Safety
Reduce Aviation and Commercial Space Transportation-Related Fatalities and Serious Injuries in Commercial and General Aviation.

Systemic Safety Approach
Mitigate risks and encourage infrastructure and behavior change by using a data-driven systemic safety approach to identify risks, enhance standards and programs, and evaluate effectiveness.

Initiative: Safety Management System
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.

Activity: AST:Potential/Emerging Safety Issues
Revise the U.S. State Safety Program to align with International Civil Aviation Organization (ICAO) requirements outlined in Annex 19

Target: AST:Potential/Emerging Safety Issues
Facilitate at least three FAA safety risk assessments and document the progress of the assessments in the Hazard Identification Risk Management, and Tracking (HIRMT) tool.

Target: Support FAA’s SMS Executive Council
Update AST’s Safety Management System (SMS) as/if required to conform with any updates to FAA-wide policy

Target: Provide SMS Training
Provide training to AST personnel on the current SMS.

Activity: AST:U.S. State Safety Program Update
Revise the U.S. State Safety Program to align with International Civil Aviation Organization (ICAO) requirements outlined in Annex 19

Target: AST:U.S. State Safety Program Update
Finalize the State Safety Program (SSP) and deliver to the FAA Safety Management System (SMS) Committee in preparation for external and internal coordination with appropriate stakeholders. Due September 30, 2019.

Initiative: Data Standardization
Improve the collection, management, and integration of safety data on transportation-related fatalities and serious injuries, and their precursors, to enhance safety analysis across the agency.

Activity: AST: Aviation Safety Data Governance Standardization Team
Establish agency-wide, aviation safety data governance requirements.
**Target: AST: Aviation Safety Data Governance Standardization Team**

Deliver an agency-wide assessment of safety data governance standards and requirements to the FAA Safety Data and Analysis Team (SDAT) and the FAA Safety Management System (SMS) Executive Council.

**Activity: AST:Hazard Library Tactical Team**

Provide the agency a centralized point of reference for hazard identification information and safety-related work products.

**Target: AST:Hazard Library Tactical Team**

Release Hazard Library, populated with 14 CFR Part 121 hazard data and information, to the FAA Safety Data and Analysis Team (SDAT) and the FAA Safety Management System (SMS) Executive Council.

**Initiative: Commercial Space Transportation Systemic Safety Approach**

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

**Activity: Safety Tools and Analyses**

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

**Target: Action Plan Development**

Develop an action plan to effectively enhance and implement recommendations regarding the analysis tools strategic approach.

**Target: Enhance Flight Safety Analysis Procedures**

If warranted, enhance as required the Flight Safety Analysis procedure (P-010) to better reflect current practice and address lessons learned.

**Target: Enhance System Safety Analysis Procedures**

If warranted, enhance as required the System Safety Analysis procedure (P-012) to better reflect current practice and address lessons learned.

**Target: Flight Safety Analysis Template for DARPA Challenge**

Develop a flight safety analysis (FSA) template to help facilitate DARPA Challenge competitors FSA submittals.

**Target: System Safety Analysis Template for DARPA Challenge**

Develop a system safety analysis (SSA) template to help facilitate DARPA Challenge competitors SSA submittals.
Target: System Safety Evaluation Program
Develop a draft system safety evaluation program plan that addresses AST’s system safety analysis methodology to evaluate an applicant licenses application submittal (or system safety evaluation ground rules and assumptions)

Target: Flight Safety and System Safety Metrics Compliance
Track flight safety analysis and system safety analysis metrics in compliance with AST implementation.

Activity: Launch and Reentry Safety
AST will ensure there are no fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities.

Target: Licensed and Permitted Launch and Reentry Safety
AST will ensure there are no fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities.

Activity: Space Operations: Spaceport 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.

Target: Spaceport integration into the national airspace and airports system
Partner with ARP to draft (finalize) an update to the standard operating procedure for aligning launch and reentry vehicle evaluation processes and approvals with associated airport processes and approvals.

Activity: Commercial Space Transportation: Airspace Operations Integration
Conduct various projects to support the safe integration of commercial space transportation operations into the national airspace.

