

Internal Work Activity: Spaceport Integration

Conduct various projects to support the safe integration of commercial space transportation operations into the national airspace and airports system.

Activity Target 1:

Partner with ARP to finalize an initial standard operating procedure for aligning spaceport evaluation processes and approvals with associated airport processes and approvals. Due September 30, 2016

Activity Target 2:

Partner with ARP to develop a draft case study of spaceport and airport approval processes, to include lessons learned from recent site licensing efforts. Due September 30, 2016

Internal Work Activity: Airspace Integration

Conduct various projects to support the safe integration of commercial space transportation operations into the national airspace.

Activity Target 1:

Provide safety and subject matter expertise support to the Air Traffic Control System Command Center and affected Air Traffic Control facilities during commercial space launch and reentry operations for which tactical support is required. Due September 30, 2016

Activity Target 2:

In partnership with ATO System Operations,

conduct a Commercial Space Industry Day event to promote information sharing and collaboration in launch and reentry operations planning for improved integration. Due August 31, 2016

Internal Work Initiative: Launch and Reentry Collision Avoidance

Initiate a launch and reentry collision avoidance analysis development program within the FAA.

Internal Work Activity: Develop and Implement an Initial Collision Avoidance Analysis Capability for Commercial Launches and Reentries.

Develop products that establish processes and quality metrics for future analysis capabilities.

Activity Target 1:

Use available government toolsets to perform three trial launch or reentry collision avoidance analyses of FY16 commercial launch and reentry operations and compare the results against those computed by the Joint Space Operations Center. Due September 30, 2016

Activity Target 2:

Develop a strategy document for implementing existing tools, data, and training to progressively demonstrate technical proficiency, rigor, and competence for the performance of commercial launch and reentry collision avoidance leading to a transition of responsibility for the execution of analyses to the FAA. Due June 30, 2016

Internal Work Activity: Define Future Orbital Space Safety Capabilities

Define Future Orbital Space Safety Capabilities.

Activity Target 1:

Develop a report describing concepts and options for the ingesting data from commercial sources into commercial launch and reentry collision avoidance analyses. Due July 31, 2016

Internal Work Activity: Partner With Other Government Agencies

Partner with other US Government agencies to ensure orbital space safety.

Activity Target 1:

Partner with the Department of Defense and the Department of State to develop the framework and processes for the registration of all US commercially launched space objects in

accordance with United Nations treaty obligations and conventions. Due September 30, 2016

evaluations indicate a requirement is inadequate or not clearly defined. Due July 31, 2016

Internal Work Objective: 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.

Internal Work Initiative: Licensing

Conduct AST licensing process.

Internal Work Activity: License Determinations - NEW

Make new license determinations.

Activity Target 1:

Make new license or license modification determinations within 180 days of receiving an acceptable application. Due September 30, 2016

Internal Work 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, 2016

Internal Work Activity: Improve Licensing Process

Improve licensing process efficiency and effectiveness.

Activity Target 1:

Develop training material for evaluating license and permit applications in accordance with P-002: License and Permit Application Reviews and Issuance Procedures. Due August 15, 2016

Activity Target 2:

Prepare a report that captures lessons learned from application evaluations to identify potential licensing/permitting process improvements, which may include recommendations for updating the P-002 procedures or proposing regulatory changes if

Activity Target 3:

Develop and track division metrics that correspond to the division's core functions and in accordance with the AST metrics implementation plan. Metrics should provide the ability to measure processes, performance, efficiency, effectiveness, workload, and responsiveness. Report metrics data to AST management on a monthly basis. Due: Last week of each month Due September 30, 2016

Internal Work Initiative: Safety Approvals

Conduct the Safety Approval process.

Internal Work Activity: Safety Approval Determinations

Make new safety approval determinations.

Activity Target 1:

Make new safety approval or safety approval modification determinations within 180 days of receiving an acceptable application. Due September 30, 2016

Internal Work Activity: Improve Safety Approval Process

Improve the effectiveness and efficiency of the safety approval process.

Activity Target 1:

Develop training material for evaluating safety approval applications. Due September 30, 2016

Internal Work Initiative: Rulemaking

Issue rulemaking and guidance products.

Internal Work Activity: Develop and Issue Rulemaking Products

Develop rulemaking products for the U.S. commercial space transportation industry to ensure public safety.

