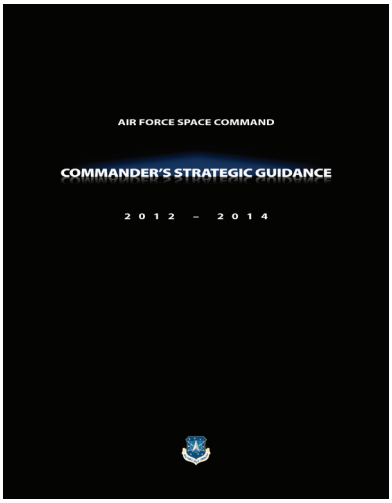
AIR FORCE SPACE COMMAND

COMMANDER'S STRATEGIC GUIDANCE

2012 – 2014

Foreword



Space and cyberspace capabilities are increasingly vital to our warfighting abilities and to our daily lives. In fact, almost every aspect of military operations involves space and cyberspace systems in some fashion. We now take for granted access to such critical capabilities as the Global Positioning System and the internet—it's hard to remember what military operations and life were like without them. But, particularly for military operations, this level of dependence also creates corresponding vulnerabilities that we must mitigate.

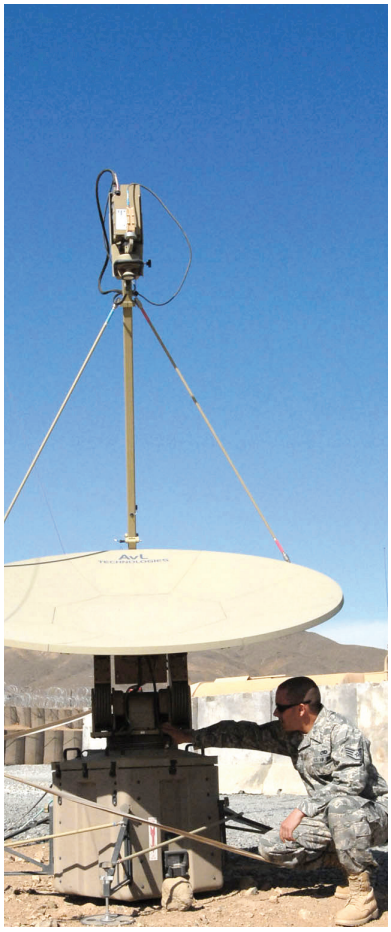
Challenges in both space and cyberspace domains are increasing daily. Threats range from environmental factors such as orbital debris to determined actions by potential adversaries. Additionally, preserving required capabilities in an era of declining budgets will challenge us over at least the next several years. However, even in a declining budget environment, we must provide a foundational level of space and cyberspace capability if our Nation is to remain a global power. Air Force Space Command will respond to these challenges by closely scrutinizing requirements, improving program execution, searching for more efficient architectural alternatives, and better managing our contracted efforts.

Our Command provides the most capable military space and cyberspace force the world has ever known. With the passion, innovation and courage of our outstanding military, civilian, and contractor teammates, we will ensure this high standard of excellence is maintained at an affordable cost. The vision, mission, goals, and priorities outlined in this *Commander's Strategic Guidance* affirm my commitment to provide resilient and cost-effective space and cyberspace capabilities essential not only for the security of our Joint Force, but also for the prosperity of our Nation.

WILLIAM L. SHELTON
General, USAF
Commander

Purpose

The Commander's Strategic Guidance for 2012-2014 provides the framework to align efforts across the Command and links our vision, mission, priorities and goals to ensure every member understands their role in the Command. In addition, this construct conveys our strategic intent to key stakeholders and mission partners across the space and cyberspace enterprise. The Commander's Strategic Guidance supports and aligns with the Air Force vision of *"Global Vigilance, Reach, and Power."*



Vision

Joint Force Commanders face increasing challenges in advancing US military objectives as the pace of technological, environmental and geopolitical change quickens. The lethality, precision, flexibility, and responsiveness needed to deter aggression, win America's wars, and conduct missions such as humanitarian and disaster relief operations, depend on our ability to integrate and synchronize capabilities across all warfighting domains. Space and cyberspace capabilities are critical to the Joint Force Commander's ability to prosecute those missions. Additionally, the US and global economy rely on space and cyberspace to enable such vital activities as transportation, commerce, and agriculture.

