



Department of Defense

Report to Congressional Defense Committees

Report on the Elements of the
Office of the Assistant Secretary of Defense for Space Policy

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SEC. 955. ASSISTANT SECRETARY OF DEFENSE FOR SPACE POLICY.

(a) IN GENERAL.—Section 138(b) of title 10, United States Code, is amended by adding at the end the following new paragraph: “(5) One of the Assistant Secretaries is the Assistant Secretary of Defense for Space Policy. The principal duty of the Assistant Secretary shall be the overall supervision of policy of the Department of Defense for space warfighting.”

(b) ELEMENTS OF OFFICE.—

(1) DEVELOPMENT OF RECOMMENDATIONS.— The Secretary of Defense shall seek to enter into an agreement with a federally funded research and development center on the development of recommendations as to the appropriate elements of the Office of the Assistant Secretary of Defense for Space Policy, including, in particular, whether the elements of the Office should include elements on space that are currently assigned to the Office of the Under Secretary of Defense for Intelligence or the Military Intelligence Program.

(2) TRANSMITTAL.—Not later than 180 days after the date of the enactment of this Act, the Secretary shall transmit to the Committees on Armed Services of the Senate and the House of Representatives the recommendations developed pursuant to paragraph (1), together with an assessment of such recommendations by the Secretary.

**REPORT ON ELEMENTS OF AN ASSISTANT SECRETARY OF DEFENSE FOR
SPACE POLICY**

Table of Contents

EXECUTIVE SUMMARY 3

1. INTRODUCTION..... 5

2. BACKGROUND 5

3. FFRDC ANALYSIS AND DOD ASSESSMENT 7

4. DOD PLAN..... 9

5. ELEMENTS CURRENTLY ASSIGNED TO USD(I&S) 13

6. CONCLUSION 13

EXECUTIVE SUMMARY

On December 20, 2019, the President signed into law the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2020, which included a series of organizational changes intended to transform the national security space program to meet the challenge of space as a warfighting domain. The NDAA for FY 2020 established the U.S. Space Force (USSF) within the Department of the Air Force (DAF); created a Chief of Space Operations (CSO); authorized funding for the Space Development Agency; and established the Assistant Secretary of the Air Force for Space Acquisition and Integration (ASAF(SA&I)) and the Space Force Acquisition Council.

The NDAA for FY 2020 also established the Assistant Secretary of Defense for Space Policy (ASD(SP)) to oversee space warfighting policy, and provided that the “Secretary of Defense shall seek to enter into an agreement with a federally funded research and development center on the development of recommendations as to the appropriate elements” of ASD(SP). The Department of Defense (DoD) selected the Center for Naval Analysis (CNA) to conduct this analysis. CNA has completed its report, and DoD has built upon the research conducted by CNA, together with an assessment of the options CNA provided, to design the ASD(SP) in a manner that fulfills its statutory mandate, improves the effectiveness of the defense enterprise, and minimizes unnecessary bureaucracy.

DoD intends to establish an ASD(SP) in two phases. In Phase One (“initial establishment”), DoD will establish the office and delegate all of the authorities of the position that can be delegated to a DoD official who, when exercising these delegated authorities, will describe himself or herself as “Performing the Duties of” the ASD(SP). In this capacity, this person will report to the Under Secretary of Defense for Policy (USD(P)). Phase Two (“full establishment”) will occur after the President has appointed, after Senate confirmation, the first ASD(SP).

Responsibilities of the ASD(SP) in Phase One will include Department-wide: (1) development of policy and strategy for space, (2) alignment of space-related implementation of national and defense strategies, (3) representation of DoD to interagency partners and the Executive Office of the President on space policy matters, (4) leadership of international space engagement, and (5) overseeing the overall establishment of U.S. Space Command (USSPACECOM) and the U.S. Space Force to ensure alignment with national and defense strategic priorities. These functions are growing in scope and importance due to the Department’s transition from considering space as a support function to space as a warfighting domain. In Phase Two, the ASD(SP) will grow in its ability to oversee the Department’s space warfighting policy, manage long-term strategic competition in space, and ensure the Department’s space posture supports national objectives. Specific capabilities may include enhanced wargaming, analysis, posture assessment, strategic messaging, and expanded engagement with allies, partners and industry. Further analysis and development of the plan for Phase Two is underway.

