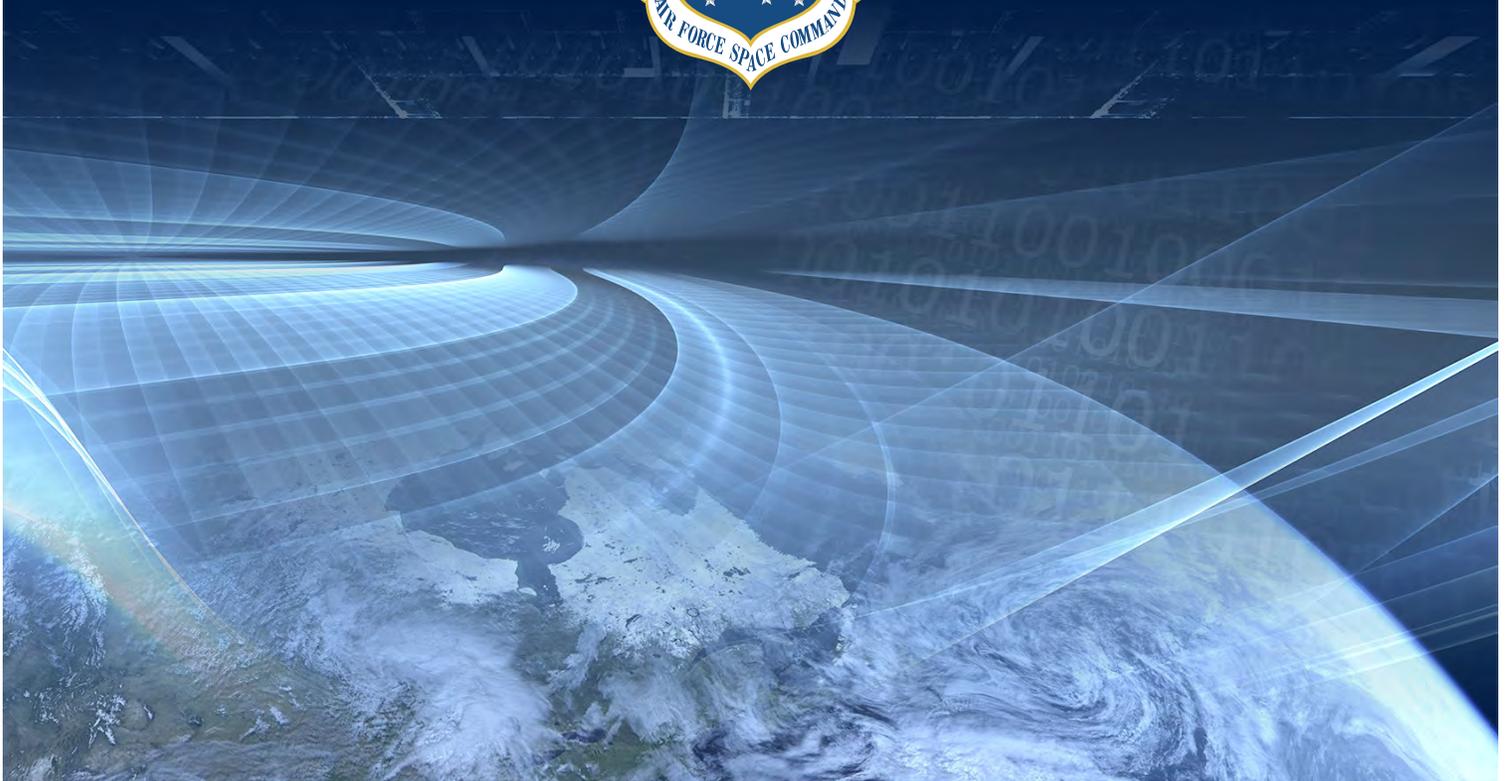

Air Force Space Command

Commander's Strategic Intent



Foreword

Throughout its 70-year history, our United States Air Force has remained agile in times of peace, crisis and conflict. Today, the Joint Force depends upon Airmen and Air Force capabilities to guarantee the success of every operation. Though the nature of warfare remains unchanged, the approach the Joint Force must take to address threats continually evolves.

Over the past year, I have traveled throughout the command and discussed national security trends with our Airmen, the Joint Force, the Intelligence Community and national leadership. From these discussions, I have become firmly convinced that we are at a strategic inflection point and that we must aggressively accelerate our preparations to protect and defend against a conflict that begins or extends into the space and cyberspace domains.

