



**Federal Aviation
Administration**



Commercial Space Transportation
Fiscal Year 2011 Business Plan

2011 AST Business Plan

The mission of the Federal Aviation Administration (FAA) Office of Commercial Space Transportation (AST) is to ensure protection of the public, property, and the national security and foreign interests of the United States during commercial launch or reentry activities, and to encourage, facilitate, and promote U.S. commercial space transportation. Safety is AST's top priority. To meet its safety responsibilities, AST undertakes a variety of core business functions to ensure that uninvolved persons are protected from the hazards associated with commercial space launch operations. These functions include making license and experimental permit determinations, conducting inspections of licensed and experimental permit operations, and developing rulemaking products related to commercial launch activities. AST also reviews its processes for ensuring public safety regularly as the commercial space transportation industry evolves. With a focus on the rapid evolution and complexity of new launch vehicles, AST will lead agency efforts to develop new and improved approaches to evaluate and approve safety-critical launch vehicle components and systems. Further, AST will continue to leverage partnerships with other government organizations to enhance the safety of launches occurring from both federal and non-federal launch sites.

In addition to ensuring public safety, AST enables industry through a variety of activities intended to encourage, facilitate and promote the growth of U.S. commercial space transportation. AST's core business functions in this area include activities such as performing environmental projects, publishing reports on industry developments and trends, hosting stakeholder forums, and supporting development of policies that enhance the global competitiveness of the U.S. commercial space launch industry. Central to AST's efforts to ensure safety, is the establishment of a Commercial Space Transportation Center of Excellence, which leverages AST research and development funding with a consortium of universities and industry partners to cooperatively research critical topics and broadly disseminate research findings.

Further, AST takes great pride in delivering timely and reliable products that meet or exceed stakeholder requirements. AST is committed to working with its stakeholders to identify approaches that will render even greater service and satisfaction, as well as cost savings. Finally, AST's greatest resource is its dedicated staff. AST strives to ensure that all of its staff members are properly trained and prepared to perform at the highest levels.

Increased Safety

AST supports the FAA Flight Plan Increased Safety goal

by developing and supporting the establishment of regulations for commercial space launch and reentries, as well as launch and reentry sites. AST conducts thorough and complete evaluations of all proposed launch activities by U.S. citizens or for activities proposed by non - U.S. entities seeking to conduct launch activities in the U.S. to ensure public safety. AST issues experimental permits to commercial entities seeking to conduct launches for research and development purposes. AST inspects and monitors licensed and experimental launch activities.

Flight Plan Target: Commercial Space Launch Accidents

No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities. FY 2011 Target: 0

Strategic Initiative: Safety Oversight

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

Strategic Activity: Develop and Improve Safety Tools and Analyses

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

Activity Target 1:

Develop tools and analyses 2011 program plan. Due October 29, 2010

Activity Target 2:

Complete 70% of the tools and analyses program plan tasks. Due September 30, 2011

Activity Target 3:

Complete planning for phase 2 of aircraft vulnerability testing. Due July 31, 2011

Activity Target 4:

Develop an approach to research pilot performance in RLVs. Due July 31, 2011

Strategic Activity: Safety Management System

Update AST's safety management system to continue addressing industry's safety risk management issues.

Activity Target 1:

Update AST's SMS to keep pace with changes in the commercial space transportation environment. Due April 30, 2011

Activity Target 2:

Develop draft program plan to modify AST's SMS to conform with agency-wide policy. Due May 30, 2011

Strategic Initiative: Space Operation Integration

Partner with National Aeronautics and Space Administration (NASA) and Department of Defense (DOD) to manage the integration of space transportation operations.

Strategic Activity: Support Development of the Next Generation Air Transportation System (NEXTGEN)

Conduct various projects to support the integration of commercial space transportation operations in the National Airspace System.

Activity Target 1:

Define the services required to support safe and successful orbital space transportation industry during flight operations. Due June 30, 2011

Activity Target 2:

Deliver NSP directed report of mission and the interagency/international relationships necessary for a potential Space Traffic Management Structure. Due February 15, 2011

Strategic Initiative: Commercial Human Space Safety Requirements Research

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

Strategic Activity: Conduct Human Space Flight Research

Conduct human space flight research and related studies.