Activity Target 1:

Develop 4-year rulemaking plan that incorporates lessons learned from other AST's divisions. Due June 30, 2016

Activity Target 2:

Develop Application for Rulemaking for revising Parts 417, 431, and 435. Due September 30, 2016

Activity Target 3:

Develop a Rulemaking Action Plan for revising Parts 420 and 433. Due August 31, 2016

Activity Target 4:

Develop a Rulemaking Action Plan for revising Part 437. Due September 30, 2016

Activity Target 5:

Develop an application for rulemaking to address lessons learned from recent launch mishaps, including mishap definitions and procedures, and human error. Due September 30, 2016

Activity Target 6:

Track rulemaking metrics in compliance with the AST implementation plan. Due: Monthly Due September 30, 2016

Internal Work 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 using FY15 reported results. Due November 30, 2015

Activity Target 2:

Implement all high priority updates of guidance documents identified in the FY15 guidance document review report. Due September 30, 2016

Internal Work Activity: Assist Industry Development of Standards

Assist the commercial space transportation industry's development of voluntary consensus standards.

Activity Target 1:

Develop a partnership with Commercial Spaceflight Federation to promote improved practices and lessons learned for human factors throughout the design and operation of a crewed vehicle. Due September 30, 2016

Internal Work Initiative: Safety Inspections

Conduct launch/reentry, launch/reentry site operator, and safety approval safety inspections. Conduct Class 3 amateur rocket observations as required. Execute the AST standardization and evaluation (stan/eval), inspection training, mishap response coordination, and enforcement programs.

Internal Work Activity: Inspect Launch and Reentry OPERATIONS and SITES

Conduct launch/reentry, launch/reentry site operator, and safety approval safety inspections. Conduct Class 3 amateur rocket observations as required. Execute the AST standardization and evaluation (stan/eval), inspection training, mishap response coordination, and enforcement programs.

Activity Target 1:

Develop and publish an annual lessons learned report. Identify specific reoccurring waivers which could indicate inadequate or improperly defined public safety requirements. Identify lessons learned and other safety issues observed during inspection and mishap response or those which do not support operational environments and indicate potentially incorrect safety and mishap requirements necessitating modification. Develop and provide regulatory recommendations and/or language which could correct or better define public safety requirements. Coordinate results with the AST management team. Incorporate necessary changes into inspection procedures, training, and safety inspection plans. Due July 31, 2016

Activity Target 2:

Develop and track division metrics which correspond to the division's core functions and in accordance with the AST metrics implementation plan. Metrics should provide the ability to measure processes, performance, efficiency, effectiveness, workload, and responsiveness. Report metrics data to AST management on a monthly basis. Due last week of each month. Due August 31, 2016

Internal Work Activity: Implement & Maintain a MISHAP RESPONSE Program

Develop, implement, and modify critical mishap response procedures, tools and exercises to familiarize and train division staff response to commercial space transportation mishap events. Share lessons learned with AST and other stakeholders (NASA, USAF, etc.). Prepare written guidance documentation for the implementation and evaluation of the mishap program's effectiveness.

Activity Target 1:

Conduct an AST mishap exercise of the mishap notification and response team and other parties as required. Include AST bridge line activation and response actions. Develop and implement a catastrophic mishap scenario for use during the exercise. Report the exercise results to AST-1. Identify areas of weakness and strengths and provide recommended procedural or policy

changes to better prepare AST to respond to a mishap. Due July 31, 2016

Activity Target 2:

Develop a mishap response training program documenting AST roles and responsibilities in preparation for and following a commercial space transportation mishap. Implement associated training which provides an overview of AST's mishap response program and identifies critical topics to better prepare AST to respond to a mishap. Due September 30, 2016

Activity Target 3:

Develop a draft accident/mishap investigation plan and emergency response plan guidance material for industry use as one method of satisfying the applicable part 400 accident/mishap investigation plan and emergency response plan requirements. Due September 30, 2016

Activity Target 4:

Coordinate mishap lessons learned with other government stakeholders (NASA, USAF, NTSB) through the Mishap Tri-Chair Working Group. Modify mishap approaches and processes as required. Due September 30, 2016

Internal Work Activity: Conduct Compliance & Enforcement

Develop, implement, and modify critical compliance and enforcement program procedures, tools, and exercises to familiarize and train division staff on commercial space transportation compliance and enforcement policies and procedures.