For over three decades, this command has successfully integrated space and now cyberspace into Joint Warfighting. Today space and cyberspace capabilities are the foundation of power projection and fuel Joint Force lethality. Space and cyber serve as the DNA for multi-domain operations. But as successful as we have been in integrating into air, land and sea operations, today that's not good enough. We don't have the luxury of just integrating into joint operations. In a high-end conflict, initial engagements may begin in our domains and we will have to fight for space superiority. Our combat skills must be honed, must be ready, and must be decisive. Combat readiness fortifies deterrence, and should deterrence fail, delivers decisive results.

As a critical part of the Nation's Joint warfighting team, our Airmen brilliantly execute operations in space and cyberspace. In cyberspace, not a minute passes that we do not deny or disrupt a potential adversary's action. Despite daily engagement in these **warfighting domains**, we still need to prepare and posture for a fast approaching tomorrow: the day when our use of space and cyberspace will be significantly challenged, a day in which we must still deliver for the Joint Force and the Nation.

Accordingly, the command will prioritize action to:

- Gain and maintain space superiority across all lines of operation. As a Service, we are normalizing, integrating and elevating our approach to space operations.
- Build and sustain the Cyberspace Mission Force while accelerating our operational shift from IT and network security, to delivering and defending warfighting readiness for a multi-domain, high-end conflict.

“The United States considers unfettered access to and freedom to operate in space to be a vital interest.”

“The US will impose swift and costly consequences on foreign governments, criminals, and other actors who undertake significant malicious cyber activities.”

—National Security Strategy,
December 2017

“Compete, Deter, Win.”

—National Defense Strategy,
January 2018

“The Air Force will continue to integrate, normalize, and elevate space as part of the joint warfighting team.”

—Honorable
Heather Wilson,
24th Secretary
of the Air Force

“It is time for us as a service, regardless of specialty badge, to embrace space superiority with the same passion and sense of ownership as we apply to air superiority today.”

—General Goldfein,
21st Chief of Staff
of the Air Force

The priorities and intent within this document must guide and galvanize action throughout the command. I expect Airmen and Commanders to understand and execute my intent by developing and tracking your own organizational goals and objectives accordingly. Consistent with this intent, move out quickly, deliberately and wisely. You do not need to ask for permission.

The US military’s purpose is to protect the Nation and win our wars. The National Security Space enterprise and Air Force cyberspace forces must enable military operations that defend our Homeland, build security globally and project power decisively. The current National Defense Strategy relies on US access and freedom of action in, through and from space and cyberspace to enable US military operations.

As America’s Airmen, prepared to fight alongside our Joint and coalition warfighting partners on land, at sea and in the air, **it is our charge to fight for and deliver freedom of action in space and cyberspace while denying potential adversaries the same.** Achieving our end will require a holistic effort, underpinned by teamwork, in an effort that includes our operating forces, acquisition specialists, mission support teams, staff officers and the Total Force.

Since 1947, the Air Force has delivered strategic advantage for our nation—the next 70 years will be no different. I am proud to serve with each Airman in this command. Thank you for your service...our mission couldn’t be more critical.



JOHN W. RAYMOND
General, USAF
Commander

Mission

Provide resilient, defensible and affordable space and cyberspace capabilities for the Air Force, Joint Force and the Nation

Vision

Innovate, Accelerate, Dominate... in Space and Cyberspace

Priorities

Build Combat Readiness • Innovate and Accelerate to Win • Develop Joint Warfighters
Organize for Sustained Success

Strategic Situation

The US must maintain our leadership and freedom of action in space. The National Security Strategy states that the US “considers unfettered access to and freedom to operate in space to be a vital interest.” It also states that “any harmful interference with or an attack upon critical components of our space architecture that directly affects the vital US interest will be met with a deliberate response at a time, place, manner, and domain of our choosing.”

Our National Defense Strategy clearly articulates the central challenge to US prosperity and security is the reemergence of long-term, strategic competition by what the National Security Strategy refers to as revisionist powers. It is increasingly clear that China and Russia seek to shape a world consistent with their authoritarian model. As Airmen, we must view this challenge in the broader context of a highly complex strategic environment with threats that are both multi-functional and multi-domain.

