



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.

23Sp.19 - Internal Initiative: Promote a Culture of Safety Across the Commercial Space Transportation Industry

Owner: Minh Nguyen

Description: 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 for safety significant systems and adapt its regulatory policies and practices to encourage operators to embrace additional responsibilities.

23Sp.19A - Internal Activity: Revise AST’s Safety Management System Program

Owner: James Hatt

Description: Promote a culture of safety and safety reporting within the Commercial Space Transportation enterprise.

23Sp.19A1 - Internal Target: Update SMS and Provide Training to AST Staff

Owner: Sabrina Jawed

Description: Publish an updated AST SMS and deliver training for AST personnel in public risk management and safety analyses.

Due Date: 09/30/23

23Sp.19B - Internal Activity: Promote Industry’s Safety Culture

Owner: Marcus Ward

Description: Engage with industry to ensure that safety remains top priority within a safety culture that includes a just culture and reporting culture.

23Sp.19B1 - Internal Target: Workshop on Compliance and Enforcement

Owner: Marcus Ward

Description: Hold workshop that explains AST's compliance and enforcement program, which has a range of options for addressing noncompliances and promotes a just culture and reporting culture that encourages operators to bring forward and report safety issues and problems.

Due Date: 09/30/23

23Sp.19C - Internal Activity: Promote Internal Safety Culture

Owner: Ken Wong

Description: Engage and train AST employees on the reporting of dissenting opinions.

23Sp.19C1 - Internal Target: Reporting Dissenting Opinions

Owner: Paul Wilde

Description: Develop and prepare a paper on the process for reporting, dispositioning, and documenting dissenting opinions, and provide training to AST employees on the process.

Due Date: 03/31/23

23Sp.19D - Internal Activity: Internal Activity: Provide Guidance to Industry on Safety Requirements

Owner: Katie Cranor

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

23Sp.19D1 - Internal Target: Internal Target: Workshop on Safety Requirements

Owner: Katie Cranor

Description: Hold workshop that provides guidance to applicants on how to comply with safety requirements pertaining to flight safety analysis methodologies.

Due Date: 09/30/23

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.

23Sr.20 - Internal Initiative: Refine Regulatory Oversight to Address New and Evolving risks

Owner: Daniel Murray

Description: AST will continue to maintain the U.S. commercial space transportation safety record during licensed or permitted space launch and reentry activities in accordance with the public safety criteria of FAA regulations.

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. In order 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.

23Sr.20A - Internal Activity: Identify and Prioritize Existing and Evolving Risks

Owner: Michelle Murray

Description: AST will verify that the risks to public safety and the safety of property comply with FAA regulations during AST authorized activities.

23Sr.20A1 - Internal Target: Licensed and Permitted Launch and Reentry Safety

Owner: Michelle Murray

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

Due Date: 09/30/23

23Sr.20C - Internal Activity: Potential Emerging Safety: LOX/Methane

Owner: Brian Rushforth

Description: Improve the ability to identify and assess safety risks through advanced analytics.

23Sr.20C1 - Internal Target: LOX/Methane Testing

Owner: Brian Rushforth

Description: Complete remaining seven tests for LOX/Methane Study.

Due Date: 09/30/23

23Sr.20C2 - Internal Target: LOX/Methane analysis

Owner: Paul Wilde

Description: Analyze LOX/Methane test results to determine how they can be used in the evaluation of launch license applications that involve vehicles that utilize these propellants.

Due Date: 09/30/23

23Sr.20D - Internal Activity: Enhance Risk-Based Inspection Criteria

Owner: Marcus Ward

Description: Enhance risk-based inspection criteria to allow AST to allocate safety inspection resources more efficiently for established launch operations.

23Sr.20D1 - Internal Target: Risk-Based Inspection Criteria for Space Launch Operations

Owner: Marcus Ward

Description: Modify risk-based inspection criteria to allow for established launch operations to be on-going without a safety inspector on site for operations.