Activity Target 1:

Develop and implement a compliance and enforcement training course to familiarize AST safety inspectors and general staff with the compliance and enforcement process. Due June 30, 2016

Internal Work Initiative: Experimental Permits

Make experimental permit determinations.

Internal Work Activity: Experimental Permit Determinations - NEW

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

Activity Target 1:

Make new experimental permit or permit modification determinations within 120 days of

receiving an acceptable application. Due September 30, 2016

Internal Work 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, 2016

Internal Work Initiative: Operations

Develop strategies to improve integration of the core functions of each of the divisions that will provide a safer and more efficient licensing process from pre-application consultation through license evaluation and operational phases of each proposed commercial space activity. Operations Integration also includes developing and maintaining an integrated status of all companies through all phases of their proposed commercial space activities to help AST more effectively manage and prioritize work. Partnership with NASA, DOD, and other government agencies, for the enhancement of commercial space safety is also a key element for Operations Integration.

Internal Work Activity: Partnerships for Safety

Establish and promote an environment that maintains a focus on safety within the commercial space transportation industry. Promote strategies to encourage a safety culture within the commercial space transportation industry that will ensure safety is core to designs, processes, and decision making.

Activity Target 1:

Draft a plan for a Voluntary Safety Reporting Program to be used by the commercial space transportation industry that encourages industry awareness of the benefits of a voluntary safety reporting program and helps increase participation in the Commercial Space Transportation Lessons Learned System. Due June 30, 2016

Activity Target 2:

Provide an awareness of safety initiatives through AST-sanctioned events such as COMSTAC, the AST Conference, or the Today In Commercial Space daily news forums. Due September 30, 2016

Internal Work Activity: Project Integration

Develop strategies to improve integration of the core functions of each of the divisions that will provide a safer and more efficient licensing process from pre-

application consultation through license evaluation and operational phases of each proposed commercial space activity.

Activity Target 1:

Coordinate and track interdivisional workflow across divisions through AST's dashboard tool and identify areas for improvement that will provide for increased capability and better utilization across AST. Due September 30, 2016

Activity Target 2:

Develop a metrics maturation plan that builds upon the successes and lessons learned of FY2015 initial metrics implementation across all AST divisions. This plan should also include any recommended changes to existing AST procedures and processes to ensure consistency across the organization for this effort. Due June 30, 2016

Activity Target 3:

Develop and implement a process for continuous review of metrics data to identify lessons learned, areas of additional need, and areas no longer relevant to ensure data gathered is of greatest benefit to AST. This continuous review process should be an element of the metrics maturation plan in target 2, but will continue throughout the fiscal year. Due September 30, 2016

Internal Work Activity: Pre-Application Consultation

Manage and coordinate with potential license, permit, or safety approval applicants, to facilitate the development of higher quality applications from commercial space companies. Provide initial applicant education, facilitate data exchanges and identify areas where regulatory guidance or interpretation is necessary to ensure a more robust evaluation process upon application acceptance

Activity Target 1:

Develop a training package for AST staff for the pre-application consultation procedure (P011). Due April 30, 2016

Activity Target 2:

Prepare for publication an update to the License Application Procedure Advisory Circular 413-1 to provide industry with guidance on FAA's requirements and expectations for pre-application consultation consistent with applicable AST pre-application consultation procedures (P011). Due September 30, 2016

Activity Target 3:

Identify areas where regulations or guidance materials are inadequate for operators and applicants that are in consultation for a license, experimental permit, or safety approval for a commercial space transportation activity. Occurrences will be documented and relayed to the relevant Division(s) on a monthly basis, and all will be summarized in an annual report for future rulemaking or advisory circular development or consideration. Due July 31, 2016

Internal Work Activity: Government Partnership

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

Activity Target 1:

Update NASA/FAA program management plan to implement FAA launch and reentry licensing of NASA astronauts and their international partners for post-certification missions on the NASA Commercial Crew Transportation Capabilities contract. Due September 30, 2016

Internal Work Initiative: Research and 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: safe and efficient integration of increased commercial space launch and reentry activity into the NAS; advanced safety assessment methods; advanced vehicle safety technologies and methodologies; and human spaceflight and physiological safety factors.

