

2009-2010 Air Force Space Command

Strategic Plan

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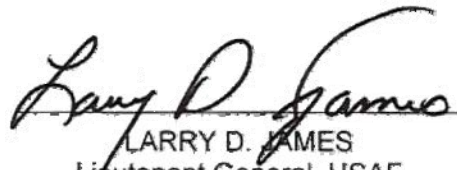
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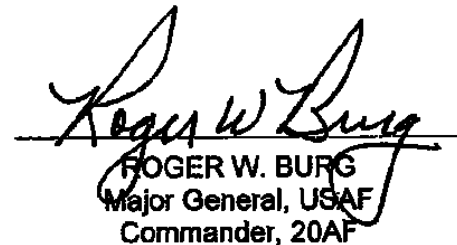
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Air Force Space Command Strategic Plan 2009-2010

Air Force Space Command (AFSPC) is at a unique point in its history. AFSPC is providing military-focused space capabilities with a global perspective to the Joint warfighting team, while taking the USAF lead role in developing cyberspace capabilities, and establishing a new operational cyberspace Numbered Air Force (NAF). Additionally, AFSPC is restoring credibility and confidence in the US nuclear ICBM deterrent force while preparing to move the force to Air Force Global Strike Command (AFGSC). Each of these is being accomplished, all the while maintaining a razor-sharp focus on the operational commitments of today.

Air, space and cyberspace are inextricably connected and exponentially increase each other's capabilities. They are each a critical part of today's battle and together they will form the future of the US military advantage over adversaries. Make no mistake; as with air, land and sea, space and cyberspace are now important and contested operational domains. The loss of control in any area could lead to loss of control in all areas.

AFSPC is taking decisive steps to position resources and people to meet the challenges that America will encounter in the vital domains of space and cyberspace. Each member of AFSPC shares the privilege of serving the nation and its Air Force. AFSPC provides the most capable and remarkable military space, missile, and cyberspace force the world has ever known, and the challenge is to ensure those who follow can say this as well. Consistent leadership and commitment will realize this goal.

The Purpose

This strategic plan is AFSPC's flight plan for the future. It guides how AFSPC develops, fields, and employs capabilities in an increasingly complex and challenging national security environment. It aligns with the Air Force Strategic Plan and will contribute significantly to fulfilling the vision of the Air Force.

The Commander's Guidance and Intent for 2009–2010, outlined in this plan, affirms the vision, mission, guiding principles and goals of the organization. Combined with explicit planning objectives and metrics, this guidance will ensure AFSPC provides the critical space, missile and cyberspace capabilities required by Combatant Commanders (CCDRs).

This plan provides direction for Commanders, Directors, and Command Leads to achieve their goals and objectives, while monitoring progress to adjust as needed to maintain alignment. In addition to creating a measurable method to assess progress on Command goals, this plan conveys the priorities and actions that drive decisions on weapon systems investment, sustainment, and fielding. Specifically, it provides focus and direction for the Command's support of Combatant Command (COCOM) and other validated requirements.

The Vision

Vital to today's fight and the future of US national security, Air Force Space Command will be the leading source of emerging and integrated space and cyberspace capabilities to deliver responsive, assured and decisive power to America and its warfighting commands.

The Mission

AFSPC provides an integrated constellation of space and cyberspace capabilities at the speed of need. This unique capacity and perspective, fielded by a battle-ready, responsive and forward-thinking team of America's best, is the engine behind precision strike, global awareness and data connectivity capabilities crucial to the Joint Forces and key to the future US military advantage.

The Guiding Principles

Air, space and cyberspace power shape the US approach to warfare. American defense strategy is based on global vigilance, reach and power through an arsenal of modern weaponry wielded by highly trained people. Space and cyberspace capabilities are threaded throughout the fabric of the Joint warfighting network, allowing today's Joint expeditionary force to establish a smaller footprint in theaters as well as produce decisive results globally with high efficiency and effectiveness.

Eight principles shape the AFSPC perspectives and underpin its vision and mission:

The USAF space mission serves Joint Forces, our nation and the world at large. The USAF has played a central role in the development of space capabilities that are vital to national security, economic growth, public safety and welfare. AFSPC's impact is felt throughout Joint operations, weapons networks, and global civil and economic activities.

Nuclear forces underwrite our nation's security. Nuclear deterrence remains the ultimate backstop of US security, dissuading opponents and assuring allies of America's military commitment to defend our nation, its allies and friends.

AFSPC remains dedicated to ensuring a credible, safe and combat-ready ICBM force.