Due Date: 09/30/23

23Sr.44 - Internal Initiative: Potential/Emerging Safety Issues

Owner: Kimberly Pyle

Description: Improve the ability to identify and assess safety risks through advanced analytics.

23Sr.44A - Internal Activity: Potential/Emerging Safety Issues

Owner: Paula Martinez

Description: Improve the ability to identify and assess safety risks through advanced analytics.

23Sr.44A2 - Internal Target: Potential/Emerging Safety Issues (AST)

Owner: James Hatt

Description: Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process and submit draft FY2023 Annual FAA Safety Issue Screening Report to the FAA SMS Committee.

Core Coordinated: Agreed

Due Date: 09/30/23

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.

23Ps.8 - Internal Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Owner: Kasandra Styles

Description: 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.

23Ps.8A - Internal Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations

Owner: Kasandra Styles

Description: Ensure 90% of all reasonable accommodation requests are processed within 25 business days or less.

23Ps.8A4 - Internal Target: AST - Reasonable Accommodations

Owner: Christina Vernon

Description: Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

Core Coordinated: Agreed

Due Date: 09/30/23

23Ps.8C - Internal Activity: Ensure a Diverse and Inclusive Workforce - Mediation

Owner: Cheryl Wilkes

Description: Managers engage in the mediation/facilitation process when requested.

23Ps.8C1 - Internal Target: AST - Mediation

Owner: Christina Vernon

Description: Ensure that 70% of managers engage in mediation when requested by employees.

Core Coordinated: Agreed

Due Date: 09/30/23

23Ps.11 - Internal Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)

Owner: Millie Strickland

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

23Ps.11A - Internal Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA.

Owner: Millie Strickland

Description: Ensure at least 75% of managers and 25% of employees from each LOB/SO attend a minimum of one training course from a menu of DEIA training courses approved by ACR.

23Ps.11A1 - Internal Target: AST - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course

Owner: Brian Rushforth

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

Core Coordinated: Agreed

Due Date: 09/30/23

Human Capital Management

Enhance FAA's human capital management capabilities to support innovation and collaboration that will empower a synergetic, 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.

23Pt.1 - Internal Initiative: Small Business Opportunities

Owner: Jeffrey Baker

Description: 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.

23Pt.1A - Internal Activity: Contracting with Small Businesses

Owner: Jeffrey Baker

Description: 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.

23Pt.1A6 - Internal Target: AST - Support ACQ's Small Business efforts

Owner: Dawn Toaso

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

Core Coordinated: Agreed

Due Date: 09/30/23

23Pt.1B - Internal Activity: Contracting with Small Disadvantaged Business (SDB)

Owner: Jeffrey Baker

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

23Pt.1B2 - Internal Target: AST - Support ACQ's Small Disadvantaged Business efforts

Owner: Dawn Toaso

Description: Ensure at least 13% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Core Coordinated: Agreed

Due Date: 09/30/23

23Pt.29 - Internal Initiative: Align AST's Hiring and Workforce Development to Meet the Future Needs of the Organization

Owner: Minh Nguyen

Description: 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.

23Pt.29A - Internal Activity: Create a Robust Workforce Planning, Hiring, Compensation, and Retention Program

Owner: Dawn Toaso

Description: 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.

23Pt.29A1 - Internal Target: Meet Authorized Staffing Level

Owner: Christina Vernon

Description: Meet authorized staffing level as defined by PBR and AST internal priorities.

Due Date: 09/30/23

23Pt.29A2 - Internal Target: Create Staffing Strategy

Owner: Minh Nguyen

Description: Create and begin implementation of staffing strategy (including: requirements, position priorities, attrition forecasting, affordability, and contractor mix)

Due Date: 09/30/23

23Pt.29B - Internal Activity: Establish a More Comprehensive Learning and Development Program

Owner: Brian Rushforth

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

23Pt.29B1 - Internal Target: Access to NASA Training

Owner: Brian Rushforth

Description: Complete NASA pilot training program and develop plan to fully expand program.