Activity Target 1:

Publish results of AST's human space flight projects on AST's web site in compliance with FAA web guidelines. Due September 30, 2011

Activity Target 2:

Draft best practices that are applicable to commercial human space flight safety. Due August 31, 2011

Core Business Target: Commercial Space Transportation Core Measure-Safety

Maintain public safety through process improvements and the conduct of effective and efficient safety evaluations, safety inspections, and rulemaking. Complete 80% of the initiatives within this target, as well as achieve: a rolling average of 174 days to make license determination based on the 3 most recent license applications, and a rolling average of 118 days

to make permit determination based on the 3 most recent permit applications.

Core Business Initiative: Licensing

Conduct the AST licensing process.

Core Activity: New License Determinations

Make new license determinations.

Activity Target 1:

Make new license determinations within 180 days of receiving an acceptable application. Due September 30, 2011

Core Activity: License Renewal Determinations

Make license renewal determinations.

Activity Target 1:

Make license renewal determinations within 90 days of receiving an acceptable application Due September 30, 2011

Core Activity: Improve Licensing Process

Improve licensing process efficiency and effectiveness.

Activity Target 1:

Evaluate the licensing process and identify potential areas (e.g., preapplication consultation) to improve to make the process more efficient and effective. Due August 30, 2011

Core Business Initiative: Safety Inspections

Conduct launch and launch site safety inspections.

Core Activity: Inspect Launch and Reentry Sites

Inspect licensed launch and reentry site operations to ensure license holder compliance with all applicable regulations.

Activity Target 1:

Complete one annual safety inspection for each licensed launch and reentry site. Due September 30, 2011

Activity Target 2:

Review the safety inspection plan (SIP) associated with all licensed launch and reentry site operators and modify as necessary within 30 days after completion of a safety inspection or before the next safety inspection, whichever occurs first. Due September 30, 2011

Core Activity: Inspect Launch Vehicle Operators

Conduct inspections of all safety related processes

and vehicle operator compliance with license terms and conditions during licensed launch and reentry operations.

Activity Target 1:

Conduct safety inspections using only certified safety inspectors as determined by the AST qualification matrix. Due September 30, 2011

Activity Target 2:

Review the safety inspection plan associated with all licensed launches and modify as necessary within 30 days after completion of a safety inspection or before the next safety inspection, whichever occurs first. Due September 30, 2011

Core Business Initiative: Rulemaking

Develop and issue rulemaking products.

Core Activity: Develop and Issue Rulemaking Products

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

Activity Target 1:

Develop a stage II rulemaking action plan for revising part 420 (License to Operate a Launch Site). Due August 25, 2011

Activity Target 2:

Develop a stage II rulemaking action plan for revising parts 431 and 435 (Launch and Reentry of Reusable Launch Vehicle) Due September 24, 2011

Activity Target 3:

Develop a final stage 1 application for rulemaking for revising part 417 (Launch Safety). Due September 22, 2011

Activity Target 4:

Develop a draft stage I application for rulemaking for revising part 437 (Experimental Permit). Due September 15, 2011

Core Activity: Develop and Issue Advisory Documents

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

Activity Target 1:

Update guide to Reusable Launch and Reentry Vehicle Software and Computing System Safety. Due August 31, 2011

Activity Target 2:

Finalize guide for determining a safety clear zone. Due February 28, 2011

Activity Target 3:

Finalize guide for operating area containment. Due March 31, 2011

Core Business Initiative: Experimental Permits

Conduct the AST experimental permit process.

Core Activity: New Experimental Permit Determination

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

Activity Target 1:

Make an experimental permit determination within 120 days of receiving an acceptable application for a permit. Due September 30, 2011

Core Activity: Experimental Permit Renewal Determination

Make experimental permit renewal determination.

Activity Target 1:

Make experimental permit renewal determinations within 60 days of receiving an acceptable application. Due September 30, 2011

Core Activity: Develop and Improve Experimental Permit Process

Improve the experimental permitting process effectiveness and efficiency.

Activity Target 1:

Develop a plan to improve internal permit evaluation process. Due November 30, 2010

Activity Target 2:

Improve internal permit evaluation process according to plan. Due August 31, 2011

Core Business Initiative: Safety Approvals

Conduct the Safety Approval process.

Core Activity: Safety Approval Determination

Make new safety approval determination.