Air Force Space Command Vision:

Global Access, Persistence, and Awareness for the 21st Century

Our vision, *"Global Access, Persistence, and Awareness for the 21st Century,"* captures the Command's strategic direction, commitment to excellence, and joint warfighting focus. It reflects the unparalleled advantages space and cyberspace capabilities bring to military, civil, commercial, and private users across the globe. As such, the capabilities we deliver enable

Joint Forces through all phases of conflict and allow them to operate inside an adversary's decision cycle when needed.

- ***Global Access*** enables Joint Force power projection. International convention permits space systems unrestricted overflight of sovereign territory and cyberspace is a universally accepted common domain. We provide capabilities in, through, and from the space and cyberspace domains to affect an adversary's warfighting capacity and to set the conditions required by the Joint Force to successfully conduct military operations.

- ***Global Persistence*** is the ability to monitor the battlespace and project power across the globe with precision and certainty whenever needed. Space and cyberspace assets enable continuous communication, navigation, and intelligence, surveillance, and reconnaissance (ISR) operations.

- ***Global Awareness*** is the fusion of sensor data, communications, C2 connectivity, and intelligence products across all domains to increase the effectiveness of Joint operations. Through a secure network of fused information, commanders at all echelons can access precise, global, real-time data, enabling operations at the time and place of best advantage.

Mission

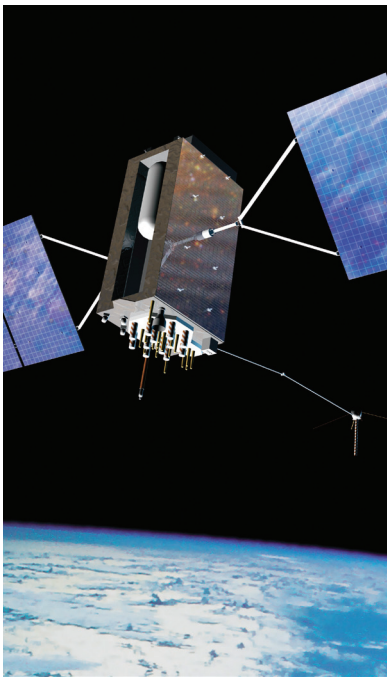
Air Force Space Command has responsibilities to develop, acquire, field, operate, and sustain space and cyberspace systems. The Command meets these responsibilities using a diverse and wide-ranging enterprise involving multiple organizations and agencies. As the demand for space and cyberspace capability continues to increase, and while budgets tighten, our ability to provide decisive advantages to Joint Forces and the Nation requires the commitment of every member of this Command.

Air Force Space Command Mission:

Provide Resilient and Cost-Effective Space and Cyberspace Capabilities for the Joint Force and the Nation

Priorities

The Air Force defines itself through 12 Service Core Functions: Air Superiority, Building Partnerships, Global Precision Attack, Personnel Recovery, Nuclear Deterrence Operations, Special Operations, Rapid Global Mobility, Agile Combat Support, Global Integrated ISR, Command and Control, Cyberspace Superiority, and Space Superiority. The Secretary of the Air Force designated the AFSPC Commander the Core Function Lead Integrator (CFLI) for the Space and Cyberspace Superiority core functions. In this role, the AFSPC Commander is responsible for defining Service-wide investments supporting these Core Functions, and for establishing a desired end state in the Core Function Master Plans (CFMPs) to guide AF investment decisions. Both the Space and Cyberspace Superiority CFMPs identify three investment principles to deliver capabilities:



- Ensure continuity of critical capabilities in support of National and Joint requirements
- Modernize or improve space and cyberspace capabilities, as appropriate, using mature technology and fiscally sound strategies
- Leverage partnerships or rely on commercial capabilities when beneficial to the DoD

AFSPC will apply these principles to the following priorities to guide actions and drive decision-making:

- Support the current fight
- Control space system costs
- Operationalize and normalize cyberspace

Support the Current Fight

The Command's top priority is to support Joint Forces engaged in current operations. Space and cyberspace capabilities create synergies between all warfighting domains, maximizing our Joint Force's effectiveness. Consequently, the Joint Force has come to depend upon many AFSPC-delivered capabilities like never before—they have become necessities in today's Joint fight. From system development to operations and sustainment, our actions must first and foremost ensure uninterrupted delivery of these critical capabilities.