Cyberspace is a physical domain in which the Joint Force conducts military operations. Cyberspace is critical to today's fight as well as to the future of US national security. Securing cyberspace is critical to all Joint activities. To achieve this objective, AFSPC must organize, train, and equip cyberspace forces like those of the other domains, for use by Joint Force Commanders.

Air, space, and cyberspace are interdependent and contested operational domains. USAF operations in the air, space, and cyberspace domains support one another. AFSPC must prepare for challenges not only in the air domain, but in space and cyberspace as well. Protecting these capabilities and integrating them in other domains will create Joint warfighting effects that are greater than the sum of its parts.

Space and cyberspace forces are inherently global. AFSPC delivers capabilities that transcend national and military boundaries and fulfill tactical and strategic objectives in a locality or around the world. Space and cyberspace forces provide unique global access and coverage unfettered by time and distance; thus, the men and women of AFSPC provide a global perspective that influences the way forces are commanded and presented for Joint operations.

Delivering new technological capabilities to our warfighters in a timely and efficient manner is critical to our national security and welfare. AFSPC must be agile to master rapidly emerging technologies and meet ever-changing threats. This will require clear, concise, and fully funded requirements as well as internal and external accountability. AFSPC will exploit all avenues to ensure rapid and efficient acquisitions, development and delivery.

Energy and the environment increasingly impact national security, economic growth, public safety and welfare. Scientists predict that climate change could threaten millions of people around the world. Other experts predict that the demand for energy resources will likely sharpen. AFSPC must be prepared to support CDRs who have to address conflicts that these changes may generate, as well as ensure it is a wise energy consumer and a good steward of the environment.

Airmen are the core of America's space, missile and cyberspace team. The Airmen and civilians of AFSPC are its most important resource. Technical competence alone is not sufficient to meet the challenges of the twenty-first century. AFSPC's people must be technically astute, tactically competent, armed

with warrior ethos, and equally prepared to deploy forward or operate in place to accomplish the mission.

Commander's Intent

The men and women of AFSPC will provide integrated space and cyberspace capabilities to the Joint warfighting team with precision and reliability while confronting the challenges of today and in the future. These challenges include:

The global security environment is dynamic. While Irregular Warfare (IW) is a primary area of focus, AFSPC forces must be flexible to meet the needs of CCDRs and other national users who may be engaged across the spectrum of conflict or in non-military contingencies at any time. AFSPC must fully understand emerging Joint operational concepts as well as the dynamic operational environment.

AFSPC forces will operate in domains that are increasingly contested. Protecting, sustaining and employing capabilities while preventing adversaries from deterring or denying US freedom of action during a conflict is central to mission effectiveness in the Joint fight. Combatant Commanders will demand space, cyberspace, and related capabilities that are responsive, flexible, and integrated with other warfighting elements. These capabilities must be protected.

Resources are constrained. The cost of new weapons programs has significantly increased while the share of the federal budget dedicated to defense spending will likely decrease. Sustaining and developing the future force will be challenged by fiscal realities.

Acquisition remains problematic. With continued concerns over system cost, schedule, and performance, AFSPC will require new approaches to rapidly produce the capabilities needed in the Information Age.

The defense industrial base is declining. A strong US industrial base is critical to the vitality of defense, intelligence, civil, commercial, and allied space and cyberspace systems that support national security. Numerous studies indicate the space industrial base, in particular, is on a downward trend. Additionally, there is a crisis in the workforce with estimates projecting a shortfall in experienced scientists and engineers supporting space science and technology development.

Commander's Guidance

America relies on AFSPC to provide a credible, safe, and secure strategic deterrent. There can be no deviation from the highest standards in all activities surrounding

nuclear weapons, and AFSPC must sustain its nuclear operational commitment 100% of the time. It must reinforce national security by continuing to revitalize nuclear capability until all ICBM responsibilities transfer to AFGSC.

Delivering assured combat power to the Joint fight is the essence of the AFSPC vision. Each day, AFSPC professionals command, control, maintain, sustain, support, deploy and secure the nation's space, missile and cyberspace forces. AFSPC will effectively and efficiently deliver capabilities to meet CCDR requirements, whether in support of Irregular Warfare, overseas contingency operations, or other national needs.

AFSPC will stand up a world-class operational cyberspace command to meet the demands of the twenty-first century national security environment. As it establishes a new NAF and consolidates cyberspace-related management functions in the headquarters, AFSPC will align and integrate capabilities and cultures in ways that capitalize on the unique strengths and synergies of the space and cyberspace domains.