Activity Target 1:

Make new safety approval determinations within 180 days of receiving an acceptable application. Due September 30, 2011

Core Activity: Improve Safety Approval Process

Improve the safety approval process effectiveness and efficiency.

Activity Target 1:

Update P007 to incorporate lessons learned for Safety Approval application reviews and legal determinations. Due August 31, 2011

Core Business Initiative: Operations

Partner with the USAF to ensure consistent application of common safety standards between the FAA and the USAF for launches of commercial vehicles from federal ranges.

Partner with NASA Johnson Space Center (JSC) to integrate JSC's programmatic and technical activities related to Commercial Resupply Services (CRS) and Commercial Orbital Transportation Services (COTS) programs with AST Licensing, Permitting or Safety Evaluations.

Partner with licensed spaceports, NASA Dryden and NASA Ames to integrate FAA activities with development or operational activities of commercial RLV companies that have or may apply for AST Licensing, Permitting or Safety Evaluations.

Core Activity: West Coast Operations

Manage FAA/NASA and local government interagency coordination for AST to ensure RLV activities are complete and consistent with respect to commercial RLV licenses, permits, or safety approvals.

Activity Target 1:

Participate in an annual CRASTE Conference and convert the results of conference findings into specific recommendations for the AST R&D Senior Steering Committee. Due September 30, 2011

Core Activity: JSC Operations

Manage interagency coordination for COTS and CRS Activities to ensure safety practices are consistent.

Activity Target 1:

Complete JSC Mission Operations Directorate (MOD) training as required in order to support FAA licensed COTS/CRS Missions. Due February 22, 2011

Core Activity: ELV Range Operations

Manage Interagency coordination for DoD and FAA Federal Range Activities to ensure FAA and USAF safety practices are compatible and related ELV operations are safe.

Activity Target 1:

Participate in annual CSWG Tri-chair review of public safety non-conformances and document the review's findings and actions relevant to the FAA. Due May 31, 2011

Core Business Target: Human Space Flight Safety

Limit the fatal accident rate for licensed suborbital launches and reentries carrying flight crew or space flight participants to less than the overall historical rate of 1%.

Core Business Initiative: Commercial Human Space Safety Requirements

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

Core Activity: Conduct Human Space Flight Research and Related Studies

Conduct research on issues relevant to AST's implementation of regulations relating to human space flight.

Activity Target 1:

Develop an initial database to capture mishaps and anomalies to enable safety indicators related to human space flight safety to be monitored and tracked. Due March 15, 2011

Activity Target 2:

Develop draft guidance or preliminary draft requirements for commercial flight crew and space flight participant safety. Due April 28, 2011

Core Activity: Partner with NASA Commercial Crew Development Activities

Partner with NASA Johnson Space Center (JSC) to integrate NASA's Commercial Crew Development (CCDev) program technical and programmatic requirements with FAA regulations and processes/standards.

Activity Target 1:

Participate in one or more reviews with each of the CCDev NASA JSC contractors to resolve any FAA issues potentially related to design and development applicable to safety approvals, permitting, or licensing activities. Due December 30, 2010

Activity Target 2:

Review and document FAA comments to NASA's CST documents such as the Commercial Human System Integration Requirements. Due December 30, 2010

Activity Target 3:

Plan and conduct with NASA JSC Life Sciences and FAA CAMI managers a joint activity to examine Human Space Flight medical considerations for commercial spaceflight. Due July 30, 2011

Greater Capacity

AST supports the FAA Flight Plan Greater Capacity goal by enabling the growth and expansion of U.S. commercial space transportation. Specifically, AST conducts necessary environmental-related activities, as well as

activities geared towards generating public support for U.S. commercial space transportation.

Flight Plan Target: Noise Exposure

Reduce the number of people exposed to significant noise by 4 percent compounded annually through FY 2013 from the calendar year 2005. FY 2011 Target: -19.28%

Strategic Initiative: Environmental Management Systems

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

Strategic Activity: Environmental Management Systems (EMS)

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

Activity Target 1:

Conduct internal EMS audits and management reviews and report status to AEE. Due September 30, 2011

Core Business Target: Expand Commercial Space Transportation Capacity

Perform a comprehensive environmental review for each licensed or permitted activity for which an application is accepted and document the results appropriately, for compliance with the National Environmental Protection Act and Agency Directives.