Target: Air Traffic Control System Support
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.

Target: Commercial Space Industry Day
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
Activity: Commercial Space Transportation: Airspace Technology Integration

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

Target: Space Data Integrator Program Requirements

Develop a draft Preliminary Program Requirements document for the Space Data Integrator Phase 2 program in support of a real-time Aircraft Hazard Area (AHA) Generator.

Initiative: Commercial Space Transportation Licensing

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.

Activity: Conduct commercial space transportation licensing processes

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.

Target: Commercial Space Transportation New License Determination

Make new license or license modification determinations within 180 days of receiving an acceptable application.

Target: Commercial Space Transportation License Renewal

Make license renewal determinations within 90 days of receiving an acceptable application.

Activity: Improve Licensing Processes

Improve licensing process efficiency and effectiveness.

Target: Commercial space transportation licensing staff training

If warranted based on new hires or staff needs, 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.

Target: Commercial space transportation licensing lessons learned report

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.
**Target: Commercial space transportation licensing Division metrics implementation**

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

**Target: New Experimental Permit Determinations**

Make new experimental permit or permit modification determinations within 120 days of receiving an acceptable application.

**Activity: Conduct the Commercial Space Transportation Safety Approval Process**

Make new commercial space transportation safety approval or safety approval modification determinations.

**Target: Make Commercial Space Transportation Safety Approval Determinations**

Make new safety approval or safety approval modification determinations within 180 days of receiving an acceptable application.

**Activity: Commercial Space Transportation Pre-Application Consultation Processes**

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.

**Target: Annual Review of Commercial Space Transportation Pre-Application Procedures**

Perform an annual review of the chapter in the pre-application consultation procedures (P011) and work instruction (WI-AST500-001) to document changes relative to the streamline rulemaking. and reentry vehicles.

**Target: Identify Commercial Space Transportation Guidance Inadequacies**

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.

**Initiative: Commercial Space Transportation Permitting Processes**

Make commercial space transportation experimental permit determinations.
Activity: Commercial Space Transportation Experimental Permit Determinations
Make a determination to issue a permit to conduct experimental Reusable Launch Vehicle (RLV) suborbital launches

Target: Make New Experimental Permit Determinations
Make new experimental permit or permit modification determinations within 120 days of receiving an acceptable application.

Target: Make Commercial Space Transportation Experimental Permit Renewal Determinations
Make experimental permit renewal determinations within 60 days of receiving an acceptable application.

Initiative: Conduct 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.

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.

Target: Publish Annual Lessons Learned Report
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.

Target: Develop and Track Safety Inspection Metrics
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.
Target: Develop Master Safety Inspection Plan

Develop a new master Safety Inspection Plan (SIP) draft template and training outline to incorporate the new rulemaking effort (as published in February 2019). Draft SIP Due April 30, 2019; Final Due September 30, 2019. Training outline Due August 31, 2019.

Activity: Implement and 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.). Support mishap activities associated with AST regulated operations.

Target: Commercial Space Transportation Mishap Response Exercise

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. Share results, lessons learned and other outcomes with the AST management team. Identify areas of weakness and strengths and provide recommended procedural or policy changes to better prepare AST to respond to a mishap.

Target: Complete Commercial Space Transportation Mishap Response Training Program

Complete development of mishap response training program modules four through seven documenting AST Mishap Response Coordinator roles and responsibilities in preparation for and following a commercial space transportation mishap. Implement associated training for all personnel assigned to support or participate in an investigation, all AST-400 safety inspection staff, and 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.

Target: Coordinate Lessons Learned with Government Stakeholders

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.

Target: Comprehensive Review of Commercial Space Transportation Mishap Response Program

Conduct comprehensive review of the AST Mishap Response program. Perform GAP analysis to determine adequacy of existing mishap notification and response processes and procedures, Mishap Response Coordinator (MRC) training and certification requirements, and coordination with internal and external stakeholders, and identify opportunities for improvement in all areas.
Activity: Safety Inspection Compliance and 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. Execute enforcement program responsibilities in accordance with Agency policy.