Control Space System Costs

The new DoD Strategic Review, *"Sustaining U.S. Global Leadership: Priorities for 21st Century Defense,"* released 5 Jan 2012, encourages investment in advanced capabilities to defense networks, operational capabilities, and resiliency in space and cyberspace. At the Strategic Review's release, Secretary Panetta stated "as we reduce the overall defense budget, we will protect and in some cases increase our investments in… space, and in particular in cyberspace capabilities."

Our acquisition strategies must include responsive and innovative solutions that meet warfighter needs affordably. Future systems will leverage mature technology and cost-effective capabilities, as well as consider total life-cycle costs from the outset. For each approved and validated performance requirement, AFSPC will hold developers to performance, cost, and schedule targets through acquisition reforms that balance both incentives and penalties.

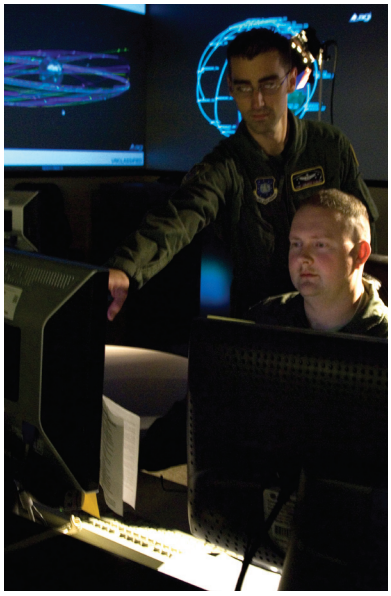
Operationalize and Normalize Cyberspace

The Command has the responsibility to organize, train, equip, and provide forces for the Air Force's cyberspace mission. As experience and understanding of the cyberspace domain matures, we must focus our efforts to operationalize and normalize our conduct in it. The successful stand up of 24 AF as our cyberspace Numbered Air Force was just the beginning. Specialized training and education, such as Undergraduate Cyberspace Training, Cyber 200 and 300, and the USAF Weapons School Weapons Instructor Course, will continue to develop Total Force cyberspace professionals with the skills needed to acquire capabilities and operate in cyberspace.

AFSPC will build upon these achievements and work to improve in other areas such as cyber acquisition, command and control, spectrum access, and situational awareness. Cyberspace equities must be included equally across the board, from Professional Military Education to strategic and operational planning, to ensure cyberspace operations and capabilities continue to mature and integrate across the USAF and Joint Force.

Goals

To execute our mission and pursue the vision under the priorities outlined above, we have established three goals that apply to all levels of the Command.



Develop Highly Skilled and Innovative Space and Cyberspace Professionals

AFSPC must educate, train, and cultivate Total Force experts from multiple AFSCs who are skilled in space and cyberspace capabilities as well as their integration across the range of military operations in all domains. As the SECAF-appointed Space Professional Functional Authority (SPFA) for the Air Force, the AFSPC Commander, in concert with other Air Force Functional Authorities, also is responsible for the overall health and development of the Service's space professionals. In the SPFA role, the AFSPC Commander provides strategic leadership and oversight for the force development needed to ensure the USAF has formally educated, trained, and certified personnel for the national security space community. It is essential that we continue to develop a culture that fosters passion, innovation and courage in our space and cyber professionals as we pursue excellence, globally and beyond. Our future capabilities depend on the skills and depth of our airmen.