Core Business Initiative: Environmental Reviews

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

Core Activity: Environmental Reviews for New Applicants

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

Activity Target 1:

Complete all required environmental reviews within 120 days of receiving sufficient information for new experimental permit determination. Due September 30, 2011

Activity Target 2:

Complete all required environmental reviews within 180 days of receiving sufficient information for new license determination. Due September 30, 2011

Core Activity: Environmental Reviews for License and Experimental Permit Renewals

Conduct environmental reviews in association with license and experimental permit renewal applicants.

Activity Target 1:

Complete all required environmental reviews within 60 days of receiving sufficient information for experimental permit renewals determination. Due September 30, 2011

Activity Target 2:

Complete all required environmental reviews within 90 days of receiving sufficient information for license renewals determination. Due September 30, 2011

Core Activity: Improve AST Environmental Review Process

Improve AST environmental review process efficiency and effectiveness.

Activity Target 1:

Complete mission critical tasks identified to improve AST's spaceport environmental review process. Due December 30, 2010

Activity Target 2:

Prepare revisions to AST environmental procedures for Permits (P006), Reusable Launch Vehicles (P004) and for Launch and Reentry Sites (P005). Due September 30, 2011

Core Business Initiative: Enabling Industry

Enable the commercial space transportation industry through activities intended to encourage, facilitate, and promote the growth and international competitiveness of the U.S. commercial space transportation industry.

Core Activity: Publish Reports and Studies

Publish report on commercial space transportation industry market forecast.

Activity Target 1:

Publish commercial space transportation market forecast. Due June 1, 2011

Core Activity: Track Industry and Developments Concepts

Keep pace with new technologies developments and innovations.

Activity Target 1:

Publish Industry and Developments Concepts Report. Due June 1, 2011

Core Activity: Publish Semi-Annual Launch Reports

Summarize and document U.S. commercial launch activities.

Activity Target 1:

Publish semi-annual launch report in FY2011.
Due July 31, 2011

Core Activity: Partner with Industry and Other Agencies to Conduct National Events to Promote Commercial Space Transportation

Partner with industry and other agencies to conduct national events to promote commercial space transportation.

Activity Target 1:

Conduct a national Commercial Space Transportation conference. Due June 15, 2011

Core Activity: Support the Commercial Space Transportation Advisory Committee (COMSTAC)

Serve as COMSTAC executive secretariat.

Activity Target 1:

Organize and support two meetings plus related activities of the Commercial Space Transportation Advisory Committee. Due July 31, 2011

Core Activity: Space Education Outreach

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

Activity Target 1:

Develop and execute at least three activities through or by AVSED coordinators during FY2011. Due September 30, 2011

Core Activity: Commercial Space Transportation Center of Excellence

Work with the FAA Technical Center, government agencies, academic institutions, and industry stakeholders to establish a world-class consortium to identify solutions for existing and anticipated commercial space transportation industry problems through basic and applied research.

Activity Target 1:

Provide oversight to the Commercial Space Transportation Center of Excellence for establishing and sustaining critical research activities contributing to regulatory activities maintaining public safety and impacting the Commercial Space Transportation Industry. Due September 30, 2011

Activity Target 2:

Develop plan for FY2012 to include funding amounts, new research projects, continuation of first year research projects, and meeting schedules. Due February 28, 2011

International Leadership

AST supports the FAA Flight Plan International Leadership goal by sharing knowledge of its safety oversight practices with the international commercial space transportation community. Specifically, AST participates in international forums to raise awareness of its practices and activities that have resulted in an outstanding public safety record.

Core Business Target: Space Transportation International Coordination

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

Core Business Initiative: International Outreach

Provide international leadership in commercial space transportation safety activities.

Core Activity: Promote FAA Recommendations and Policies

Strategically influence international commercial space transportation safety, capacity and efficiency by promoting FAA AST recommendations and policies at key international venues.