Challenges to US military advantage represent another shift in the global security environment. For decades the US has enjoyed uncontested or dominant superiority in every operating domain. We could generally deploy our forces when we wanted, assemble them where we wanted, and operate how we wanted. But today every domain is contested—air, land, sea, space and cyberspace. Potential adversaries are attempting to erode the Nation’s tremendous **asymmetric** advantage of Global Vigilance, Global Reach and Global Power—they must not succeed.

Potential adversaries can threaten our use of space in many orbital regimes and will soon be able to threaten all US space capabilities in all orbital regimes. We remain engaged hourly in the contested cyberspace domain as adversaries scout for weaknesses in our defenses and maneuver within US cyberspace terrain to posture and position their cyberspace capabilities. Meanwhile, 16 years of an almost singular focus on countering violent extremism in the Middle East has resulted in considerable trades across Air Force portfolios.

The two most significant actors challenging our Nation’s freedom of maneuver in space and cyberspace today are China and Russia.

China is improving its ability to fight short-duration, high-intensity regional conflicts and is rapidly modernizing its force to reduce the US military advantage. They seek to improve power projection capabilities and are investing in advanced capabilities, to include counterspace weapons, cyberspace capabilities, integrated air defenses and command and control capabilities.

Russia has resurgent global aspirations and views military power as critical to achieving key strategic objectives. In cyberspace, they are a peer competitor, demonstrating a willingness to exploit the domain to achieve their objectives in both conflict and prior to open hostilities.

“We assess that Russia and China perceive a need to offset any US military advantage derived from military, civil, or commercial space systems and are increasingly considering attacks against satellite systems as part of their future warfare doctrine.”

“Many countries view cyber capabilities as a viable tool for projecting their influence and will continue developing cyber capabilities. Some adversaries also remain undeterred from conducting reconnaissance, espionage, influence, and even attacks in cyberspace”

—Director of
National Intelligence,
Daniel Coats
(SSCI, 11 May 2017)

Russia has concluded that gaining and maintaining control of the space domain will have a decisive impact on future conflicts and assesses that having counterspace capabilities will deter aggression by space-enabled adversaries. It is clear that Russia is improving its high-end warfighting capabilities and closing the gap on our competitive military advantages.

Set within this context, our current doctrine, force structure and acquisition processes have not evolved with the growing global threats. We must change our approach to one focused on threat-informed decisions and timelines. We must transition to a force grounded in warfighting principles to fortify our competitive advantage

PRIORITY 1

Build Combat Readiness and Lethality for the Contested Multi-Domain Fight



Our space and cyberspace capabilities are an integral part of all military operations, providing great strategic, operational and tactical advantage for the Joint Force, our Nation and our Allies. Daily, we effectively integrate space and cyberspace into air, land and maritime operations. This integration enables precise fires, real-time command and control, global operational reach and decisive power projection. Frankly, multi-domain integration significantly sharpens the Air Force's contributions to Joint warfighting. But as successful as this has been for the entire Joint Force, more remains to be done. Our adversaries have observed our successes, studied our operations and are seeking ways to deny our multi-domain advantage.

As we prepare for a contested multi-domain fight, we must also prepare the Joint Force. The development and training of our space and cyberspace combat tacticians is a priority. These warfighters and their organizations will be experts in combat, first within their domains, then within the context of the broader Joint fight. We must also educate and train the broader Joint Force in how air, land and sea forces can support space and cyberspace combat objectives. Space superiority will be protected and defended through unified action of the Joint Force.

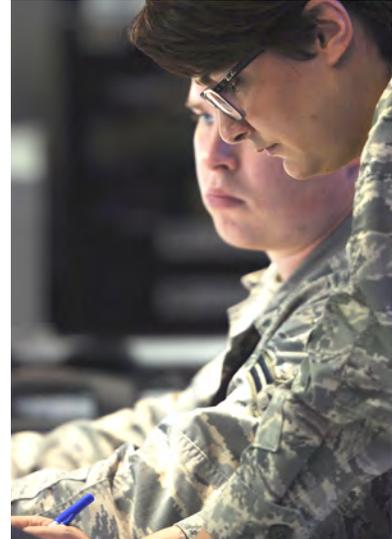
Combat readiness will be measured against the current and future threat environment. We must now take steps to further evolve space and cyberspace doctrine, organization, processes and capabilities to protect and defend our interests. We will sharpen America's competitive edge to succeed in permissive, contested and denied areas. Joint Force tactics, techniques and procedures for air, land and sea to support space and cyberspace are required. Future conflicts may start in our domains; we must be ready.

