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: Hazard Tracking Tool**

Evolve the agency-wide tool to track hazards and mitigation outcomes.

**Activity Target 1:**
Implement system enhancements to support interconnectivity with relevant data systems. Due September 15, 2017

**Strategic Initiative: Decision Making Process**

Enhance decision making processes.

**Strategic Activity: Enhance decision making processes**

Revise FAA Safety Risk Management policy to align with risk-based decision making principles.

**Activity Target 1:**
Publish revision to FAA Order 8040.4A, Safety Risk Management Policy. Due August 15, 2017

**Strategic Initiative: Redefine Oversight Model for Industry**

Evolve the Safety Oversight Model.

**Strategic Activity: FAA Oversight Philosophy Model**
Evolve the FAA Oversight Philosophy model to leverage industry’s use of safety management principles, and incorporate lessons learned.

**Activity Target 1:**
Publish FAA Oversight Philosophy. Due June 30, 2017

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**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.

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**Internal Work Initiative: Safety Oversight**
Ensure that safety oversight keeps pace with changes in the commercial space transportation environment.

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**Internal Work Activity: Safety Tools and Analyses**
Develop internal tools and processes utilized by AST engineering and technical staff.

**Activity Target 1:**
Develop an action plan to implement recommendations from the FY16 tools and analyses strategic plan. Due January 31, 2017

**Activity Target 2:**
Finalize a draft Flight Safety Analysis procedure (P-010) to better reflect current practice and address lessons learned. Due April 30, 2017

**Activity Target 3:**
Enhance as required the draft System Safety Analysis procedure that reflects the approach developed in the safety initiative. Due September 30, 2017

**Activity Target 4:**
Track flight safety and analysis metrics in compliance with the AST implementation plan. Due: Monthly Due September 30, 2017

**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/if required to conform to FAA-wide policy.

**Activity Target 1:**
Update AST’s Safety Management System (SMS) as/if required to conform with any updates to FAA-wide policy. Due July 31, 2017

**Activity Target 2:**
Provide training to AST personnel on the current SMS. Due September 30, 2017

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**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.

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**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 draft an update to the standard operating procedure for aligning launch and reentry vehicle evaluation processes and approvals with associated airport processes and approvals. Due September 30, 2017

**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, 2017

**Activity Target 2:**
In partnership with ATO System Operations, conduct a Commercial Space Industry Day event to promote information sharing and collaboration.
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 10 most recent license applications, and a rolling average of 118 days to make permit determination based on the 10 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, 2017

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, 2017

Internal Work Activity: Improve Licensing Process
Improve licensing process efficiency and effectiveness.

Activity Target 1:
Deliver training material to AST staff with focus on new hires for evaluating license and permit and safety approval applications in accordance with P-002: License and Permit Application Reviews and Issuance Procedures. Maintain training material based on lessons learned. Due August 15, 2017

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 evaluations indicate a requirement is inadequate or not clearly defined. Due July 31, 2017

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, 2017

Internal Work Activity: Develop and Issue Rulemaking Products
Issue rulemaking and guidance 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, 2017

**Activity Target 2:**
Using Parts 417, 431, and 435 framework for the launch and reentry licensing requirement, implement the research needs and address other issues to produce an Application for Rulemaking to revise Parts 417, 431 and 435. Due September 30, 2017

**Activity Target 3:**
Develop a spot rule that can be submitted to ARM shark tank to revise Part 437. Due September 30, 2017

**Activity Target 4:**
Develop a draft application for rulemaking to address lessons learned from recent launch mishaps, including mishaps definitions and procedures. Due September 30, 2017

**Activity Target 5:**
Track rulemaking metrics in compliance with the AST implementation plan. Due: Monthly Due September 30, 2017

**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, 2016

**Activity Target 2:**
Implement plans to produce updates of guidance documents identified in the FY15 guidance document review report. Due September 30, 2017

**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 draft 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, 2017

**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, 2017

**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 August 31, 2017

Activity Target 2:
Continue development of mishap response training program modules documenting AST roles and responsibilities in preparation for and following a commercial space transportation mishap. Implement associated training for (1) all personnel assigned to support or participate in an investigation, (2) all AST-400 safety inspection staff, and (3) designated Mishap Response Coordinators. Training will provide an overview of AST’s mishap response program and other critical topics to better prepare AST to respond to a mishap, including case studies and lessons learned from recent mishaps. Due September 30, 2017

Activity Target 3:
Complete development of a final 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, 2017

Activity Target 4:
Coordinate mishap lessons learned with other government stakeholders (FAA, NASA, USAF, NTSB) through the Mishap Quad-Chair Working Group. Modify mishap approaches and processes as required. Due September 30, 2017

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:
Update the compliance and enforcement program procedures document and implement. Develop and integrate Knowledge Services Network (KSN) processes and safety inspector compliance and enforcement training requirements into the procedure. Due May 31, 2017

Internal Work Activity: Experimental Permits
Make experimental permit determinations.