Target: Maintain Compliance and Enforcement Program Policies and Procedures

Familiarize AST staff with the Compliance & Enforcement program. Provide training module one, "Compliance & Enforcement team and Safety Inspectors' Roles and Responsibilities," for all AST personnel.

Target: Commercial Space Transportation Compliance and Enforcement Table Top Exercise

Develop and implement a Compliance & Enforcement table top exercise (TTE) to instruct safety inspectors on how to complete enforcement actions on Knowledge Services Network (KSN). The TTE must provide an overview of critical topics to exercise and train safety inspectors.

Target: Improve Commercial Space Transportation Compliance and Enforcement Internal Review Process

Modify critical tools within the program’s internal review process in order to streamline the process. Create a workflow within the KSN site incorporating additional capabilities such as a case status indicator; functionality which records when signed documents are completed; incorporating the ability to automatically file documentation on the KSN; or other improvements. Create documentation outlining the streamlining process and the associated benefits. Implement associated training for all safety inspectors.

Initiative: Commercial Space Transportation Operations Safety

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.

Activity: Commercial Space Transportation 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.

Target: Commercial Space Transportation Safety Awareness Initiatives

Provide an awareness of safety initiatives through AST-sanctioned events such as COMSTAC, the AST Conference, or the Today In Space daily news forums.
**Activity: Commercial Space Transportation 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.

**Target: Coordinate and Track Commercial Space Transportation Workflow**

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.

**Target: Publish Commercial Space Transportation Metrics**

Publish an integrated monthly and annual metrics report.

**Target: Refine Commercial Space Transportation Operations Integration Procedures**

Develop and refine procedures to document the operations integration role of AST-500 after pre-application consultation.

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**Innovation**

Lead in the Development and Deployment of Innovative Practices and Technologies that improve the Safety and Performance of the Nation's Aviation System.

**Development of Innovation**

Encourage, coordinate, facilitate, and foster world-class research and development to enhance the safety, security, and performance of the Nation’s transportation system.

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**Initiative: Conduct Space Transportation 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.

**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.

**Target: Provide Center of Excellence Oversight**

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.
Activity: Commercial Spaceflight Innovation Initiatives
Support CSII activities for U.S. Government and commercial stakeholders to advance Commercial space industry development.

Target: CSII Planning Meetings
Coordinate two planning meetings for the CSII with Federal, State, academia, and industry stakeholders

Initiative: Commercial Space Transportation Integration into the NAS
The FAA will engage with internal and external commercial space transportation stakeholders to develop, assess, and recommend appropriate processes, procedures, and infrastructure for the integration of commercial space transportation into the NAS.

Activity: Advance Spaceport Categorization
Spaceport Categorization Framework Initiative. Develop a spaceport categorization framework by activity and level of review and communicate across internal and external stakeholders. Success Criteria: Categorization framework is developed with stakeholder buy-in and incorporated into FAA’s spaceport approval process, including communications and rulemaking

Target: Advance Spaceport Categorization
Support the operations and provide expertise as required to the Spaceport Categorization ARC. Receive recommendations and implement as appropriate.

Target: Present Spaceport ARC Recommendations
Present Spaceport Categorization ARC recommendations to CST-EWG for review and feedback.

Target: Present Recommendations to the New Entrants Board
As required, present draft categorization proposal to New Entrants Board

Target: Publish Spaceport Categories on FAA Website
As required, update categories on the FAA website

Target: Assess ARC Recommendations and Develop Updated Categorization Framework
As necessary, categorization framework is refined with stakeholder buy-in and incorporated into FAA's spaceport approval process, including communications and rulemaking. As required, refine implementation plans.

Target: Update Pre-Application Consultation SOPs
Update standard operating procedures for pre-application consultation and coordination with the Office of Airports, Air Traffic.
Target: Provide Rulemaking Inputs
Provide inputs to rulemaking team, as necessary.

Initiative: Support Development of a National Civil Space Traffic Safety Architecture
Build on existing practices in the DoD, NASA, and emerging commercial SSA capabilities to assist the US Government address the lack of a comprehensive collision avoidance system for commercial orbital activities in support of Presidential Space Policy Directives.