As a major command, Air Force Space Command presents and employs forces under Joint authorities to execute space and cyberspace missions. While today's global operations remain the focus of our subordinate organizations and commanders, the Air

Force Space Command staff will support my role as the Commander of Air Force Forces (COMAFFOR) by balancing operations and future readiness to ensure we develop and field combat ready forces. We will approach opportunities and challenges from a Total Force perspective, recognizing that the seamless integration of the Total Force represents a command strength.

We will normalize and expand training, tactics development, range and aggressor capabilities and leverage venues like Red Flag, Cyber Flag and Space Flag to provide realistic red-on-blue training scenarios because space and cyberspace forces must be trained, equipped and prepared to deliver speed, agility and precision as they execute in these highly contested domains. Like air, **space superiority must be earned.**

On 1 December 2017, the Commander, US Strategic Command, dual hatted the Air Force Space Command Commander as the operational commander for Joint space operations. This command and control change elevated space warfighting to a four-star Joint Component Commander designed to ensure space superiority in a contested future. We must mature Air Force Space Command's support to the Joint Force Space Component Command. Our way forward for space superiority is captured in Joint National Reconnaissance Office and Air Force Space Command concepts of operations. These documents articulate our vision, the requirement for a Space Mission Force ready for a contested environment, new operating tactics, techniques and procedures, resilient architectures and agile acquisition processes.



Build Combat Readiness • Key Initiatives and OPRs

Normalize to a new readiness framework measured against the threat environment (HQ AFSPC/A2/3/6)

Pivot Space Situational Awareness to the threat (SSDP)

Field and employ Battle Management Command and Control capabilities (SMC)

Grow intelligence resources and tradecraft to lead support to space combat (HQ AFSPC/A2/3/6)

Integrate advanced space combat tactics into operations and plans (14 AF)

Complete build out of defensive cyberspace operations for space enterprise (HQ AFSPC/A2/3/6)

Transition National Space Defense Center to a fully functioning operations center (HQ AFSPC/A5/8/9)

Transition the Joint Space Operations Center to a Combined Space Operations Center (14 AF)

Complete Cyber Mission Force build to FOC and pivot to enduring force readiness (HQ AFSPC/A2/3/6)

Mature AFFOR support to the Joint Force Space Component Command (HQ AFSPC/A2/3/6)

PRIORITY 2

Innovate and Accelerate to Win— Institutionalize Agility to Outpace the Threat



Today's warfighting domains are not benign and delays in fielding capabilities erode US warfighting advantages. Critical to our ability to rapidly move forward is a simpler and more responsive requirement and procurement process. Warfighters and acquirers need to partner to meet the speed of operational need while still developing war winning capabilities. It is imperative that program acquisition risk decisions prioritize lethality over functionality. This mind set change is fundamental and critical; change will take leadership involvement. Our world-class acquirers will field warfighting capabilities that stay ahead of the threat. Within existing resource constraints, we will take full advantage of the authorities at our disposal, use alternative acquisition approaches such as Other Transaction Authorities and drive Milestone Decision Authority and other acquisition decisions to the lowest practical level.

Technology in cyberspace changes more rapidly than in any other domain. Maximizing and leveraging industry innovations is essential in a domain with low barriers to entry. We remain committed to meeting our Cyber Mission Force build requirements, but also intend to rapidly leverage industry investment, rapid modernization and efficiency for procuring traditional IT services. Our Cyber Airmen must focus on supporting and assuring our five AF core missions. Doing so requires better emphasis and focus on our operational IT, the cyberspace terrain of our installations, deployed locations and weapon systems. As we pursue consuming IT services from industry, we must understand and mitigate risk to our missions and systems, while realizing the fiscal and operational costs of inaction and delay. With the primary weight of effort of our cyber forces currently fixed on operating and securing the Air Force Network, we incur unacceptable risk in the defense and assurance of our core Air and Space Power missions and platforms.

In our wars of the last 16 years, American forces have grown accustomed to operating with space superiority—operating in those domains at the time, place and manner of our choosing without significant disruption by our adversaries. In the next war, we must deliver the same advantage.