Internal Work Activity: Center of Excellence for Commercial Space Transportation

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 Center of Excellence for Commercial Space Transportation and sustain critical research activities contributing to regulatory activities maintaining public safety and impacting the commercial space transportation industry, and

Internal Work Objective: 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.

Internal Work Initiative: Commercial Human Space Safety Standards

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.

Internal Work Activity: Advance an Approach for Human Space Flight Safety

Work with the Commercial Space Transportation Advisory Committee (COMSTAC), the Commercial Space Federation and other stakeholders to develop standards based on the Recommended Practices for Human Space Flight Occupant Safety, in order to enable safe commercial space flight operations that involve flight crew and space flight participants.

Activity Target 1:

Together with the COMSTAC Standards Working Group, develop a Human Space Flight Occupant Safety Standards Development Roadmap. Due September 30, 2016

Deliver Benefits Through Technology/Infrastructure

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

Strategic Objective: National Airspace System (NAS)

Lay the foundation for the NAS of the future by achieving prioritized NextGen benefits, integrating new user

Strategic Initiative: NAS Automation for Commercial Space

Develop and implement capabilities for automating processes used for accommodating launch and reentry operations in the NAS.

Strategic Activity: FEAB Concept & Requirements Readiness Decision for Space Data Integrator (SDI) and complete targeted CRD artifacts (OSI), AST/ATO

Execute the Commercial Space Data Integration program through Mission Analysis phase of the Acquisition Management System.

Activity Target 1:

Achieve a Joint Resource Council concept readiness decision for Space Data Integration capabilities by September 30, 2016. Due September 30, 2016

Activity Target 2:

Complete ConOps Definition Plan for CRDRD. Due January 31, 2016

Activity Target 3:

Complete Shortfall Analysis for CRDRD, Due June 30, 2016

Activity Target 4:

Achieve FAA Enterprise Architecture Board (FEAB) CRDRD for SDI Due September 30, 2016

Strategic Activity: Develop Enterprise Architecture Commercial Space Infrastructure Roadmap, ANG/AST

Continue the development of the Commercial Space Integration roadmap to support Commercial Space Integration into the NAS.

Activity Target 1:

Present to JRC. Due January 31, 2016

Activity Target 2:

Publish to NAS Enterprise Architecture Portal. Due January 31, 2016

Activity Target 3:

Incorporate 2016 updates. Due September 30, 2016

Strategic Activity: Develop a service level agreement to better coordinate RE&D, AST/ANG

Improve coordination between NextGen and all stakeholders for Commercial Space Research in support of Commercial Space Integration into the NAS.

Activity Target 1:

Draft SLA. Due January 31, 2016

Activity Target 2:

Sign SLA. Due February 29, 2016

Activity Target 3:

Implement SLA. Due February 29, 2016

Strategic Activity: Develop Space Data Integrator Acquisition Management System (AMS) artifacts (post CRDRD), AST/ATO

Complete required artifacts to support the Space Data Integrator capability through the AMS process.

Activity Target 1:

Complete Functional Analysis. Due April 30, 2016

Activity Target 2:

Preliminary Program Requirements Due September 30, 2016

Internal Work Objective: 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.

Internal Work Initiative: Environmental Reviews

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

Internal Work Activity: Environmental Reviews - License and Experimental Permit

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

Activity Target 1:

Complete environmental reviews for licenses or license modification determinations within 180 days of receiving an acceptable application. Due September 30, 2016

Activity Target 2:

Complete environmental reviews for experimental permits or permit modification determinations within 120 days of receiving an acceptable application. Due September 30, 2016

Internal Work Activity: Improve AST Environmental Review Process

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

Activity Target 1:

Finalize environmental review process guidance for applicants and incorporate it into AST's pre-application consultation process. Due January 31, 2016

Internal Work 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.

Activity Target 1:

Develop launch noise analysis guidance in partnership with AEE for inclusion into the FAA Order 1050.1F Desk Reference. Due September 30, 2016

Internal Work Initiative: Environmental Management System

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.

Internal Work Activity: AST Support for EMS

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

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, 2016

Activity Target 2:

Conduct internal EMS audits and management review, report status to AEE. Due August 31, 2016

Internal Work Objective: 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.