Activity: Support the Development of a Civil Space Traffic Safety System
Support the development of a United States Space Traffic Management System and provide support to the FAA as required by Presidential Space Policy Directives.

Target: Compile Obital Space Safety Best Practices
If required, compile best practices for commercial space safety issues and advocate for safety measures applicable to commercial or civil space activities in the NAS and in support of Presidential Space Policy Directives.

Target: Provide FAA Participation to Support Codification of US Civil Space Traffic Safety system
If required, support implementation of Presidential Space Policy Directives for a civil space traffic system to USG Departments and Agencies in support of Presidential Space Policy Directives implementation.

Target: Space Launch and Reentry Conjunction Analysis
If required, refine the airspace integration and launch and reentry conjunction assessment (CA) capability within the FAA and perform launch and reentry CA operations.

Deployment of Innovation
Accelerate and expand the deployment of new technologies and practices by reducing barriers to innovation and actively promoting innovations that enhance the safety and performance of the Nation’s transportation system.

Initiative: Commercial Space
The FAA will engage with internal and external commercial space transportation stakeholders to develop, assess, and recommend appropriate processes, procedures, and infrastructure for the integration of commercial space transportation into the NAS.

Activity: 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.
Target: Enabling Industry Competitiveness and Viability
Collect and publish, at least annually, website content presenting current global space launch activity information, performance data, and projections of future commercial launches.

Target: Publish Commercial Space Transportation Safety Information
Collect and publish safety record information for informed consent on AST’s website.

Target: Space Education Outreach
Work in collaboration with the Aviation and Space Education (AVSED) Outreach coordinators to support the AVSED program. Support up to three domestic inquiries forwarded to AST by AVSED coordinators during FY2019.

Activity: Coordinate and Provide Commercial Space Transportation Education
Develop/maintain space education activities for space and non-space professionals.

Target: Provide License2Launch Training
Offer License2Launch Training Course twice in 2019. 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.

Target: Foster Commercial Space Transportation Learning Organization
Establish requirements, processes, and products needed to implement a "learning organization" structure within AST to capture best practices and capture "lessons learned" and integrate them into AST day-to-day operations.

Activity: FAA Spaceport Categorization and Airspace Access ARCs
The FAA Spaceport Categorization and Airspace Access ARC's will develop and identify recommendation for improvements to processes, procedures, and infrastructure to integrate commercial space transportation into the NAS.

Target: Provide Spaceport Categorization ARC Support
Continue to support and provide agency expertise and technical assistance and adopt as appropriate. Adopt the Spaceport ARC recommendations and implement as appropriate.

Target: Airspace Access ARC Support
Continue to support and provide agency expertise and technical assistance and adopt as appropriate the Airspace ARC recommendations and implement as appropriate.

Accountability
Serve that Nation with Reduced Regulatory Burden and Greater Efficiency, Effectiveness and Accountability.
Regulatory Reform
Reduce current regulatory burdens and bureaucracy to ensure a safe, efficient, accessible, and convenient transportation system for people and commerce.

Initiative: Regulation Reform
Reduce the Regulatory Burden on the Transportation Industry & Public While Still Achieving Safety Standards

Activity: Issue Commercial Space Notice of Proposed Rulemaking (NPRM)
In accordance with Space Policy Directive-2, no later than February 1, 2019, the FAA will publish for notice and comment proposed rules to streamline the licensing of commercial space launch and reentry vehicles.

Target: AST: Issue Commercial Space Notice of Proposed Rulemaking (NPRM)
Publish NPRM.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)
Utilize the EEO/Diversity and Inclusion Action Committee (EAC) to create, oversee and support a diverse and inclusive workplace.

Activity: AST Ensure a Diverse and Inclusive Workforce
• AST will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.

• Assist in development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWT), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF).

• Provide EEO training to managers and employees.

• Managers engage in the mediation/facilitation process.

Target: Reasonable Accommodations (RA)/Reasonable Accommodations Management System (RAMS) Training
Ninety percent (90%) of all new managers and supervisors must complete Reasonable Accommodations (RA) and Reasonable Accommodations Management System (RAMS) training within one year of newly appointed supervisory position. This goal will be tracked on a bi-monthly basis through the EEO Action Committee (EAC) for Diversity and Inclusion.