Innovate and Accelerate to Win • Key Initiatives and OPRs

Deliver accelerated Next Generation Missile Warning (SMC)

Prototype and experiment rapidly, with greater risk tolerance, to identify breakthrough technology (SMC)

Aggressively explore new missions and concepts from space with AFWIC (HQ AFSPC/A5/8/9)

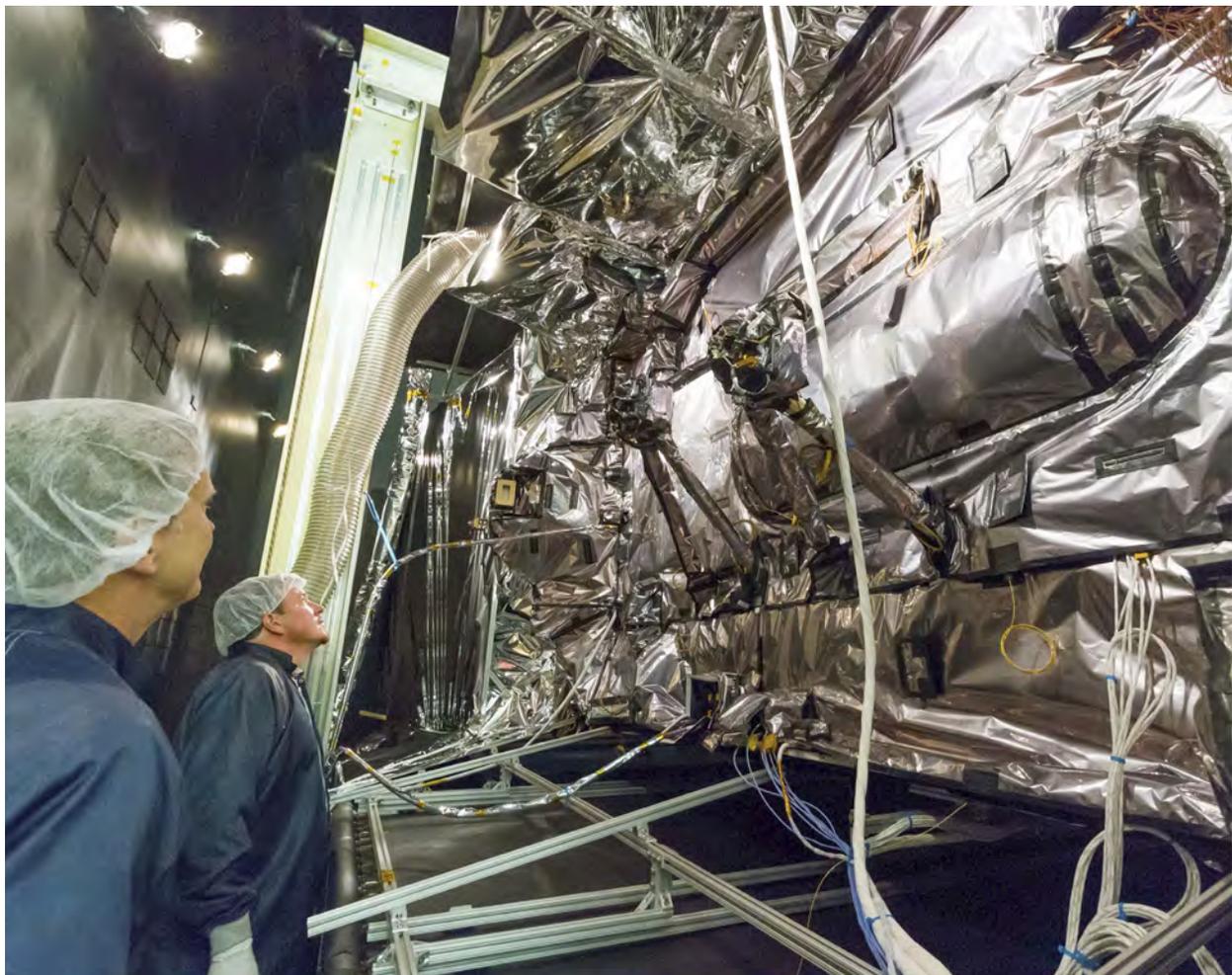
Develop Network as a Service Implementation Plan (HQ AFSPC/A2/3/6)

Transform and defend space launch and ranges (HQ AFSPC/A2/3/6)

Field and employ Operations Training Infrastructure and test infrastructure to enhance warfighting readiness (HQ AFSPC/A2/3/6)

