



**Federal Aviation  
Administration**

# **Commercial Space Transportation *Fiscal Year 2008 Business Plan***

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## 2008 AST Business Plan

The mission of the Federal Aviation Administration (FAA) Associate Administrator for Commercial Space Transportation (AST) is to ensure public safety for licensed U.S. launch activities, and to support the continued growth and expansion of the U.S. space transportation industry. 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 dangers and potential hazards associated with commercial space launch operations. These functions include making license determinations, conducting inspections of licensed operations, and developing rulemaking products related to commercial launch activities. Also, AST is driven to evolve its processes and approaches toward ensuring public safety 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 establish new processes to evaluate and approve safety critical launch vehicle components and systems. Further, AST will continue to improve its processes and 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, promote, and facilitate the growth and expansion 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 impact the U.S. commercial space launch industry.

Further, AST takes great pride in delivering timely and reliable products that meet or exceed customer requirements. AST is committed to working with its stakeholders to identify approaches that will render even greater service and stakeholder 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

establishment of regulations for commercial space launch and reentry vehicle operations and 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. Further, AST inspects and monitors licensed space launch activities, and issues permits to commercial entities seeking to conduct launches for research and development purposes.

### 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 2008 Target: 0

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#### 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 analyses utilized by AST engineering/technical staff.

**Activity Target 1:** Update shuttle hazard area to aircraft computation (SHAAC) tool to incorporate real-time footprint and sensitivity analysis capabilities for operational use by 3/31/08

**Activity Target 2:** Update internal procedures to capture best practices for safety clear zone, operating area, and buffer zone sizing by 8/31/08

#### 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 Integration of Space Transportation Operations into the National Air Traffic Management System

Implement the Space and Air Traffic System (SATMS) program plan.

**Activity Target 1:** Deliver a draft report by 7/31/08 that identifies all commercial

space transportation airspace integration requirements and indicates whether identified requirements (a) are currently being met by existing systems, (b) will be met by planned systems, or (c) have no existing or planned system solution

**Strategic Activity: Support Development of the Next Generation Air Transportation System**

Support the JPDO and OEP develop and implement NextGen.

**Activity Target 1:** In cooperation with NASA and DoD, deliver a draft NextGen ConOps Appendix addressing commercial space launch and reentry operations by 7/15/08

**Strategic Initiative: Commercial Human Space Safety Requirements Research**

Work with the Commercial Space Transportation Advisory Committee (COMSTAC) to determine appropriate Human Space Flight safety performance targets.

**Strategic Activity: Conduct Human Space Flight Research**

Conduct research to establish an appropriate human space flight regulatory regime and performance targets.

**Activity Target 1:** Publish results of AST's HSF research projects on AST's web site in compliance with FAA web guidelines by 9/30/08

**Strategic Activity: Work with the Commercial Space Transportation Advisory Committee to Develop a Human Space Flight Performance Target**

Work with COMSTAC to develop a Human Space Flight (HSF) Performance Target.

**Activity Target 1:** In conjunction with COMSTAC, develop a preliminary HSF safety target by 9/01/08

**Strategic Activity: Develop advisory circulars for human space flight**

Develop a regulatory framework for governing flights involving passengers and crew.

**Activity Target 1:** Complete development of Advisory Circular for Human Space Flight Crew Training by 9/15/08

**Activity Target 2:** Complete development of Advisory Circular for Human Space Flight environmental monitoring and control by 9/15/08

**Strategic Activity: Conduct Congressionally Mandated Study to analyze Safety Issues Related to Launching Humans in Space**

Conduct a congressionally mandated study to analyze safety issues related to launching humans in space.

**Activity Target 1:** Complete preliminary draft of study report by 6/30/08

**Activity Target 2:** Complete draft of study report by 9/28/08

**Core Business Measure: All AST Core Safety Functions are green at conclusion of FY 2008**

All AST Core Safety Functions are executed successfully and receive a "green" rating at the conclusion of fiscal year 2008.

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**Core Business Function: Licensing**

Conduct the AST licensing process.

**Core Activity: Conduct pre-application consultations**

Conduct pre-application consultations with new applicants to help new applicants meet AST's regulatory requirements.

**Activity Target 1:** 80% of surveyed, potential applicants indicate AST pre-application consultation rated 4 (very good) or better in helping them to better understand FAA's space launch application requirements and processes

**Core Activity: Make new license determinations**

Execute licensing process to make determinations for new applicants.