Thus, the ASD(SP) will serve as the principal focal point within the Department for integrating space with matters affecting the broader DoD enterprise, particularly with regard to space policy

and leadership. The vision behind DoD's approach to implementing the ASD(SP) is not to grow bureaucracy within OSD, but rather, to create the necessary synergies, to provide effective guidance, to synchronize efforts to achieve the Department's space objectives, and to elevate decision-making for space policy.

REPORT ON THE ELEMENTS OF AN ASSISTANT SECRETARY OF DEFENSE FOR SPACE POLICY

1. INTRODUCTION

The Department of Defense (DoD) is undergoing the most significant transformation of the national security space enterprise in the history of the U.S. space program, due to the President's leadership and the bipartisan support of Congress in enacting the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2020. On December 20, 2019, the President signed into law the NDAA for FY 2020, which includes a series of organizational changes intended to catalyze the transformation of the national security space program to meet the challenge of space as a warfighting domain. The NDAA for FY 2020 established the U.S. Space Force (USSF) within the Department of the Air Force (DAF), created a Chief of Space Operations (CSO), and facilitated significant space acquisition reforms including the establishment of the Assistant Secretary of the Air Force for Space Acquisition and Integration (ASAF(SA&I)) and the Space Force Acquisition Council. Meanwhile, earlier the same year, the President had directed the establishment of U.S. Space Command (USSPACECOM), and the Secretary of Defense directed the establishment of the Space Development Agency (SDA). All of these organizational changes are occurring simultaneously.

The NDAA for FY 2020 also established the Assistant Secretary of Defense for Space Policy (ASD(SP)) to oversee space warfighting policy. Under the direct authority, direction, and control of the Under Secretary of Defense for Policy (USD(P)), the ASD Space Policy (ASD(SP)) will serve as the principal focal point for developing guidance to align strategies, policies, strategic messaging, investments, operations, and outcomes/results across the DoD space enterprise in order to meet national and defense objectives. Elevating Space Policy to an Assistant Secretary level will help provide senior civilian oversight and accelerate decision-making through direct access to the USD(P) and increased access to the Secretary of Defense and Deputy Secretary of Defense.

2. BACKGROUND

The national security space enterprise has a long history of various attempts to govern space activities, including through the concentration of space responsibilities into a single individual, organization, or council. The Office of the Deputy Under Secretary of Defense for Space Acquisition and Technology Programs (DUSD(SA&TP)) was established in December 1994.¹ The DUSD(SA&TP), later referred to as DUSD(Space),² reported to the Under Secretary of Defense for Acquisition and Technology and was responsible for providing: oversight of all DoD space acquisition and technology programs; development, coordination, and implementation oversight of space policy and space intelligence activities; and principal staff support to the Joint Space Management Board.

¹ Deputy Secretary of Defense Memorandum, Establishment of the Deputy Under Secretary of Defense for Space Acquisition and Technology Programs, December 10, 1994.

² Deputy Secretary of Defense Memorandum, Responsibilities and Functions of the Deputy Under Secretary of Defense for Space, March 8, 1995.

In December 1997, as part of a broader defense reform³ initiative, the Deputy Secretary of Defense disestablished DUSD(Space) and redistributed its responsibilities throughout OSD and the Military Departments, with space policy functions going to the USD(P) and disposition of remaining non-policy functions being subject to a joint study between the Commander, U.S. Space Command, and the Director of the National Reconnaissance Office (NRO).

In 1998, the Secretary of Defense and the Director of Central Intelligence (DCI) established the National Security Space Architect (NSSA) by integrating DoD space architecture functions with those of the NRO into a single DoD-Intelligence Community (IC) staff. The NSSA was assigned responsibility to: (1) develop and integrate mid- and long-term DoD and IC space architectures; (2) propose future space architectures to address validated requirements and emerging needs, as well as account for technology opportunities; and (3) develop transition strategies to guide mid-term program transition planning. The NSSA reported to the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD(C3I)) and the Deputy Director of Central Intelligence (DDCI), respectively.