Activity Target 1:

Organize, develop agenda, secure participation and co-chair international Commercial Space Flight Safety Committee meeting. Due September 30, 2011

Activity Target 2:

Explore opportunities to educate international partners and stakeholders and brief two groups on AST's support for commercial space transportation components/benefits, and promote harmonization and acceptance of operational service consistent with AST international strategy and regulations. Due September 30, 2011

Activity Target 3:

Organize, coordinate and execute at least two briefings or meetings with foreign space transportation officials to promote expansion of AST's commercial space transportation philosophy, procedures, and concepts. Due September 30, 2011

Organizational Excellence

AST supports the FAA Flight Plan Organizational Excellence goal by managing for results that support

achievement of AST's mission and vision. Specifically, AST seeks to control costs, improve stakeholder service, effectively and efficiently manage its resources, and execute a comprehensive training plan to meet the unique needs of commercial space transportation technical professionals employed by AST.

Flight Plan Target: Leadership and Accountability

(Objective) Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

Strategic Initiative: Leadership Development

Each LOB/SO will track and report quarterly on their compliance with corporate leadership development policies and initiatives.

Strategic Activity: AST Leadership Development Compliance

Each FAA organization will report quarterly in pbviews on steps taken to improve or sustain timely training and certification of probationary managers, participation in corporate leadership development programs such as PEL and SLDP, and maintenance of Continuing Management Education hours.

Activity Target 1:

Report on steps taken to improve or sustain timely completion of probationary training and certification. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

Activity Target 2:

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

Strategic Activity: AST Harassment- and Retaliation-Free Workplace Training

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

Activity Target 1:

Report quarterly the number of new managers who have completed Frontline Managers training, eLMS Course #FAA30200099 - Frontline Managers Course - Phase 1. Due September 30, 2011

Activity Target 2:

Report quarterly the number of managers who have completed eLMS course #FAA30200134 - Accountability Board Training for FAA Managers. Due September 30, 2011

Activity Target 3:

Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by Accountability Board Human Resources Points of Contact. (eLMS Course #FAA30200174 - Supervisory Skills Training, Accountability Board Training for FAA Managers; or eLMS Course #FAA30200177 - Instructor-Led Accountability Board Training for All Employees. Due September 30, 2011

Activity Target 4:

Report quarterly the number of employees who have completed any other training sessions that addressed harassment, retaliation, or reprisal in the workplace. (Your training coordinators should enter this data into eLMS with the appropriate course number or as an "External Event".) Due September 30, 2011

Strategic Initiative: New Hires with Targeted Disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Strategic Activity: Actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Activity Target 1:

AST will track and report quarterly on actions taken to support the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities. Due September 30, 2011

Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives in 2011 such as: \$20 million in savings for strategic sourcing for selected products and services and a reduction of \$30 million in Information Technology operating costs. FY 2011 Target: 90% of targeted savings.

Strategic Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: ATO cost per controlled flight, AIP grants administration, staff office overhead rates, grievance processing time, and cost per accounting transaction.

Strategic Activity: AST Efficiency
Measure: Average Days to Make License Determinations

AST will track and report the average number of days to make a license determination for launch and reentry applications, and for the operation of launch or reentry site. The FY 2011 target is 174 days.

Activity Target 1:

Continue to report FY 2010, 4th quarter results to ABA on the average number of days to make license determinations. Due October 31, 2010

Activity Target 2:

Continue to report quarterly to ABA on the average number of days to make license determinations. Due January 31, 2011

Activity Target 3:

Continue to report quarterly to ABA on the average number of days to make license determinations. Due April 30, 2011

Activity Target 4:

Continue to report quarterly to ABA on the average number of days to make license determinations. Due July 31, 2011

Activity Target 5:

Provide updated FY 2012 template for review and approval in time to be included in the FY 2012 Business Plan. Due June 15, 2011

Strategic Activity: AST Efficiency
Measure: Regulatory Cost per Launch

Track and report the average regulatory cost of a commercial space launch. The FY 2011 target is \$1.5 million per launch.

Activity Target 1:

Report FY 2010 4th quarter results to ABA for average regulatory cost of a commercial space launch. Due October 31, 2010

Activity Target 2:

Report FY 2011 1st quarter results to ABA for average regulatory cost of a commercial space launch. Due January 31, 2011

Activity Target 3:

Report FY 2011 2nd quarter results to ABA for average regulatory cost of a commercial space launch. Due April 30, 2011

Activity Target 4:

Report FY 2011 3rd quarter results to ABA for average regulatory cost of a commercial space launch. Due July 31, 2011

Activity Target 5:

Provide updated FY 2012 template for review and approval in time to be included in the FY 2012 Business Plan. Due June 15, 2011

Strategic Initiative: Reduce Information Technology Operating Costs

Achieve an annual reduction of \$30 million in Information Technology operating costs.