**Activity Target 1:** Make new license determinations within 180 days of receiving an acceptable application

**Core Activity: Make license renewal determinations**

Make determinations to renew licenses for license holders.

**Activity Target 1:** Make license renewal determinations within 90 days of receiving an acceptable application

**Core Activity: Improve licenseing process**

Make improvements to the licensing process.

**Activity Target 1:** Complete internal procedure for implementing part 435 regulations by 9/28/08

**Core Business Function: Safety Inspections**

Conduct launch and launch site safety inspections.

**Core Activity: Inspect launch and reentry sites**

Inspect and monitor licensed launch sites to ensure license holder compliance with all applicable regulations.

**Activity Target 1:** Complete five (5) site operator inspections

**Core Activity: Inspect launch vehicle operators**

Inspect launch vehicle operations and improve launch operation inspection process.

**Activity Target 1:** Conduct all safety inspections using approved safety inspection plans

**Activity Target 2:** Conduct safety inspections using only certified inspectors as determined by the AST qualification matrix (QM))

**Activity Target 3:** Complete the development of formal documentation for the safety inspector certification program by 9/30/08

**Activity Target 4:** Complete update of AST internal procedure P008 to include standard processes for permit and license inspections by 9/30/08

**Core Business Function: Regulations**

Issue products associated with commercial space transportation regulations.

**Core Activity: Develop and issue rulemaking products**

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

**Activity Target 1:** Deliver all AST prepared "Explosive Siting" NPRM documentation to ARM by 5/15/08 to initiate final team concurrence

**Activity Target 2:** Deliver all AST prepared Amateur Rocket final rule documentation to ARM by 6/16/08 to initiate final team concurrence

**Core Activity: Develop and issue advisory documents**

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

**Activity Target 1:** Develop a draft guide for launch operators on how to conduct mishap investigations by 7/31/08

**Core Business Function: Permits**

Make experimental permit determinations.

**Core Activity: Make new permit determinations**

Make a determination to issue a permit to conduct experimental Reusable Launch Vehicle (RLV) suborbital launches.

**Activity Target 1:** Make new permit determinations within 120 days of receiving an acceptable application for a permit.

**Core Activity: Make permit renewal determinations**

Make all permit renewal determinations for permit holders

**Activity Target 1:** Make permit renewal determinations within 60 days of receiving an acceptable application

**Core Activity: Develop and improve the permit process**

Make improvements to internal AST permit process procedures.

**Activity Target 1:** Provide experimental permit status report to industry at the May 2008 COMSTAC meeting

**Activity Target 2:** Develop a plan to enhance experimental permit process by 7/31/08

**Activity Target 3:** Complete internal procedure for permit vehicle inspections by 9/28/08

**Core Business Function: Safety Approvals**

Establish processes and standards for granting safety approvals of launch and reentry vehicles, safety systems, processes, services and/or

personnel.

**Core Activity: Promote and improve the safety approval process**

Develop, promote and enhance the commercial space transportation safety approval process.

**Activity Target 1:** Brief safety approval guide promotion strategy to AST-1 by 1/31/08

**Activity Target 2:** Develop draft guide to inform industry of Safety Approval process, objectives and benefits by 5/30/08

**Core Activity: Make safety approval determinations**

Make safety approval determinations.

**Activity Target 1:** Make safety approval determinations within 90 days of receiving an acceptable application for a safety approval

## 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 each year through FY 2012, as measured by a three-year moving average, from the three-year average for calendar years 2000-2002. FY 2008 Target: -4%

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### 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: Streamline AST environmental review process**

Streamline the environmental review process

**Activity Target 1:** Conduct EMS internal audit

**Activity Target 2:** Conduct EMS management review

**Activity Target 3:** Publish Notice of Availability of Final Programmatic EIS for Experimental Permits in Federal Register by 9/30/08

## Core Business Measure: All AST Core Capacity Functions are successfully executed and receive a green rating at the conclusion of fiscal year 2008

All Core Capacity Functions are successfully executed and rated green at the conclusion of the fiscal year.

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### Core Business Function: Environmental Reviews

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

**Core Activity: Perform environmental reviews for new applicants**

Conduct environmental reviews for proposed launch and reentry operations.

**Activity Target 1:** Complete 2 environmental reviews. Complete all required environmental reviews within 180 days of receiving sufficient information for new license determinations

**Core Activity: Perform environmental reviews for license renewals**

Perform environmental reviews for license renewals.