The ability to deliver on these commitments depends entirely on the contributions of individuals. AFSPC will forge a Total Force team by attracting, developing, and retaining Airmen and civilians with the professional skills needed to succeed. It will increase the participation of the Air National Guard and Air Force Reserve Command, and will place special emphasis on establishing viable career pathways and ensuring that its people are educated, trained and developed to provide the needed leadership and expertise. Furthermore, AFSPC will ensure a high-quality work environment and rewarding career opportunities as key elements to retain this force.

Finally, AFSPC will become more responsive in developing and delivering capabilities to the warfighters. Today's requirements change rapidly; tomorrow's will change even faster. AFSPC must have agile and responsive development and acquisition processes in place to meet that challenge, and must field new systems that meet or exceed performance, cost, and schedule goals while providing decisive war-winning advantages. In addition, it must plan and invest wisely, ever mindful of growing resource constraints.

Priorities and Goals

The goals and objectives in this plan address these challenges and establish the roadmap to ensure continued success. The AFSPC Strategic Plan adopts the priorities established in the 2008 USAF Strategic Plan and, when combined with the goals, creates a roadmap for AFSPC to fulfill its vision and achieve its mission. Objectives are clearly defined, measurable, decisive, and attainable subsets of goals which are achieved via supporting strategies and tactics. Measures (or metrics) are the yardsticks to determine progress of an objective (e.g., cost, schedule, performance, risk, level-of-effort).

USAF Priority: Reinvigorate the Air Force Nuclear Enterprise

AFSPC Goal: Guarantee a safe, credible, ready nuclear deterrent force with perfection as the standard.

USAF Priority: Partner with the Joint and Coalition Team to Win Today's Fight

AFSPC Goal: Deliver assured combat power to the Joint fight.

USAF Priority: Develop and Care for Airmen and Their Families

AFSPC Goal: Forge a battle-ready team by attracting, developing and retaining America's best.

USAF Priority: Modernize Our Air and Space Inventories, Organizations and Training

AFSPC Goal: Modernize and sustain AFSPC's enduring missions and mature emerging missions.

USAF Priority: Recapture Acquisition Excellence

AFSPC Goal: Reengineer acquisition to deliver capability at the speed of need.

Conclusion

Defending the United States of America and its allies and friends is a continuous mission that requires the utmost planning and execution. As technology advances, so do the means that can be employed by those who threaten our way of life. AFSPC seeks to perfect the most formidable, capable and remarkable military space, missile and cyberspace force the world has ever known. This will allow warfighting commands to meet the challenge of protecting the American people, their livelihoods and interests with utmost precision at the moment of need.

Annex A: Detailed Goals and Objectives

AFSPC Goal-1. Guarantee a safe, credible, ready nuclear deterrent force with perfection as the standard. Providing a credible, safe and secure ICBM strategic deterrent force is the most important thing AFSPC does. It has defined perfection as absolute adherence to its established standards. Officers and NCOs at all levels will lead operations, maintenance, and security personnel to mission success using structured, intensive and perfection-oriented training, strict adherence to standards, and tough evaluations and assessments. The nation demands perfection and AFSPC will deliver it.

AFSPC Objective-1.1 Meet ongoing USSTRATCOM ICBM availability requirements (HQ AFSPC/CVN).

AFSPC Objective-1.2 Reduce ICBM Class A and B mishaps to zero in FY10. Reduce personnel error DULL SWORDS and Weapon System Safety Rules (WSSR) violations by 15% by EOY FY10 (HQ AFSPC/CVN). (Note: reporting responsibility transfers to AFGSC 1 Dec 2009)

AFSPC Objective-1.3 Achieve 100% compliance with DoD and AF nuclear security requirements annually (HQ AFSPC/CVN).

AFSPC Objective-1.4 Transition the ICBM force to Air Force Global Strike Command (AFGSC) to achieve Full Operational Capability (FOC) by EOY FY10 (HQ AFSPC/CVN).

AFSPC Goal-2. Deliver assured combat power to the Joint fight. Joint Force Commanders and the forces they lead rely on AFSPC-provided capabilities. AFSPC will meet its operational commitments and ensure it is focused on quickly enhancing USAF's contributions to Irregular Warfare (IW). AFSPC will also meet its planned program commitments to provide capabilities to the combatant commands.

AFSPC Objective-2.1 Field and sustain leading-edge space, cyber and nuclear capabilities to meet warfighting requirements (HQ AFSPC/A3).

