



## Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

### Safety Culture Commitment

Reinforce and promote "Safety Culture" across FAA and industry that integrates all aspects of Safety Culture (i.e., Just Culture, Reporting Culture, Learning Culture, Flexible Culture, and Informed Culture) to improve safety performance throughout the NAS. Safety culture commitment promotes safety policy, manages resources and invests in safety training, safety systems, and safety solutions; documents processes and procedures, and ensures accountability for safety.

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#### **Initiative: Promote a Culture of Safety Within AST and Across the Commercial Space Transportation Industry**

The commercial space industry works to maintain an active and robust safety culture. Operators understand and accept their responsibilities with respect to maintaining public safety and they implement programs and systems to maintain safety rather than simply to comply with regulations.

As the industry matures, operators will be able to take greater responsibility for identifying risks and managing safety. AST will promote the industry's acceptance and capabilities to manage safety, thereby improving safety outcomes and regulatory efficiency. AST will facilitate the development of industry standards and adoption of SMS principles and will adapt its regulatory policies and practices to promote a data-driven safety culture across the industry.

#### **Activity: Industry's Safety Culture**

Provide guidance to applicants on acceptable means of compliance to safety requirements.

#### **Target: Obtain Policy and Law Guidance from Office of General Counsel**

Description: Obtain guidance from Office of General Counsel on the applicability of Part 193, DOT's Data Trust Policy, and relevant Public laws to data/information protection for voluntary safety information sharing initiatives for aerospace operations.

#### **Target: Round-Table Discussions with Industry Government Stakeholders**

Host two round-table discussions with key industry government stakeholders to develop a shared vision for voluntary safety initiatives to advance safety of human space operations.

#### **Target: Support Standard Development Through ASTM and Other SDOs**

As requested by ASTM F47A, review and provide feedback at three key points for each proposed/developed standard; Scope, before balloting, and after publication. Provide the same support for other SDOs as requested. Additionally, review published standards for applicability to Recommended Practices and how to address use of a "guide" as a means of compliance and produce guidance for AST.

### **Target: Workshops on Safety Requirements**

Following the success of the FSA Methodology Workshop focusing on 450.115, conduct at least one focused FSA methodology workshops for specific sub analyses such as normal trajectory analysis, debris analysis, and probability of failure.

### **Activity: Internal Safety Culture**

Promote internal safety culture within AST.

### **Target: Safety Improvement Recommendations**

Create mechanism to receive safety improvement recommendations.

### **Target: Mandatory SMS Training for All AST Employees**

Assign Basic SMS training via EDMS for all assigned employees within 180 days.

### **Activity: Improve AST Communications**

Improve AST communications with industry stakeholders.

### **Target: Standardized Communication with Operators**

Develop and implement template language to standardize communications for use in licensing emails and letters for commonly used licensing milestones and situations.

## **Emerging Entrants**

Enable the safe and timely integration of new entrants (unmanned aircraft, commercial space, urban/advanced air mobility, human spaceflight, etc.) into the NAS to keep pace with advancing technologies and developments, while maintaining a safe and secure aerospace system that serves as a world model.

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### **Initiative: Develop Strategies to Mitigate Risk When Human Space Flight Learning Moratorium Ends**

Enable and integrate a new era of diverse operations in the National Airspace System by developing strategies to mitigate risk when human space flight learning moratorium ends.

#### **Activity: Create a Strategic Plan**

Create a strategic plan to mitigate identified risks to space flight occupants after the learning period sunsets.

#### **Target: Identify and Document Systematic Risks**

Identify and document major systematic risks to space flight occupants.

#### **Target: Identify Risks to be Mitigated Through Regulation**

Collaborate with interagency partners (e.g.: NASA and DoD), COMSTAC, and other industry partners and academia and identify recommended systemic risks to be mitigated through regulation.

## **Safety and Security Risk Management**

Ensure a formalized and proactive approach to aviation safety by identifying, monitoring, assessing, and managing safety and security risks through enhanced access to data and analytics, informed risk-based decision making, improved safety metrics and security measures, and increased system safety awareness and performance.

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### **Initiative: Refine Regulatory Oversight to Address New and Evolving Risks**

AST will continue to maintain the U.S. commercial space transportation safety record during licensed and permitted space launch and reentry activities by adhering to the safety standards established in 14 CFR 400.

To date, AST's safety record has been nearly perfect. However, commercial space operators and operations continue to evolve and present new challenges to the way AST conducts oversight. To maintain pace with the cadence and complexity of the innovation of commercial space operations while maintaining our safety focus and safety record, AST will collect data to analyze evolving and emerging risks arising from innovation and changes to the operational environment. Based on the findings, AST will adapt its safety policies, safety analyses, airspace coordination, and compliance monitoring and enforcement to address these risks.

#### **Activity: Identify and Prioritize Existing and Evolving Risks**

Identify and prioritize existing and evolving risks and use data to determine best practices for addressing risks and improving processes.