Target: Reasonable Accommodations
Ensure 90% of AST reasonable accommodation requests are processed within 25 business days or less.
Target: Improve Participation/Outreach
Develop strategies to improve the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women by providing resources and data analysis to LOB/SOs to increase the workforce as compared to the civilian labor workforce (CLF) and/or MD-715, Part J. These strategies will address hiring, training, career progression opportunities and will be deployed and tracked through the EAC Workgroups.

Target: EEO Training
Monitor the delivery of EEO training to 70% of AST managers and 20% of AST employees.

Target: Mediation
Ensure that 75% of all AST managers engage in mediation when requested by employees.

Target: Update AST Workforce Plan
Update AST Workforce Plan

Target: Manage AST Staffing Levels
Maintain an average staffing level at no less than 90% authorized

Initiative: Regulation Reform( Coordinated Activities)
Reduce the Regulatory Burden on the Transportation Industry & Public While Still Achieving Safety Standards

Activity: AST:Issue Commercial Space Notice of Proposed Rulemaking (NPRM)
In accordance with Space Policy Directive-2, no later than February 1, 2019, the FAA will publish for notice and comment proposed rules to streamline the licensing of commercial space launch and reentry vehicles.

Target: AST:Issue Commercial Space Notice of Proposed Rulemaking (NPRM)
AOA concurrence of NPRM titled Updates to Clarify and Streamline Commercial Space Transportation Regulations. Due November 30, 2018

Target: AST:Issue Commercial Space Notice of Proposed Rulemaking (NPRM) Milestone 3
Achieve milestone 3 for NPRM titled "Updates to Clarify and Streamline Commercial Space Transportation Regulations."

Target: AST:Issue Commercial Space Notice of Proposed Rulemaking (NPRM)
Publish NPRM.
Initiative: Develop and Issues Advisory Documents
Develop and issue products intended to assist potential licensees in meeting regulatory requirements pertaining to public safety.

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

Target: Develop and issue products intended to assist potential licensees in meeting regulatory requirements pertaining to public safety.
Develop draft guidance documents intended to assist potential licensees in meeting regulatory requirements pertaining to public safety

Target: Track Rulemaking Metrics
Track rulemaking metrics in compliance with AST Implementation Plan. Due Monthly.

Mission Efficiency and Support
Support mission requirements by efficiency and effectively planning for and managing human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and other mission support services.

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.

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

Target: Annual Check/Update
Provide or check updated FY 2020 measure template with changes are needed.

Target: Quarterly Submission
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.

Activity: AST Efficiency Measure: Regulatory Cost per Launch/ Re-entry
Track and report the average regulatory cost of a commercial space launch.

Target: Annual Check/Update
Provide or check updated FY 2020 measure template with changes are needed.
Target: Quarterly Submission
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.

Initiative: Contracting Opportunities for Small Businesses
Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women owned small businesses.

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.

Target: Awarding of Procurement Dollars Target
Award at least 25% of AST direct procurement dollars to small businesses.

Target: Manage Contract Dollar Obligation
Ensure that at least 70% of all contract dollars are obligated in Delphi within four months of an appropriation.

Target: Contract Oversight
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.

Target: COR Certifications and Delegations
Conduct semi-annual review of COR Certifications and delegations.

Target: Five Year Budget Plan
Update as required, Five Year Budget Plan.

Initiative: 1: Shared Services
Initiative Description: AHR will work internally and in collaboration with DOT and other federal agencies on efforts to establish shared service models for the delivery of crucial processes and systems to improve customer service.

Activity: Business Partner Review
Refine model for delivery of HR activities across the agency to improve the efficient utilization of resources.
Target: Review, Staff Performance - AST-003
Complete initial review of LOB/SO staff performing HR functions and time spent. Document recommendations for further process improvement analysis across various HR disciplines. (AHR-100) (ALL LOB/SOs)

Target: Revised AHR Model (10%) - AST
In collaboration with LOBs/SOs, identify redundant, duplicative or unnecessary steps in the overall HR processing model. Redesign and implement revised HR service delivery model, resulting in improved efficiency. Abolish or restructure 10% of positions identified as performing duplicative and/or unnecessary tasks, based on outcomes of Management Board Workforce Reduction Initiative: Cut HR Paperwork and Processes, and then Shadow Staff. AHF, AHL, AHD, ALL LOB/SOs

Initiative: Government Partnerships
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: Government Partnerships
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.