Strategic Activity: Video Conferencing

AST will eliminate eight trips to attend meetings with internal stakeholders. Instead of participating in face-to-face meetings, AST will maximize the capabilities of its current technology and telecommunication resources.

Activity Target 1:

Participate in up to two video conferencing meetings during the first quarter. Due December 31, 2010

Activity Target 2:

Participate in up to two video conferencing meetings during the second quarter. Due March 31, 2011

Activity Target 3:

Participate in up to two video conferencing meetings during the third quarter. Due June 30, 2011

Activity Target 4:

Participate in up to two video conferencing meetings during the fourth quarter. Due September 30, 2011

Activity Target 5:

Achieve 90% of the \$10,400 projected year end savings. Due September 30, 2011

Flight Plan Target: Information Security Program

Achieve zero cyber security events that disable or significantly degrade FAA mission critical Line of Business systems. FY 2011 Target: 0

Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

Strategic Activity: Work with AIO to Update the Infrastructure and Application Inventories.

Work with AIO to update the infrastructure and application inventories.

Activity Target 1:

Update the AST infrastructure and application inventory. Due December 31, 2010

Flight Plan Target: OPM Hiring Standard

By FY 2010, 80 percent of FAA external hires will be filled within OPM's 45-day standard for government-wide hiring. FY 2011 Target: 80%

Strategic Initiative: External Recruiting

In external recruitment efforts, implement corporate strategies that expand the applicant pool to ensure equal opportunity to all applicants and result in attracting high quality candidates to the FAA.

Strategic Activity: AST Mission-Critical Hiring

Identify mission-critical external hires.

Activity Target 1:

Update and submit FY11 and FY12 hiring projections for mission-critical occupations. Due February 28, 2011

Flight Plan Target: Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, and maintain through FY 2013. FY 2011 Target: 2.44 per 100 employees

Strategic Initiative: Reduce Workplace Injuries

Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.

Strategic Activity: AST OSH Support

AST managers will inspect workplaces for unsafe conditions, report mishaps, and provide refresher management and employee safety awareness. Employee safety awareness information is on-line, recommended by AHP, and provided without charge.

Activity Target 1:

AST managers will use at least two means of communication such as meetings, informal discussions, and awareness experiences to inform employees of available OSH policies and safe work practices. Due July 30, 2011

Activity Target 2:

Conduct EOSH program management evaluations, using such measures as safety mishap investigation and recordkeeping, safety training, and safety inspections. Due July 30, 2011

Activity Target 3:

Conduct and document workplace inspections and abate identified hazards in AST facilities. Due August 15, 2011

Activity Target 4:

Establish a line item in the budget for pop-up and operational OSH needs. Due August 15, 2011

Core Business Target: Resource Management and Development

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 by developing FY2011 management and staff training plans and completing at least 80% of the planned training.

Core Business Initiative: AST Resource Management

Management of AST Human and Fiscal Resources

Core Activity: Manage Human Resources

AST management/leadership training and employee recruitment and retention.

Activity Target 1:

Update AST Workforce Plan. Due April 30, 2011

Activity Target 2:

Maintain an average staffing level at no less than 90% authorized. Due September 30, 2011

Activity Target 3:

Conduct annual employee Professional Development seminar. Due June 30, 2011

Core Activity: Manage Information Technology Resources

Manage IT resources.

Activity Target 1:

Fix 20% of medium and high FAA targeted vulnerabilities that pertain to AST. Due September 30, 2011

Activity Target 2:

Prepare a forecast of AST IT resource requirements for near term (next 12 months) and far term (+5 years) resource planning. Due September 30, 2011

Core Activity: Manage Financial Resources

Manage AST financial resources.

Activity Target 1:

Ensure that at least 70% of budgeted contract dollars are obligated in Delphi by May 31, 2011. Due September 30, 2011

Activity Target 2:

Review and resolve inactive obligations (PRISM and non-PRISM source documents) by the end of the fiscal year. Due September 30, 2011

Activity Target 3:

Ensure at least 95% of our funding allowance is obligated in Delphi by the end of the fiscal year. Due September 30, 2011

Core Business Initiative: Training

AST employee professional development and training.