In 2003, as part of the implementation of the recommendations from the Space Commission,⁴ the Secretary of Defense designated the Secretary of the Air Force (SecAF) as the DoD Executive Agent (EA) for Space. The DoD EA for Space role was subsequently delegated to the Under Secretary of the Air Force (USecAF), who was also the Director of the NRO (DNRO). In 2005, the roles of the USecAF and DNRO were separated due to the challenges of managing two major space portfolios.

On November 17, 2010, the Deputy Secretary of Defense signed a memorandum that: (1) revalidated the SecAF as DoD EA for Space with an overarching role to oversee and conduct long-term planning and DoD space architecture development; (2) established the Defense Space Council (DSC) to, among other things, assess and guide architecture development and implementation; (3) directed the DoD EA for Space to establish a jointly manned staff under the SecAF to support the DoD EA and the DSC; and (4) revalidated that USD Acquisition, Technology, and Logistics (AT&L) would, among other tasks, provide oversight of space-related programming activities and architecture development.

In an October 5, 2015, memorandum, and subsequently documented in the June 9, 2017, DoD Directive 5100.96, "DoD Space Enterprise Governance and Principal DoD Space Advisor (PDSA)," the Deputy Secretary of Defense rescinded the DoD EA for Space construct and designated the SecAF as the PDSA. The revised PDSA role downgraded the DoD EA's role of conducting architecture development to one of national security space architecture assessment. No office was subsequently named to conduct DoD space architecture development.

On December 12, 2017, Congress terminated the position and office of the PDSA.⁵ On January 17, 2018, in a memo to the Department, the Deputy Secretary of Defense implemented the

³ Deputy Secretary of Defense Memorandum, Department of Defense Reform Initiative Directive #11 – Reorganization of DoD Space Management Responsibilities, December 19, 1997.

⁴ Commission to Assess United States National Security Space Management and Organization, 2000

⁵ National Defense Authorization Act for Fiscal Year 2018, Public Law 115-91 §1601, December 12, 2017.

Congressional direction to terminate the position of the PDSA and, as an interim measure, assumed the duties, responsibilities, personnel, and resources of the office of the PDSA.⁶

This Administration's focus on space – to include the revival of the National Space Council in June 2017, the subsequent establishment of the USSF in December 2019 and USSPACECOM in August 2019 – elevated space to national-level attention. Moreover, the decisions to establish the USSF and USSPACECOM represent an unprecedented alignment of bipartisan political support driven primarily by the reality of a very serious threat to our national and economic security.

The establishment of the ASD(SP) will complement the creation of the USSF and USSPACECOM by filling an essential role of providing dedicated civilian oversight and supervision of DoD policy for space warfighting.

3. FFRDC ANALYSIS AND DOD ASSESSMENT

Section 955 of the NDAA for FY 2020 provided that the “Secretary of Defense shall seek to enter into an agreement with a federally funded research and development center on the development of recommendations as to the appropriate elements” of the Office of the ASD(SP). DoD selected the Center for Naval Analysis (CNA) to fulfill this statutory requirement.

CNA reviewed the as-is roles and responsibilities of the Deputy Assistant Secretary of Defense (DASD) for Space Policy, as well as other pertinent organizations. CNA identified several modular organizational designs ranging from little change to the DASD's role today to a position that consolidates all OSD space responsibilities.

In determining the appropriate role and organizational elements of the ASD(SP), DoD intends to build upon two key considerations posited by CNA: a) whether ASD-level authority is sufficient to oversee space warfighting policy and advocate for space efforts within OSD; and b) whether the establishment of the USSF and USSPACECOM and consolidation of space missions and responsibilities will be sufficient to integrate DoD space activities. In addition to these criteria, DoD considered two additional factors: how this new ASD will fit into the existing DoD organizational structure and within the Office of the Secretary of Defense (OSD); and how the ASD will interact with key leaders in OSD, the Joint Staff, the Combatant Commands, and the Military Departments and Services.