Internal Work Activity: Experimental Permit Determinations - NEW
Make a determination to issue a permit to conduct experimental Reusable Launch Vehicle (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, 2017

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, 2017

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:
Update the Voluntary Safety Reporting Program Plan based on commercial space transportation industry engagement on the scope and benefits of the program. Due August 31, 2017
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, 2017

**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:**
Continue to 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 resource utilization across AST. Due September 30, 2017

**Activity Target 2:**
Publish an integrated monthly and annual metrics report. Due September 30, 2017

**Activity Target 3:**
Develop procedures to document the operations integration role of AST-500 after pre-application consultation. Due September 30, 2017

**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 chapter in the pre-application consultation procedures (P011) to document AST’s current regulatory strategies for hybrid launch and reentry vehicles. Due April 30, 2017

**Activity Target 2:**
Prepare an update to pre-application consultation procedures (P011) and corresponding work instruction (WI-AST500-001) to document current pre-application consultation practices. Due September 30, 2017

**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, 2017

**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:**
Develop a framework outlining the FAA roles and responsibilities, including a concept of operations for FAA participation during NASA commercial crew program certification flights (shadow mode). Due September 30, 2017

**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: Space Traffic Management and Spaceport Operations, Space Transportation Vehicles, Human Spaceflight, and Space Transportation Industry Viability.

**Internal Work Activity: Center of Excellence for Commercial Space Transportation**
Work with the FAA Technical Center, government agencies, academic institutions, and industry stakeholders to operate 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, impacting the commercial space transportation industry, and disseminating research findings to industry. Due September 30, 2017
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:
Attendance and participation in four COMSTAC Standards Working Group meetings or teleconferences. Due September 30, 2017

Internal Work Objective: Make Commercial Orbital Activities Safer
Build on existing practices in the DoD and on emerging commercial SSA capabilities to address the lack of a comprehensive collision avoidance system for commercial orbital activities.

Internal Work Initiative: Develop a FAA Space Traffic Management System
Perform initial planning for a FAA Space Traffic Management System

Internal Work Activity: Define a Space Traffic Management System (STMS) Program Elements
Establish a summary view of a target architecture for the FAA Space Traffic Management System.

Activity Target 1:
Develop an Operational View (OV-1) strategic architecture of the FAA/AST STMS program. Due September 30, 2017

Activity Target 2:
Develop a strategy document for implementing tools, data, and training, to demonstrate the performance of commercial launch and reentry collision avoidance. Due September 30, 2017

Activity Target 3:
Develop an initial implementation plan and associated baseline budget plan covering 3 to 5 years. Due September 30, 2017

Activity Target 4:
As part of AST's research program initiate and support studies of aspects of the STMS program's OV-1 architecture. Due September 30, 2017

Internal Work Activity: Review and Examine Space Traffic Management System (STMS) Projects
Develop or compile best practices for orbital safety. Test and coordinate safety concepts through exercises and tabletop exercises when possible. Topics could include orbital debris mitigation, smallsat operations, mega-constellations, rendezvous and proximity operations, on-orbit servicing and commercial resource extraction.

Activity Target 1:
Compile best practices for commercial space safety issues and advocate for safety measures applicable to commercial or civil space activities. Due September 30, 2017

Activity Target 2:
Participate in Thor's Hammer and Schriever wargames/exercises. Examine FAA concepts in interagency events. Due September 30, 2017

Internal Work Activity: Investigate Commercial Capability to provide systems or services to support the FAA STMS
Organize opportunities for AST to investigate commercial capabilities for a FAA STMS and for Industry to communicate to AST their capabilities to provide systems or services in support of ASTs plans.

**Activity Target 1:**
Hold a STMS Program focused industry day in partnership with a relevant industry association to communicate FAA/AST's vision, plans, and intentions regarding the STMS program. Due September 30, 2017

**Activity Target 2:**
Hold an Industry "Flash Talks" event to gather input from Industry on specific aspects of the STMS program’s acquisition and development. Due September 30, 2017

**Internal Work Initiative: Provide Space Traffic Strategic Message & Coordination**


**Internal Work Activity: Develop, Review, and Support Interagency and Stakeholder Coordination**

Develop responses to congressional inquiries, support and coordinate responses and reports for congressional tasks, and coordinate FAA Space Traffic issues through inter-agency partnerships.