Due Date: 09/30/23

23Pt.29B2 - Internal Target: Pilot Program for Government Exchanges

Owner: Brian Rushforth

Description: Explore feasibility of an industry-government exchange program and make recommendation .

Due Date: 07/31/23

Global Leadership

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

Global Aviation Safety and Security Enhancements

Improve global aviation safety and security through targeted assistance and collaboration, partnerships on aviation system safety oversight, streamlining regulatory environments, and promoting higher levels of global airspace and cyber security.

23Gj.12 - Internal Initiative: Promote the acceptance of FAA certificates, licenses, and approvals abroad

Owner: Daniel Chong

Description: U.S. aerospace standards are designed to maximize safety and the delivery of high quality aerospace products and services. U.S. operators, manufacturers, airmen, maintenance and training organizations, and commercial space transportation entities demonstrate that they meet robust standards when they receive a certificate, license, or other approval from the FAA. The FAA can help ensure that they do not unnecessarily expend critical resources obtaining certificates and approvals from other regulators by partnering with those regulators to maximize the acceptance of each other's findings of compliance.

The FAA will promote the international acceptance of FAA certifications and approvals, including through Bilateral Aviation Safety Agreements and other agreements that permit parties that have established a high degree of confidence in each other to rely largely on each other's regulatory processes. By reducing regulatory redundancies, the FAA and counterpart regulators and industry can redirect resources to addressing other safety priorities.

23Gj.12A - Internal Activity: Facilitate the acceptance of FAA certification and approvals abroad

Owner: Daniel Chong

Description: Increased harmonization with FAA aerospace safety standards provides increased opportunities to enable the acceptance of FAA certifications and approvals abroad through bilateral agreements for reciprocal acceptance. Facilitating the acceptance of FAA certifications and approvals when there are minimal regulatory differences can provide opportunities to reduce redundant regulatory activity and improve safety and efficiency of international operations.

23Gj.12A2 - Internal Target: Promote the International Adoption of FAA Commercial Space Transportation Regulations

Owner: Pam Underwood

Description: Promote the international adoption of FAA commercial space transportation regulations through bilateral meetings with the countries where U.S. launch operators are proposing activities, and promoting AST Regulations and safety practices at international forums.

Core Coordinated: Agreed

Due Date: 09/30/23

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.

23Em.9 - Internal Initiative: Productivity and Financial Metrics

Owner: Dina Dolan

Description: 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.

23Em.9A - Internal Activity: Corporate Leadership for Efficiency Activities

Owner: Peter Stojanov

Description: As the agency lead for all cost control/efficiency efforts, ABA will provide leadership and guidance in the development of efficiency and financial metrics that can be used to track the efficiency and financial performance of each organization within the agency.

23Em.9A2 - Internal Target: AST Efficiency Measure: Regulatory Cost per Launch/ Re-entry- Annual Check/Update

Owner: Dawn Toaso

Description: Provide or check the updated FY 2023 measure template with changes as needed.

Core Coordinated: Agreed

Due Date: 09/30/23

23Em.9A6 - Internal Target: AST Efficiency Measure: Internal AST Overhead- Annual Check/ Update

Owner: Dawn Toaso

Description: Provide or check the updated FY 2023 measure template with changes as needed.

Core Coordinated: Agreed

Due Date: 09/30/23

23Em.9B - Internal Activity: FY 2023 Quarterly Data Consolidated and Reporting

Owner: Peter Stojanov

Description: Review and validate proposed efficiency measures, making a determination as to the suitability for the Productivity and Financial Metrics program within 45 business days of receipt by ABA.

23Em.9B2 - Internal Target: AST Efficiency Measure: Regulatory Cost per Launch/ Re-entry- Quarterly Submission

Owner: Dawn Toaso

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

Core Coordinated: Agreed

Due Date: 09/30/23

23Em.9B6 - Internal Target: AST Efficiency Measure: Internal AST Overhead-Quarterly Submission

Owner: Dawn Toaso

Description: Report quarterly results and comments to ABA on AST's indirect and direct labor costs (overhead). Due 30 days after the end of each quarter.