Leverage game changing commercial concepts, technologies and products (SMC)

Develop space warfighting strategy to stay ahead of the threat (HQ AFSPC Core Architecting Team)



PRIORITY 3 Develop Space and Cyberspace Joint Warfighters

Our Airmen are our most powerful weapon system, our greatest asset and their skills are the foundation of our competitive advantage. Warfighting is a team endeavor. Professionally developing our officer, enlisted and civilian force is paramount to our future as a truly multi-domain and Joint Force. We will explore opportunities to expand our retention toolkit to retain our skilled Airmen and adjust professional military education and training to improve readiness and maximize lethality. I expect commanders at every level to share my commitment to develop our force and advocate at all levels for multi-domain perspectives, curriculums and outcomes.

Develop Space and Cyberspace Joint Warfighters • Key Initiatives and OPRs

Grow space warfighting force structure (HQ AFSPC/A5/8/9)

Build space combat tacticians (HQ AFSPC/A2/3/6)

Define, in partnership with HQ Air Force, new cyber professional force development model (HQ AFSPC/A2/3/6)

Transform space force development (HQ AFSPC/A2/3/6)

Recruit and retain the best; conduct broader outreach (HQ AFSPC/A1)

Increase service-wide multi-domain education from accessions throughout career (HQ AFSPC/A2/3/6)



PRIORITY 4 Organize for Sustained Success

Organizational adjustments are planned to focus the command and increase the Air Force's ability to organize, train and equip for multi-domain success. As directed by the 2018 National Defense Authorization Act (NDAA), the Operationally Responsive Space Office has been renamed the Space Rapid Capabilities Office. Shortly, this organization will have an expanded span of control to assist the command in moving faster to stay ahead of the threat. Also directed in the NDAA are new command responsibilities for Department-wide commercial SATCOM procurement. In addition to these changes and the establishment of the Joint Force Space Component Command, HQ AFSPC will establish a Vice Commander position and a Forward Element. The three-star Vice Commander will manage AFSPC activities within the Pentagon and the National Capitol Region (NCR). Finally, organizational consolidations at the unit level will be evaluated as we look for the most effective use of our Airmen and prepare them to win in highly contested battlefield environments. These organizational changes will create effective leadership teams with appropriate spans of control necessary to go fast while remaining wise.

We will increase our capacity and capabilities through effective partnering with our Allies, other Government partners, academia and industry. In an age of budgetary uncertainty and a refocus on near-peer adversaries, we must seek out every advantage that Allies and the commercial sectors can provide. America's market innovation and expanding set of like-minded Nations must be harnessed to our strategic advantage as we look to compete, deter and win.



Organize for Sustained Success • Key Initiatives and OPRs

Develop wing structure optimization plan for improved force presentation and readiness (AFSPC/CD)

Normalize force structure for space career field growth Air Force-wide (HQ AFSPC/FM)

Establish Vice Commander position and Forward Element in NCR (AFSPC/CV)

Build new Space Rapid Capabilities Office (SMC)

Re-architect SMC to manage as an enterprise (SMC)

Partner with USG, Allies and the private sector for shared operational gain (HQ AFSPC/A5/8/9)

Build security frameworks that enable successful development, operations and partnering for success (HQ AFSPC/A5/8/9)

Optimize HQ AFSPC structure for effective operations with external stakeholders (AFSPC/CD)

Conclusion

The new National Security Strategy and integrated National Defense Strategy both specifically address and emphasize the need for superiority and capacity in both the space and cyberspace warfighting domains. The challenges we face are global, multi-faceted and multi-domain. To put this another way, our Nation's most pressing national defense concerns are our concerns and we need to organize in new and innovative ways to meet them. I am counting on senior leaders to apply my intent and guidance to drive positive outcomes. Air Force Space Command has a history of change and innovation dating back to 1982; we must embrace that heritage and use it as our foundation for moving forward. Yesterday's Command does not meet today's or tomorrow's challenges. We must enhance our capabilities by evolving the way we organize, train and equip to effectively compete in the space and cyberspace domains. The bottom line is that I need the entire Command fully engaged and I know that you are the right people at the right time to meet these challenges. It remains an honor to serve with you. Together we will build readiness and strength to preserve the peace.





Headquarters Air Force Space Command

Peterson Air Force Base

Colorado | United States