**Activity Target 1:**
Work with inter-agency stakeholders to coordinate activities for space traffic responsibilities. Develop agreements where inter-agency partners agree. Due September 30, 2017

**Activity Target 2:**
Provide 2 updates to commercial stakeholders in open forums (sample venues -- Advanced Maui Optical and Space Surveillance (AMOS), MIT Lincoln Laboratory (MIT/LL) Space Control Conference/Workshop, Space Symposium, University of Maryland Center for Orbital Debris Education and Research (CODER), Embry-Riddle Space Traffic Management (STM) Conf.). Due September 20, 2017

**Activity Target 3:**
Coordinate and Integrate FAA STMS Plans with DoD and Intelligence Community Organizations. Review evolving plans for a STMS with DoD and Intelligence Community (IC) Space Situation Awareness (SSA) stakeholders, twice/year for IC, twice/year for DoD. Due September 20, 2017

**Internal Work Activity: Coordinate/Provide Space Education**

Develop/maintain space education activities for space and non-space professionals.

**Activity Target 1:**
Offer License2Launch Training Course twice in 2017. Dates will be coordinated with course partners: FAA Academy and FAA Civil Aerospace Medical Institute (CAMI). Course will be formally advertised through the Academy website and AST will pursue additional promotion through industry touch points. Course Dates: February 28th- March 2nd 2017 August 29th- August 31st 2017 Due September 29, 2017

**Internal Work Activity: Support Interagency Space Traffic Operations and Reporting**

Support space traffic activities of the US inter-agency. AST supports various inter-agency programs with data and analysis as required. Specifically, AST acts as the federal focal point for commercial space transportation issues.

**Activity Target 1:**
Provide monthly report to the State Department in support of the UN Registration Convention. Due Monthly to September 30, 2017. Due September 30, 2017

**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 entrants, and delivering more efficient, streamlined services.
Strategic Initiative: NAS Automation for Commercial Space
Execute the Commercial Space Data Integration Program through Mission Analysis phase of the Acquisition Management System.

Strategic Activity: NAS Automation for Commercial Space
Execute the Commercial Space Data Integration Program

Activity Target 1:
Reach a Joint Resources Council (JRC) Investment Analysis Readiness Decision (IARD) for Commercial Space Integration into the NAS: Space Data Integrator (e.g., Approve, Modify, or Disapprove). Due September 30, 2017

Activity Target 2:
Complete a Preliminary Alternatives Description Document for IARD. Due June 30, 2017

Activity Target 3:
Complete a draft initial Business Case for Initial Investment Decision (IID). Due September 30, 2017

Activity Target 4:
Submit FY19 Resource Planning Document (RPD) for Capital Investment Plan (CIP) M55.01-01. Due April 30, 2017

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, 2017

Activity Target 2:
Complete environmental reviews for experimental permits or permit modification determinations within 120 days of receiving an acceptable application. Due September 30, 2017

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:
Update environmental review process guidance for applicants based on lessons learned and incorporate updates into AST's pre-application consultation process. Due January 31, 2017

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:
Update launch noise analysis guidance in partnership with AEE for inclusion into the FAA Order 1050.1F Desk Reference. Due September 30, 2017

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, 2017

**Activity Target 2:** Conduct internal EMS audits and management review, report status to AEE. Due August 31, 2017

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**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 viability of all segments of the U.S. commercial space transportation industry through activities intended to encourage, facilitate, and promote its growth and international competitiveness.

**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 current global space launch activity information, performance data, and projections of future commercial launches. Due September 30, 2017

**Activity Target 2:** Collect and publish safety record information for informed consent on AST’s website. Due September 30, 2017

**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, 2017

**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, 2017

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**Internal Work Objective: Optimizing the Use of Agency Resources**

As public stewards, AFN will optimize the use and management of FAA resources to improve accountability and enhance operational efficiency through improved

**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, 2017

**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, 2017
management of FAA acquisitions and real property assets, effective management of financial resources, and support of non-AFN workforce planning. Successful accomplishment of this objective is measured through effective management of Agency acquisition policies and practices, reducing space requirements and pursuing alternative workplace strategies to increase space utilization, achieving cost reduction and avoidance targets, favorable financial system audit results, continuous efforts to promote the development of small businesses as well as good corporate citizenship, and establishing an AIT UAS PMO office to provide an one-stop-shop portal for all UAS applications.

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:
Provide updated FY 2018 measure template for review and approval. Due June 30, 2017

Activity Target 2:
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, 2017

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:
Provide updated FY 2018 measure template for review and approval. Due June 30, 2017

Activity Target 2:
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, 2017

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, 2017

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, 2017

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.

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: Diverse and Inclusive Workforce
In FY 2017, ACR in collaboration with FAA LOB/SO's will work to ensure a diverse and inclusive workplace. We will ensure that at least 2.67% of all FAA new hires are Persons with Targeted Disabilities (PWTD). LOB/SO will develop and implement strategies to increase the participation rate of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). LOB/SO will work to improve workplace behavior by ensuring 60% of management and 10% of employees complete at least one Equal Employment Opportunity (EEO) training course. In support of Alternative Dispute Resolution (ADR) engagement, will ensure that 70% of all managers engage in mediation when requested by employees.