Target: NASA Partnerships
Preform annual review of AST developed framework outlining the FAA roles and responsibilities, including a concept of operations for FAA participation during NASA commercial crew program certification flights (shadow mode).

Target: Support Common Standards Working Group
Convene Common Standards Working Group (CSWG) to coordinate regulatory changes supporting Presidential Space Directives requirements

Target: Obtain Common Standards Working Group Concurrence
Obtain CSWG concurrence on recommendations.

Target: Support Interagency Space Traffic Operations and Reporting
Provide monthly report to the State Department in support of the UN Registration Convention

Activity: Support Congressional Requirements
Allocate resources to support development of policies and legislation supporting AST's mission.
Target: Respond to Congressional Requirements
Respond to congressionally mandated reports.

Target: Develop responses to congressional inquiries, support and coordinate responses and reports for congressional tasks, and coordinate support and issues through inter-agency partnerships.
Develop responses to congressional inquiries, support and coordinate responses and reports for congressional tasks, and coordinate FAA Space Traffic support and issues through inter-agency partnerships. Work with inter-agency stakeholders to coordinate FAA support for national space traffic responsibilities. Develop agreements to support inter-agency partners as required.

Initiative: Support Commercial Space Transportation Advisory Committee (COMSTAC)
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.

Activity: Advance Human Spaceflight 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.

Target: Support and Attend COMSTAC Working Groups
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. Attend and participate in four COMSTAC Standards Working Group meetings or teleconferences and provide a standards summary progress report.

Target: AST Communications Outreach
Plan and allocate communications outreach effort and resources to prioritize AST stakeholder communities. Review AST Communications and Outreach Plans.

Activity: COMSTAC Secretariat
Support two meetings of the Commercial Space Transportation Advisory Committee.

Target: Support COMSTAC Meetings
Serve as COMSTAC executive secretariat. Support two meetings of the Commercial Space Transportation Advisory Committee.
Initiative: Commercial Space Transportation Environmental Stewardship
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.

Activity: Commercial Space Transportation Environmental Reviews
Conduct environmental reviews for proposed launch, reentry and launch site operations in support of AST license, permit, and renewal evaluation timelines.

Target: Environmental Review for Licenses
Complete environmental reviews for licenses or license modification determinations within 180 days of receiving an acceptable application.

Target: Environmental reviews for Permits
Complete environmental reviews for experimental permits or permit modification determinations within 120 days of receiving an acceptable application.

Activity: Improve Commercial Space Transportation Environmental Efficiency
Improve the efficiency and effectiveness of AST's environmental review process by completing mission critical improvement tasks.

Target: Update Commercial Space Transportation Environmental Review Process
Update environmental review process guidance for applicants based on lessons learned and incorporate updates into AST's pre-application consultation process.

Target: Partner with AEE on Environmental Projects
Update launch noise analysis guidance in partnership with AEE for inclusion into the FAA Order 1050.1F Desk Reference.

Initiative: Commercial 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.

Activity: Promote US Law and FAA Regulations
AST participates in international forums to raise awareness of its practices and activities that have resulted in an outstanding public safety record.

Target: Meet with Foreign Governments to Advocate Commercial Space Transportation
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.
Target: Provide US Leadership to ICAO Space Learning Group
Provide leadership in the International Civil Aviation Organization (ICAO) sub-orbital Space Learning Group to promote AST regulatory and recommended practices.

Initiative: Manage Preparation for Operational Disruption
Manage AST preparation for operational disruption

Activity: Continuity Of Operations
Perform annual review of AST Continuity of Operations Procedures

Target: Annual review of AST COOP Annex
Perform annual review of AST COOP Annex to ensure compliance with FAA COOP Plan.