Internal Work 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.

Internal Work 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, 2016

Activity Target 2:

Collect and publish safety record information for informed consent on AST's website. Due September 30, 2016

Internal Work 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, 2016

Internal Work 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 FY2016. Due September 30, 2016

Internal Work Initiative: Space Transportation International Coordination

Increase the international competitiveness of the U. S. commercial space transportation industry by advocating the adoption of U.S. law, FAA regulations and FAA practices.

Internal Work Activity: Promote U.S. law and FAA Regulations and Practices for International Adoption

AST participates in international forums to raise awareness of its practices and activities that have resulted in an outstanding public safety record.

Activity Target 1:

Meet with four foreign governments to advocate the adoption of U.S. law, FAA regulations and/or practices and work towards potential written agreements or non-binding agreements. Due September 30, 2016

Activity Target 2:

Provide leadership in the International Civil Aviation Organization (ICAO) sub-orbital Space Learning Group to promote AST regulatory and recommended practices. Due September 30, 2016

Internal Work Objective: Optimize Agency Resources

Optimize the use and management of FAA resources to improve accountability and enhance operational efficiency through improved management of FAA acquisitions, effective management of financial resources, and support of non-AFN workforce planning. Successful accomplishment of this objective is measured through effective management of Agency acquisitions, continuous improvement of acquisition management policies and practices, and favorable financial system audit results.

Internal Work 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 operation, overhead rates, and cost per accounting transaction.

Internal Work 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 re-entry applications, and for the operation of a launch or re-entry site.

Activity Target 1:

Report quarterly results and comments to ABA on the average number of days to make license determinations. Due 30 days after the end of each quarter. Due September 30, 2016

Activity Target 2:

Provide updated FY 2017 measure template for review and approval. Due June 30, 2016

Internal Work Activity: AST Efficiency Measure: Regulatory Cost per Launch/ Re-entry

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

Activity Target 1:

Report quarterly results and comments to ABA for average regulatory cost of a commercial space launch. Due 30 days after the end of each quarter. Due September 30, 2016

Activity Target 2:

Provide updated FY 2017 measure template for review and approval. Due June 30, 2016

Internal Work Initiative: Small Business Development

Provide direct procurement opportunities to small business, thereby promoting small business development and good corporate citizenship.

Internal Work Activity: Awarding of Procurement Dollars (AST)

Award procurement dollars to small businesses, with special emphasis on procurement opportunities for small disadvantaged businesses, service-disabled veteran-owned small businesses, and women owned small businesses.

Activity Target 1:

Award at least 25 percent of the total AST direct procurement dollars to small businesses. Due September 30, 2016

Internal Work Initiative: Track and report statistics and trends in AST's Space Transportation Development Division.

Track and report statistics and trends in AST's Space Transportation Development Division.

Internal Work Activity: Track and report statistics and trends in AST's Space Transportation Development Division.

Track and report statistics and trends in AST's Space Transportation Development Division.

Activity Target 1:

Develop and track division metrics which correspond to the division's core functions and in accordance with the AST metrics implementation plan. Metrics should provide the ability to measure processes, performance, efficiency, effectiveness, workload, and responsiveness. Report metrics data to AST management on a monthly basis. Due: Last week of each month Due September 30, 2016

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.

Strategic Objective: Workforce of the Future

Prepare FAA's Human Capital for mission-critical transformational changes by identifying, recruiting and training a workforce with the leadership, technical and functional skills to ensure the safest and most productive aviation sector.

Strategic Initiative: Attracting Talent

Operate efficient and effective hiring processes and conduct consistent corporate on-boarding.

Strategic Activity: Strategic Workforce Planning

Review the encumbered core compensation positions report from the Federal Payroll and Processing System (FPPS) on a quarterly basis to identify positions which are vacant and/or projected to be vacant within 90 days.

Activity Target 1:

Provide current and projected vacancies for core compensation positions to AHR, via KSN, no later than (NLT) 30 days after posting of the quarterly FPPS report. Due September 30, 2016

Internal Work Objective: Hiring Persons with Targeted Disabilities (PWTD)

Support the DOT Strategic Objective to build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by increasing the hiring of PWTD for eligible positions to 3 percent by 2018. In FY 2016, ACR in collaboration with the FAA LOBs/SOs will ensure that at least 2.33% of all FAA new hires are PWTD.