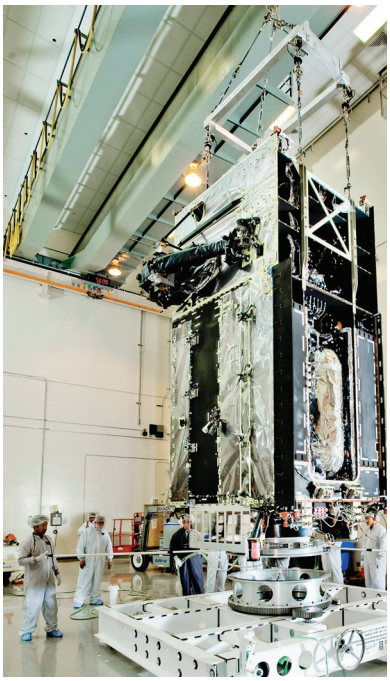
We also recognize the critical role families play as extended members of our team and therefore, we will expand the Air Force's Wingman culture to AFSPC families to nurture success, support, and resiliency on the home front.

Provide Assured Full Spectrum Space and Cyberspace Capabilities for the Joint Force and Partners

AFSPC will meet its operational commitments and focus on rapidly enhancing the Air Force's contributions across the entire spectrum of conflict. We must carefully establish and reinforce partnerships both within the DoD and US Government and with external agencies to facilitate interoperability and integration essential to

operations in an increasingly coalition-based construct. Leveraging international agreements to expand space-based communication capability and establishing space situational awareness (SSA) partnerships will be key to meeting warfighter requirements. We must also expand our collaboration with Joint, Interagency, academic, and international partners to safeguard our access to the cyberspace domain. Finally, we will assure essential electromagnetic spectrum access while balancing the needs of interagency, commercial, and international requests for more spectrum.

Field Resilient, Integrated Systems that Preserve Operational Advantage



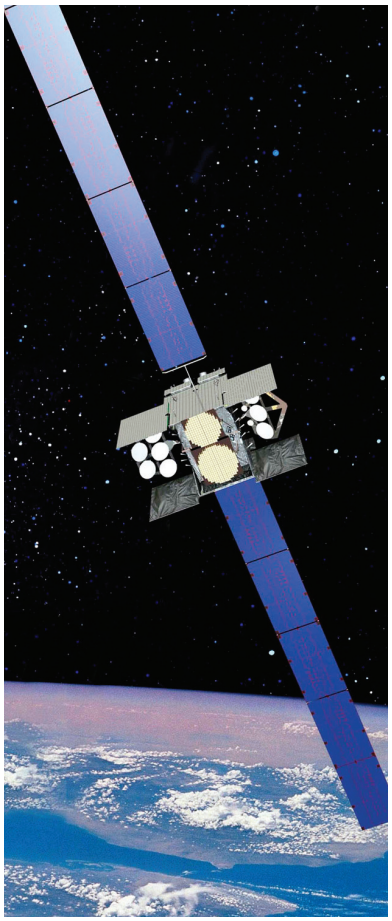
The Command is committed to producing fault-tolerant architectures that will result in higher resiliency and availability to the end user. AFSPC will pursue all affordable avenues to build innovative and resilient system architectures, whether the solution is commercial fee-for-service options, disaggregation of capabilities, allied partnerships, hosted payloads, rapid replenishment, or combinations of the these.

The Command will produce acquisition excellence by increasing rigor in requirements development and by building an acquisition workforce armed with the necessary knowledge and skills to meet the challenges of the future.

As the USAF lead for the space and cyberspace core function mission areas, AFSPC is in position to maximize inherent synergies found in common architectures and processes. The Command will capitalize on new initiatives to provide integrated space and cyberspace capabilities that meet warfighter needs and enable Joint Force Commanders to achieve strategic, operational, and tactical objectives.

Conclusion

Defending the United States of America and its allies is an on-going mission that requires disciplined planning and deliberate execution. The space and cyberspace capabilities we provide are an indispensable asset to Joint Force Commanders, the Nation, and users worldwide. The men and women of Air Force Space Command underwrite the security of US and coalition forces and their ability to succeed on today's battlefield. Because America depends on the global access, persistence, and awareness provided by the Air Force's space and cyberspace capabilities, the AFSPC team is honored to provide these vital assets for the benefit of the Nation.



HEADQUARTERS AIR FORCE SPACE COMMAND

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