AFSPC Objective-2.2 Increase space protection of the top 3 national space mission areas by EOY FY10 -- through mission assurance and prioritized investments (Director, Space Protection Program).

AFSPC Objective-2.3 Increase integrated space and cyberspace capabilities for Air Force Irregular Warfare (IW) as defined in the AFSPC IW Engagement Plan by EOY CY10 (HQ AFSPC/A8/9).

AFSPC Objective-2.4 Increase warfighters' Battlespace Awareness by EOY FY10 -- by providing selected, exploitable AFSPC sensor data. (HQ AFSPC/A2).

Annex A: Detailed Goals and Objectives

AFSPC Objective-2.5 Increase space and cyberspace integration to provide synchronized, full-spectrum capabilities for the Joint warfighter by EOY FY10 (HQ AFSPC/A3).

AFSPC Objective-2.6 Ensure mission success by maximizing cyberspace continuity, availability and resilience (HQ AFSPC/A6).

AFSPC Goal-3. Forge a battle-ready team by attracting, developing and retaining America's best. AFSPC will continue to be a leader in attracting, developing and retaining Airmen and civilians with the professional skills needed to succeed. AFSPC will educate, train and cultivate experts who are skilled in space, nuclear and cyberspace capabilities and their integration, who are tactically and operationally proficient, and who are ready to deploy at a moment's notice. To retain these professionals it will offer progressive, challenging career development opportunities. AFSPC will also recognize the critical roles that its families play as extended members of its team and will extend the Air Force's wingman culture to AFSPC families to help nurture success on the home front.

AFSPC Objective-3.1 Increase the quality and capabilities of the space and cyber professional cadre (HQ AFSPC/A1).

AFSPC Objective-3.2 Increase qualified human capital to achieve a minimum of 80% manning in all mission areas by EOY FY12 (HQ AFSPC/A1).

AFSPC Objective-3.3 Improve quality of life for Airmen and their families (HQ AFSPC/A4/7).

AFSPC Goal-4. Modernize and sustain AFSPC's enduring missions and mature emerging missions. As the USAF lead for the space and cyberspace domains, AFSPC will capitalize on inherent synergies found in space and cyberspace architectures and processes. AFSPC will provide integrated space and cyber capabilities to enable joint force commanders to create effects in a new way. AFSPC will identify specific areas to increase Total Force participation and will continue efforts to fully leverage the combined resources of the Regular Air Force, Air National Guard, Air Force Reserve, and government civilians across every existing and emerging mission within the command.

AFSPC Objective-4.1 Optimize space and cyber capability investment to support national and COCOM requirements by EOY FY10 – by prioritizing space and cyber investment strategies across DOTMLPF (HQ AFSPC/A8/9).

AFSPC Objective-4.2 Provide the required level of Space Situational Awareness (SSA) capabilities to the Nation IAW NSPD-49 (HQ AFSPC/A5).

Annex A: Detailed Goals and Objectives

AFSPC Objective-4.3 Ensure 24 AF, as an operational component NAF, achieves FOC by EOY FY10 (HQ AFSPC/A3).

AFSPC Objective-4.4 Increase ARC integration as mission partners IAW AFSPC Total Force Initiative (TFI) strategy by EOY FY10 (HQ AFSPC/A8/9).

AFSPC Objective-4.5 Increase global partnerships IAW AFSPC international engagement plans (HQ AFSPC/A8/9).

AFSPC Objective-4.6 Improve and integrate network and mission architectures to allow synchronization of full spectrum operations (HQ AFSPC/A6).

AFSPC Goal-5. Reengineer acquisition to deliver capability at the speed of need.

In today's world of rapid technological advancement and proliferation, AFSPC must deliver capability to the warfighters faster. Developing, delivering and sustaining space and cyberspace systems requires a new strategy that is more agile and responsive than traditional acquisition processes and management methods. It will have a disciplined, repeatable process to ensure validated requirements are established with users, properly vetted and documented and adjusted only through a deliberate process. Most importantly, this strategy demands a new approach that deploys defined end-state capabilities at the speed of need, within government cost estimates.

AFSPC Objective-5.1 Improve requirements generation (HQ AFSPC/A5).

AFSPC Objective-5.2 Improve space acquisition (HQ AFSPC/A5).

AFSPC Objective-5.3 Deliver cyberspace capabilities at speed of need (HQ AFSPC/A5).

AFSPC Objective-5.4 Improve Space Logistics by EOY FY10 (HQ AFSPC/A4/7).

AFSPC Objective-5.5 Deliver top 10 acquisition commitments for CY09 on schedule (HQ AFSPC/A5).