#### **Target: Commercial Space Launch and Reentry Safety**

Maintain a public safety record during commercial space transportation authorized launch and reentry operations that is consistent with the FAA's regulatory safety criteria.

#### **Target: Refining/Improving Inspector Training Based on Lessons Learned**

Create a lesson learned training module to improve the training of inspectors. The module will address the minimum requirements to ensure inspector proficiency and to ensure common interpretation of regulatory and compliance requirements.

#### **Activity: Modify Policies and Procedures to Address Identified Risks**

Modify policies and procedures to address identified risks.

#### **Target: Mishap Corrective Action Implementation Tracking**

Develop a process for tracking the implementation of mishap corrective actions.

#### **Target: Priority of Advisory Circulars and Rulemaking**

Establish and maintain a priority list of ACs to develop, publish, and revise and enter projected timelines into the AC Dashboard.

#### **Activity: Guidance and Materials for Operator Compliance and Risk Remediation**

Develop and/or update written guidance and materials to lay out clear requirements for operator compliance and risk remediation.

**Target: AST University for Self-Led Pre-Application Consultation**

Develop and deliver all AST University website content to AOC, featuring a one stop shop for self-led pre-application consultation. ASTU website will include the Project Overview Planning Tool, FAQs, Orientation briefing, and existing guidance.

**Target: Voluntary SMS Template for Industry**

Develop a draft Safety Management System (SMS) manual template for Commercial Space operators to assist operators develop their own voluntary SMS program.

# People

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

## Diversity, Equity, Inclusion, and Accessibility

Ensure a more conscious and inclusive culture that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

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### **Initiative: EEO/Diversity and Inclusion Action Committee (EAC)**

Utilize the EEO Action Committee (EAC) to enhance, collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SO. Collaborate with AHR's Corporate Recruitment Council to develop an annual outreach plan, targeting underrepresented groups within the agency.

#### **Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations**

Support the FAA's corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

#### **Target: AST - Reasonable Accommodations**

Support the FAA's corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

### **Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)**

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

#### **Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA.**

The Office of Civil Rights will provide LOB/SOs with a list of DEIA training courses approved by ACR and will provide monthly completion totals to support their efforts in achieving the goal that 75% of managers and 25% of employees attend one training course each fiscal year.

#### **Target: AST - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

## Human Capital Management

Enhance FAA's human capital management capabilities to support innovation and collaboration that will empower a synergistic, data-driven workplace. Leverage data and technology to continuously identify and address human capital management opportunities and efficiencies. Position the FAA as an employer of choice by promoting career opportunities to attract the workforce of the future, while maintaining a culture that enhances employee engagement and accountability. Ensure that the FAA retains a diverse and high performing workforce by providing varied learning opportunities and workplace flexibilities.

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### **Initiative: Small Business Opportunities**

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: Contracting with Small Businesses**

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and 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, economically disadvantaged women-owned small businesses, and historically underutilized business zone small businesses.

#### **Target: AST - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

#### **Activity: Contracting with Small Disadvantaged Business (SDB)**

Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

#### **Target: AST - Support ACQ's Small Disadvantaged Business efforts**

Support ACQ's efforts to ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

### **Initiative: Align AST's Hiring and Workforce Development to Meet the Future Needs of the Organization**

The growing, evolving commercial space transportation industry will place new demands on AST's workforce. AST will identify its future staffing needs, assess its workforce's capabilities, and develop a plan to meet and sustain its workforce requirements. AST needs to be a diverse and inclusive organization focused on hiring, cultivating, developing, promoting, and retaining the employees by implementing policies to foster and sustain a proficient, professional, and diverse workforce. Embrace DEIA initiatives and guidance around hiring, training, and development practices and ensure any policies, programs, or procedures created take this guidance into consideration.

AST anticipates and reacts to the future workforce requirements to oversee the growing commercial space industry. AST's workforce is equipped with the skills and career development to confidently perform their duties and step up to leadership positions while utilizing the diversity of the organization.

**Activity: Workforce Planning, Hiring, Compensation, and Retention Program**

Create a robust workforce planning, hiring, compensation, and retention program to be agile and responsive to current and future mission requirements of commercial space transportation oversight.

**Target: Staffing Level**

Meet 90% authorized staffing level as defined by PBR and AST internal priorities.

**Target: Develop AST's Recruitment and Retention Plan**

Create a robust workforce planning, hiring, compensation, and retention plan to be agile and responsive to current and future mission requirements of commercial space transportation oversight.

**Activity: Learning and Development Program**

Establish a more comprehensive learning and development program for all AST employees.

# Global Leadership

Advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally

## Seamless and Sustainable International Operations

Promote seamless, harmonized, and sustainable international operations by improving operational excellence in delegated airspace and neighboring FIRs, international capacity building, research and innovation, and environmental sustainability.

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### **Initiative: FAA Commercial Space Transportation Regulation Adoption**

Promote the international adoption of FAA commercial space transportation regulations.

#### **Activity: Commercial Space Bilateral Engagement and Binding Agreements**

Finalize commercial space bilateral agreement (BiCOSTA) and increase bilateral engagements with global partners.