Core Coordinated: Agreed

Due Date: 09/30/23

23Em.108 - Internal Initiative: Make AST's Regulatory and Business Operations More Efficient

Owner: Daniel Murray

Description: 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.

23Em.108A - Internal Activity: Evaluate and Improve the Licensing Process

Owner: Michelle Murray

Description: Evaluate the licensing process and eliminate or simplify inefficient tasks.

23Em.108A1 - Internal Target: Timely Licensing Determinations for Commercial Space

Owner: Michelle Murray

Description: Complete thorough well-documented licensing determinations for launch and reentry vehicle and site operations within statutory deadlines for all new authorization applications received.

Due Date: 09/30/23

23Em.108A2 - Internal Target: Analyze Commercial Space Transportation License Application Processes

Owner: Michelle Murray

Description: Analyze Commercial Space Transportation license evaluation processes to identify opportunities for efficiency improvement.

Due Date: 09/30/23

23Em.108B - Internal Activity: Enhance AST's Applications and Tools

Owner: Brian Rushforth

Description: Coordinate the development and utilization of IT tools to improve efficiency of the licensing process.

23Em.108B1 - Internal Target: Application Portal (LEAP)

Owner: Brian Rushforth

Description: Implement the LEAP plan as approved by the Operations Governance Board to the maximum extent allowed by the budget.

Due Date: 09/30/23

23Em.108C - Internal Activity: NARA Compliant Records Management Program

Owner: Dawn Toaso

Description: Create a NARA compliant records management program.

23Em.108C1 - Internal Target: NARA Compliant Records Management Program

Owner: Christina Vernon

Description: Implement NARA complaint records management program by Quarter 3 FY23.

Due Date: 03/31/23

23Em.167 - Internal Initiative: Develop Commercial Space Transportation Strategic Plan

Owner: Minh Nguyen

Description: Develop Strategic Plan for the Office of Commercial Space Transportation consistent with Department of Transportation and FAA Goals, Objectives, and Guidance

23Em.167A - Internal Activity: Commercial Space Transportation Strategic Plan

Owner: Dawn Toaso

Description: Develop Strategic Plan for the Office of Commercial Space Transportation

23Em.167A1 - Internal Target: Develop Strategic Plan for the Office of Commercial Space Transportation

Owner: Dawn Toaso

Description: Finalize a Strategic Plan for the Office of Commercial Space Transportation which incorporates the Goals, Objectives, and guidance of the Department of Transportation and FAA to include planning criteria for programs, resources, and manpower necessary to execute the AST strategic program.

Due Date: 03/31/23

23Em.167A2 - Internal Target: Enhance a Comprehensive Metrics Program

Owner: Dawn Toaso

Description: Enhance the metrics development program incorporating the Department, FAA, and AST Strategic Plans and the FAA and AST Business Plans to include wider participation and access across AST.

Due Date: 09/30/23

23Em.167A3 - Internal Target: Develop a Draft of a Requirements-Based Budget Programming Process for AST

Owner: Dawn Toaso

Description: Develop a draft requirements-based budget programming process to incorporate required capabilities derived from the AST Strategic Plan, a Requirements Documentation process and document format, and integration into a budget requirements submission

Due Date: 09/30/23

Climate, Noise, and Sustainability

Lead aviation sector efforts to improve sustainability, mitigate the effects of aviation noise, and reduce greenhouse gas emissions.

23En.12 - Internal Initiative: Commercial Space Transportation Environmental Stewardship

Owner: Daniel Murray

Description: 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 Policy Act and Agency Directives.

23En.12A - Internal Activity: Commercial Space Transportation Environmental Reviews

Owner: Stacey Zee

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

23En.12A1 - Internal Target: Improve Commercial Space Transportation Environmental Efficiency

Owner: Stacey Zee

Description: Update AST's existing environmental review guidance for applicants, coordinate the document with AEE, and provide the relevant guidance to AST's pre-application consultation team to distribute to applicants.

Due Date: 09/30/23