Internal Work Initiative: Hiring PWTD

The FAA line of businesses and staff offices (LOBs/SOs) will work collaboratively to support the DOT goal to increase the representation of PWTD in the workforce by ensuring that at least 2.33% of all FAA new hires are PWTD. Each year, FAA will increase incrementally the percentage of PWTD hires by .33% per year to reach the 3% DOT hiring goal by 2018.

Internal Work Activity: Hiring PWTD

In FY 16, the Office of Civil Rights in collaboration with the FAA LOBs/SOs will ensure that at least 2.33% of all FAA new hires are PWTD.

Activity Target 1:

The head of each LOB/SO will issue a memorandum (key language will be provided by ACR) directed to their managers promoting the PWTD hiring goal. Due January 31, 2016

Activity Target 2:

Each LOB/SO will report to ACR their total hiring projections for FY 16, and identify the estimated number of PWTD hires required to meet their 2.33% hiring goal. Due April 30, 2016

Activity Target 3:

Managers with hiring authority from each LOB/SO will participate in one consultation session held by the National People with Disabilities Program Manager to establish hiring initiatives. Due June 30, 2016

Internal Work Objective: Alternative Dispute Resolution (ADR)

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

Internal Work Initiative: ADR Engagement

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

Internal Work Activity: ADR Engagement

ACR, in coordination with the LOBs/SOs, will ensure that 70% of all managers engage in mediation when requested by employees.

Activity Target 1:

Assist Agency effort with ADR engagement by ensuring that 70% of all managers engage in mediation when requested by employees. Due September 30, 2016

Internal Work Objective: EEO/Diversity and Inclusion Action Committee (EAC)

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

Internal Work Initiative: EAC

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

Internal Work Activity: EAC

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

Activity Target 1:

Analyze and present demographic data in comparison to the civilian labor force statistics to the EAC; and identify strategies and actions for improving groups with lower than expected participation rates. Due November 30, 2015

Activity Target 2:

Support Agency efforts to implement and/or revise performance evaluation methods to the managers

EEO performance standard. Due September 30, 2016

Activity Target 3:

Identify and track Diversity and Inclusion initiatives through the EAC Workgroups. Due September 30, 2016

Plan and allocate communications outreach effort and resources to prioritize AST stakeholder communities.

Activity Target 1:

Review AST Communications and Outreach Plans. Due December 31, 2015

**Internal Work Objective:
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.

Internal Work Activity: Congressional Outreach

Allocate resources to support development of policies and legislation supporting AST's mission.

Activity Target 1:

Respond to congressionally mandated reports.. Due September 30, 2016

Internal Work Initiative: Resource Management

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

Internal Work Activity: AST Employee Engagement Index

Raise AST's Employee Engagement Index from 71% to 72%.

Internal Work Activity: Manage Human Resources

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

Activity Target 1:

Raise AST's Employee Engagement Index from 71% to 72%. Due September 30, 2016

Activity Target 1:

Update AST Workforce Plan. Due April 30, 2016

Activity Target 2:

Conduct stay interviews to help identify workforce engagement best practices and gaps. Due September 30, 2016

Activity Target 2:

Maintain an average staffing level at no less than 90% authorized. Due September 30, 2016

Internal Work Objective: Equal Employment Opportunity (EEO) Training

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

Internal Work Activity: Manage Financial Resources

Manage AST financial resources.

Internal Work Initiative: EEO Training

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

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, 2016

Internal Work Activity: Manage continuity of operations through planning preparation for operational disruption

Manage AST preparation for operational disruption.

Internal Work Activity: EEO Training Requirements for FAA Workforce

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

Activity Target 1:

Complete integration of AST COOP Annex into FAA COOP Plan. Due September 30, 2016

Activity Target 1:

Monitor and report monthly on the completion of NO FEAR training to ensure 100% completion rate by 09/30/2016. Due September 30, 2016

Internal Work Activity: AST Communications and Outreach

Activity Target 2:

Ensure that 60% of management complete at least one EEO training course. Due September 30, 2016

Activity Target 3:

Ensure that 10% of employees complete at least one EEO training course. Due September 30, 2016