**Activity Target 1:** Complete all required environmental reviews within 90 days of receiving sufficient information for license renewal determinations

**Core Activity: Improve AST environmental review process**

Improve AST environmental review process.

**Activity Target 1:** Baseline AST environmental review processes by 9/30/08

### Core Business Function: Industry and Launch Market Analyses

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: Forecast commercial space transportation launches**

Publish reports and results of studies pertaining to the commercial space transportation industry.

**Activity Target 1:** Publish Commercial Space Transportation Industry Forecast by 6/1/08

**Core Activity: Track industry development and new concepts**

Publish reports and studies that highlight new industry technological developments.

**Activity Target 1:** Publish Industry Developments and Concepts Report by 3/30/08

**Core Activity: Summarize and document launch activities each quarter**

Summarize and document launch activities each quarter.

**Activity Target 1:** Publish a launch report each quarter in fiscal year 2008

**Core Business Function: Enable Industry Through Partnering**

Work closely with industry and other government organization to foster the growth and expansion of the commercial space launch sector.

**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 Commercial Space Transportation Forecast Conference by 3/31/08

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

Support the Commercial Space Transportation Advisory Committee (COMSTAC).

**Activity Target 1:** Complete development of orientation package for new COMSTAC

members by 4/31/08

## 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 Measure: Meet all AST Core International Leadership Activity Targets in fiscal 2008**

Develop a strategy to inform other governments of the FAA Commercial Space Transportation program by 9/30/08

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**Core Business Function: International Outreach**

Conduct outreach with international community on FAA commercial space transportation regulatory program.

**Core Activity: Develop an international outreach strategy**

Provide an approach to enhancing US leadership in the global commercial space transportation community.

**Activity Target 1:** Brief proposed international outreach strategy to AST-1 and AST-2 by 5/31/08

## 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 customer 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: Employee Attitude Survey**

Increase the score of the Employee Attitude Survey measure for the areas of

management effectiveness and accountability by at least 5 percent, over the 2003 baseline of 35 percent by FY 2010 and maintain through FY 2012. FY 2008 Target: 40%

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### **Strategic Initiative: Conflict Management**

Undertake a timely and effective corporate approach to conflict management. (LEAD is Center for Early Dispute Resolution - CEDR)

#### **Strategic Activity: Utilize conflict constructively in AST**

Manage Conflict in AST

**Activity Target 1:** Three (3) AST managers attend Conflict Management Awareness training by 8/15/08

### **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 2012. FY 2008 Target: 2.68 per 100 employees

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### **Strategic Initiative: Employee Safety and Health Program**

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

#### **Strategic Activity: Inspect AST workplaces**

Conduct inspections of AST employee workplaces.

**Activity Target 1:** Complete execution of the Occupational Safety Action Plan by 5/26/08.

### **Flight Plan Target: Cost Control**

Organizations throughout the agency will continue to implement cost efficiency initiatives such as: 10-15% savings for strategic sourcing for selected products and services; By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet; 3% reduction in help desk operating costs through consolidations; and Annual reduction of \$15 million in Information Technology

operating costs. FY 2008 Target: At least one activity per approved organization and achievement of the targeted savings.

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### **Strategic Initiative: Cost Control Program**

Implement line of business cost efficiency initiatives to reduce costs or improve productivity.

#### **Strategic Activity: Comply with SAVES contract vehicles**

Comply with SAVES contract vehicles

**Activity Target 1:** Achieve 80% compliance with SAVES contract vehicles during FY 2008

#### **Strategic Activity: Avoid AST copier maintenance costs**

Avoid AST copier maintenance costs.

**Activity Target 1:** Avoid \$4,050 in copier maintenance in fiscal year 2008

#### **Strategic Activity: AST labor distribution reporting**

AST Labor Distribution Reporting

**Activity Target 1:** Achieve an average labor distribution reporting (LDR) compliance rate of 95% on valid projects and activities

### **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: (in bullets) Cost per controlled flight, Research, Engineering, and Development (RE&D), Management Staff Efficiency Measure, Grant Administration Efficiency Measure.

#### **Strategic Activity: Improve productivity in conducting license determinations**

Improve productivity in conducting license determinations.

**Activity Target 1:** Maintain a rolling average, based on the 3 most recent license determinations, of 174 days or less to make license determinations

## Flight Plan Target: Information Security

Achieve zero cyber security events that disable or significantly degrade FAA services.  
FY 2008 Target: 0

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### Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

#### Strategic Activity: Work with the AIO to update the infrastructure and application inventories and coordinate technical standards for non-NAS hardware and software

Work with the AIO to update the infrastructure and application inventories and coordinate technical standards for non-NAS hardware and software.