Internal Work Activity: AST Diverse and Inclusive Workforce
In FY 2017, ACR in collaboration with AST will work to ensure a diverse and inclusive workplace. We will ensure that at least 2.67% of all FAA new hires are Persons with Targeted Disabilities (PWTD). LOB/SO will develop and implement strategies to increase the participation rate of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). LOB/SO will work to improve workplace behavior by ensuring 60% of management and 10% of employees complete at least one Equal Employment Opportunity (EEO) training course. In support of Alternative Dispute Resolution (ADR) engagement, will ensure that 70% of all managers engage in mediation when requested by employees.

Activity Target 1:
Support agency's goal of 2.67% PWTD hires, by attending bi-monthly EAC with limited delegation. Implement strategies developed in coordination with PWTD Tiger Team to ensure PWTD new hire goal is achieved. Due September 30, 2017

Activity Target 2:
AST will identify strategies and actions to improve groups with lower than expected participation rates, based on data provided by ACR during the EEOC MD-715 Part G checklist review. Due November 30, 2016

Activity Target 3:
Develop and implement outreach and recruitment strategies to increase the participation rates of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). Due September 30, 2017

Activity Target 4:
Designate one (1) representative to participate in the two (2) new executive-led EAC workgroups, focusing on addressing the lower than expected participation rates of Hispanics and women via outreach and recruitment. The workgroups will develop strategies to attract and retain groups with lower than expected participation rates once onboard. Due December 30, 2016

Activity Target 5:
Ensure 90% of AST reasonable accommodation requests are processed within 25 business days or less. Due September 30, 2017

Activity Target 6:
Utilizing various learning platforms, monitor the delivery of EEO training to 60% of AST managers and 10% of AST employees. Due September 30, 2017

Activity Target 7:
Assist Agency effort with ADR engagement by ensuring that 70% of all AST managers engage in mediation when requested by employees. Due September 30, 2017

Internal Work Objective:
Workforce of the Future Mission Support
Support the FAA in meeting its goals and objectives with a back to basics approach to leverage HR's most valuable resource, PEOPLE.

Internal Work Initiative: HR Core Services
Improve the efficiency, effectiveness and timelines of HR programs and services in support of the FAA's mission and workforce.
Internal Work Activity: Workforce Planning (Phase 2)

Improve efficiency and effectiveness of HR resource management through position management governance.

Activity Target 1:
Reduce the number of duplicative active vacant positions in Federal Payroll and Processing System (FPPS) by 10%. Due September 30, 2017

Activity Target 2:
Analyze FPPS organizational structure to address any inconsistencies found in how the organization is structured officially in FPPS and how the organization is structured functionally in the organization chart. Due September 30, 2017

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 Initiative: Resource Management

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

Internal Work Activity: Manage Human Resources

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

Activity Target 1:
Update AST Workforce Plan. Due April 30, 2017

Activity Target 2:
Maintain an average staffing level at no less than 90% authorized. Due September 30, 2017

Internal Work 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, 2017

Activity Target 2:
Ensure AST personnel supporting contract oversight have a valid Contracting Officer Representative (COR) Certification on file with ACQ/AST and current AST COR delegation letter on file. Due March 31, 2017

Activity Target 3:
Conduct semi-annual review of COR Certifications and delegations. Due March 31, 2017

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

Manage AST preparation for operational disruption.

Activity Target 1:
Annual review of AST COOP Annex to ensure compliance with FAA COOP Plan. Due September 30, 2017

Internal Work Activity: AST Communications and Outreach

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, 2016

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, 2017

Internal Work Activity: AST Employee Engagement Index

Raise AST’s Employee Engagement Index from TBD.

Activity Target 1:
Raise AST’s Employee Engagement Index from XX to TBD. Due September 30, 2017

Activity Target 2:
Conduct stay interviews to help identify workforce engagement best practices and gaps. Due September 30, 2017
Internal Work Activity: Electronic Archive of Proprietary Launch and Re-Entry Date
Create a dedicated AST electronic archive exclusively for launch and re-entry data.

Activity Target 1:
Request AST-1 and AST-2 joint approval/support in order to get this added to business plan. The next step beyond that would be to pull a team together to establish specifically what data should be collected and how it should be organized, etc. Due October 31, 2016

Activity Target 2:
Establish team to collect and organize data, request from various AST divisions. Establish a drive on which it would reside. Due November 30, 2016

Activity Target 3:
Create a dedicated AST electronic archive exclusively for launch and re-entry data. Collect copies of raw data and data analysis products from AST divisions and store in an electronic. Due September 30, 2017