##### **Target: Bilateral Meetings**

Increase bilateral meetings in all three FAA international regions where U.S. operators are proposing activities.

#### **Activity: International Workshops and International Forums**

Promote AST Regulations and safety practices at international workshops, and international forums, informed by input from industry gathered through Commercial Space Transportation Advisory Committee (COMSTAC) engagement.

##### **Target: Workshop on Safety Requirements to International Community**

Hold one workshop for the international community that provides guidance on acceptable approaches and methods to comply with the safety requirements pertaining to flight safety analysis methodologies.



# Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

## Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, infrastructure resiliency, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

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### Initiative: Envision the Future of Commercial Space Transportation

The pace, variety, and complexity of commercial space operations continues to grow. AST will be agile and able to efficiently and effectively oversee the commercial space transportation industry to maintain public safety. The regulatory approach for the future will require changes to legislation,

policies, business processes, and systems. AST will meet these needs by completing a comprehensive study to identify, target, and prioritize the actions needed to be ready for the future of the commercial space transportation industry.

#### Activity: Research and Development Program

Develop Research and Development program to give practical research results that improve AST regulations and business processes.

##### Target: LOx/Methane Testing

Complete remaining tests from Phase I, conduct analysis, and provide a report.

##### Target: Research Alliance Acquisition

Determine and begin acquisition path for Research Alliance.

##### Target: AST Research and Development Strategic Plan

Develop AST Research and Development Strategic Plan, to include specifics on Human Spaceflight-specific R&D.

#### Activity: Future of Commercial Spaceflight Oversight

Develop internal AST concept for the future of the commercial spaceflight oversight.

##### Target: Semi-Annual Review of Rulemaking Plan

Review the 5-year plan in January and July to determine if a rule is ready to be taken to the rulemaking committee for approval and to place on the consolidated government rulemaking plan. Review the rulemaking timelines identified and modify timelines and determine if publication date is in jeopardy and if other action is necessary.

## **Initiative: Make AST's Regulatory and Business Operations More Efficient**

As the number of commercial space operators and the pace of operations increases, AST must sustain its current level of responsiveness to commercial space operators and ensure regulatory compliance. Improving the efficiency of AST's regulatory and business operations will enable AST to obtain more value from its resources. AST will invest in technology to implement automation, simplify processes, improve communication, and better manage data and resources. AST will also continue to examine its regulations and guidance to identify rules for clarifications and modification.

AST will realize a measurable improvement in the efficiency of processing license applications by establishing (measurable & trackable) business processes that enforce adherence to regulations and enable improved efficiency of the evaluation of licenses and experimental permits. This improvement will allow AST to better serve the American people and the Commercial Space Industry.

### **Activity: Licensing and Experimental Permitting Evaluation Processes Improvement**

Measure and improve the efficiency of organizations involved in the licensing and experimental permitting evaluation processes

#### **Target: Commercial Space Performance Baseline**

Develop baseline licensing performance measures for Commercial Space Transportation Office of Operational Safety.

#### **Target: Create and Maintain an AST Licensing Process Road Map**

Create and maintain an AST Licensing Process Road Map to capture AST's workflow from pre-application consultation, license evaluation, determination, issuance, modifications, and renewals.

#### **Target: Project Management Training**

Provide basic project management training to identified staff

#### **Target: Safety Assurance Career Planning Guides**

Develop Career Planning guides for G, H, I, and J band Aerospace Engineer, Safety Inspectors in the Safety Assurance division.

### **Activity: Licensing Process Efficiency**

Evaluate the licensing process for efficiency and identify tasks that can be simplified or eliminated.

#### **Target: Development of Licensing LDR Project Codes**

Provide support to ASA by providing LDR code usage identifying time/resources spent in the steps of the licensing process.

#### **Target: License Evaluation Lessons Learned**

At least quarterly, consolidate lessons learned from per-application, evaluation, and inspection activities. Review them for trends and potential updates to processes and procedures and communicate findings to ASA leadership. Produce an annual report that highlights lessons, findings, and outcomes.

**Activity: Policy and Guidance to Applicants to Improve the Quality of Applications Received**

Evaluate and improve AST's policy and guidance to applicants to improve the quality of applications received.

**Target: Guidance Material for Applications**

Publish twelve new or revised part 450 Advisory Circulars and in conjunction with MITRE FFRDC develop a prototype accessible digital Advisory Circular as a proof of concept.

**Activity: IT Tools to Improve Efficiency of the Licensing Process**

Develop and use IT tools to improve efficiency of the licensing process.

**Target: Licensing Evaluation Application Portal (LEAP)**

Implement the plan and milestones to ensure a viable product by the end of FY24.

**Target: Dynamic Regulatory System Implementation**

Transition 90% of AST's active advisory circulars, licenses, safety element approvals into Dynamic Regulatory System (DRS).

**Target: Dynamic Regulatory System Implementation Phase 2**

Execute transition plan of website-hosted documents to DRS.