**Activity Target 1:** Update AST infrastructure and application inventory by 12/31/07.

## Flight Plan Target: Customer Satisfaction

Increase agency scores on the American Customer Satisfaction Index, which surveys commercial pilots. FY 2008 Target: 67

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### Strategic Initiative: Customer Requirements Review

Review customer requirements annually and measure customer satisfaction more broadly for FAA services.

#### Strategic Activity: Develop an action plan outlining results of FY 2007 surveys, and corresponding AST analyses and responses

Develop an action plan outlining results of FY 2007 surveys, and corresponding AST analyses and responses

**Activity Target 1:** Complete action plan by 1/31/08

#### Strategic Activity: Provide AST customer service information to the public including specific improvements made as a result of customer feedback

Provide AST customer service information to the public including specific improvements

made as a result of customer feedback

**Activity Target 1:** Include AST customer service information on AST webpage by 6/30/08

### Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business. Web Management order signed by the Administrator in August 2004 requires an annual certification on compliance with FAA web policies and standards, from the head of each LOB and Staff Offices by September 30 of each year. FAA Brand Identity Program signed by the Administrator September 2006. External mandates include the President's Management Agenda to Expand E-Government and Office of Management and Budget guidance, Policies for Federal Government Public Websites. This objective of this initiative is to make FAA's websites for the public and employees useful and have a consistent look and navigation.

#### Strategic Activity: Standardize AST website

Ensure that AST website is compliant with FAA website standards/guidelines.

**Activity Target 1:** Update AST web strategy and action plan in writing and submit to FAA web manager by 11/30/07.

**Activity Target 2:** Brief FAA web council on the AST Web Action Plan by 01/31/08.

**Activity Target 3:** Submit web progress reports to the FAA web manager by 03/31/08, and 06/30/08.

**Activity Target 4:** Certify to the Administrator by 09/30/08 that 90% or more of AST's web pages comply with FAA web standards, policies, and requirements.

## Core Business Measure: All AST Core Organizational Excellence Functions are successfully executed and receive a green rating at the conclusion of fiscal year 2008

All AST Core Org Excellence Functions are successfully executed and receive a "green" rating at the conclusion of fiscal year 2008.

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## **Core Business Function: AST**

### **Resource Management**

Management of AST Human , Information Technology, and Fiscal Resources.

#### **Core Activity: Manage Human Resources**

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

**Activity Target 1:** Update the AST Human Capital Plan by 4/30/08

**Activity Target 2:** Maintain an average staffing level at no less than 90% authorized

#### **Core Activity: Manage Information Technology Resources**

AST information technology resource management.

**Activity Target 1:** As part of a multi-year risk mitigation effort, fix 20% of medium and high FAA targeted vulnerabilities that pertain to AST in fiscal year 2008

#### **Core Activity: Manage Financial Resources**

AST financial resource management.

**Activity Target 1:** Obligate 98% of authorized funding by no later than 9/30/08

**Activity Target 2:** Perform reviews of inactive obligations within 90 days of the end of the quarter

## **Core Business Function: Training**

AST employee professional development and training.

#### **Core Activity: Develop Training**

Develop space transportation related training courses.

**Activity Target 1:** Complete analysis of staff training needs utilizing Qualification Matrix by 11/30/07

**Activity Target 2:** Develop Basic Inspector Training course by 7/31/08

**Activity Target 3:** Complete review of Qualification Matrix requirements and provide recommendations to AST-1 for FY09 modifications and improvements by 8/31/08

#### **Core Activity: Deliver Training**

Professional development and training received by AST employees.

**Activity Target 1:** Conduct initial training in support of Qualification Matrix by 11/16/07

**Activity Target 2:** AST employees complete 2800 hours of technical training by 9/30/08

#### **Core Activity: Create long-term plan for Cognizant Engineer development in key technical areas to support AST mission**

Create long-term plan for Cognizant Engineer development in key technical areas to support AST mission.

**Activity Target 1:** Produce coordinated training goals for specific Cog-E teams by 1/12/08

**Activity Target 2:** Produce completed, signed Cognizant Engineer development plan by 2/29/08

**Activity Target 3:** Complete 75% of Cog-E training goals by 9/30/08