Core Activity: Develop Training

Develop space transportation related training courses.

Activity Target 1:

Institutionalize a process for Safety Inspector proficiency training. Due February 28, 2011

Core Activity: Deliver Training

Professional development and training received by AST employees.

Activity Target 1:

Develop and complete AST's FY 2011 training plan. Due November 15, 2010

Activity Target 2:

Complete 70% of training plan objectives. Due September 30, 2011

Core Activity: Cognizant Engineer Development

Develop AST Cognizant engineers to support AST mission.

Activity Target 1:

Develop an initial FY 2011 technical training opportunities plan for AST Cognizant Engineer teams. Due November 15, 2010

Activity Target 2:

Ensure 80% of Cog-E teams receive training. Due September 30, 2011

Core Business Target: Conduct EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training three percent (3%) of the FAA workforce and provide training to 50% of all new Air Traffic Student hires. Develop new EEO training course that will meet agency needs and create a library of EEO materials.

Core Business Initiative: Prevent Discrimination through EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness in EEO through training.

Core Activity: Conduct EEO Training and Briefings to include the mandatory No FEAR Training

Conduct EEO training with regards to EEO responsibilities and appropriate behaviors to 3% of the FAA workforce. Additionally, FAA must comply with OPM requirement to administer the NO FEAR training to 100% of all FAA employees.

Activity Target 1:

AST will partner with the Office of Civil Rights to provide training to at least 1.5% of the AST workforce. Due March 31, 2011

Activity Target 2:

AST will partner with the Office of Civil Rights to provide training to an additional 1.5% of the AST workforce for a total of 3%. Due September 30, 2011

Activity Target 3:

AST will ensure that 100% of all FAA employees complete the OPM mandated NO FEAR Training. Due December 30, 2010

Core Business Target: Small Business Goal and Corporate Citizenship

Award at least 25% of the total direct procurement dollars to Small Businesses.

Core Business Initiative: FAA Small Business Program

Support the FAA Major Procurement Program Goals

Core Activity: FAA Small Business Goal and Good Corporate Citizenship

Participate in the agency's outreach and training to small business with special emphasis on disadvantaged, women-owned and service-disabled veteran-owned businesses. Also, Assign a Small Business Liaison Representative to assist in identifying procurement opportunities suitable for set-aside.

Activity Target 1:

Participate in the Annual FAA National Small Business Procurement Opportunities Training Conference and Trade Show during June or July of each fiscal year. Due July 30, 2011

Core Business Target: Reduce EEO Complainant Ratio

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

Core Business Initiative: Reduce EEO Complainant Ratio

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will

eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

Core Activity: Reduce EEO Complainant Ratio

Each LOB/SO will work with ACR to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

Activity Target 1:

LOB/SO's will engage in efforts to assist ACR, to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54% by encouraging the use of facilitation, mediation, and consulting services during the EEO pre-complaint process. Due September 30, 2011

Activity Target 2:

LOB/SO's will ensure that 35% of all EEO pre-complaints are mediated. Due September 30, 2011

Core Business Target: Support Open Government Initiative - AOC

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

Core Business Initiative: Support Open Government Initiative

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

Core Activity: Open Government Initiative - AST website

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies

Activity Target 1:

Update web strategies and action plans in writing to the FAA Web Manager and brief Web Council on the plans by January 29, 2011 Due January 29, 2011

Activity Target 2:

Submit quarterly web progress reports to the FAA Web Manager. Due March 30, 2011

Activity Target 3:

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2011

Activity Target 4:

Certify to the Administrator in writing by September 30, 2011, that

95 percent or more of web pages comply with FAA web standards, policies, and requirements including those outlined in the FY-2011 Web Strategy and Action Plan. Due September 30, 2011

Activity Target 5:

Provide at least 1 high value dataset for AST web data for publication on Data.gov as part of Open Government requirements. Due September 30, 2011

Activity Target 6:

Develop standard operating procedures (SOP) by September 30, 2011, for registering internal and external websites, content owners, developers, and web applications with AST and AOC. Due September 30, 2011

Activity Target 7:

Identify corporate social media programs that your organization plans to participate in. Due September 30, 2011

Activity Target 8:

All headquarters and regional web points of contact complete at least 2 sessions of web-related training during the fiscal year. Due September 30, 2011