Sufficiency of Authority. CNA raised the question of whether elevation of space policy to an ASD within the Office of the USD(P) provides sufficient authority to address DoD space challenges. The alternative would be to have the ASD report directly to the Secretary of Defense

⁶ Deputy Secretary of Defense Memorandum, *Guidance for Increasing Lethality and Warfighting Readiness in Space*, January 17, 2018.

as a Principal Staff Assistant (PSA⁷). In particular, CNA identified a potential for friction regarding civilian oversight of space warfighting activities if the ASD lacked sufficient authority to supervise policy for warfighting activities. The Department believes that initially elevating Space Policy to an ASD level within the Office of the USD(P) is sufficient to provide civilian policy oversight of space warfighting activities during the formative stages of policy, strategy, strategic messaging, and doctrine development. Presidentially-appointed and Senate-confirmed Assistant Secretaries of Defense are 4-star equivalent civilians, and they routinely interact with their Combatant Commander counterparts, through the Chairman of the Joint Chiefs of Staff (CJCS), for the purpose of ensuring consistency in the application of the military instrument of power in achieving U.S. security and foreign policy objectives. The Department envisions the ASD(SP) and the Commander, USSPACECOM, having a relationship similar to other ASDs and Combatant Commanders. Having the ASD(SP) report directly to the Secretary of Defense would be an unnecessary departure from the warfighting policy integration construct established by Goldwater-Nichols Defense Reorganization Act of 1986.

Effectiveness of Governance. A second question CNA raised is whether the newly-created organizational elements can effectively integrate the combined efforts of the DoD space community. In particular, could the USSF and new ASAF(SA&I) integrate space capability development and fielding to ensure synchronization between multiple architectural elements? In this regard, the Department notes that the USSF is charged with the responsibility for organizing, training, and *equipping* for the space domain, and there is a statutorily established Space Force Acquisition Council, chaired by the ASAF(SA&I), to facilitate acquisition and integration of DAF space systems and programs. This includes working in partnership with the NRO, the Missile Defense Agency (MDA), the SDA, and the Military Department Secretaries in order to achieve the objective strategic space posture across the national security space enterprise. The Department believes that these new organizations will prove sufficient to integrate space acquisition activities. DoD considers it a more fitting role for the ASD(SP) to periodically review progress on achieving a strategic space posture across the Department of Defense, rather than to serve as an integrator directly. This approach would empower organizations closest to the appropriate levers of control to determine the best means of collaboration in order to meet warfighter needs and enable the ASD(SP) to focus on ensuring Department-wide integration and alignment with defense policy and strategy.

Interoperability with DoD Organizations. Building on the CNA analysis, DoD then looked to design an ASD(SP) who would be most effective within the current organizational structure of the Department and OSD. DoD determined that keeping the ASD within an existing OSD PSA organization would be most consistent with the way in which the Department and OSD are organized today and would incur less risk of unnecessary bureaucratic growth. OSD is a cross-functional organization with existing PSAs overseeing all DoD activities for their respective

⁷ DoDD 5101.1 defines PSAs as, "The Under Secretaries of Defense, the Director of Defense Research and Engineering, the Assistant Secretaries of Defense, the General Counsel of the Department of Defense, the Assistants to the Secretary and Deputy Secretary of Defense, and the OSD Directors or equivalents, who report directly to the Secretary of Defense or Deputy Secretary of Defense." Additional information on the specific roles and responsibilities of the PSAs can be found in DoDD 5100.01, Enclosure 2.

function, independent of domain or geographic region. This allows for a holistic and consistent approach to policy, acquisition, intelligence, etc., across the enterprise. By having the ASD(SP) serve to ensure alignment across OSD, rather than transferring functions from other OSD components, DoD will be able to maintain the functional alignment of the existing PSAs while improving the overall management of the space domain. ASD(SP) will serve as the principal DoD focal point on space issues and will help coordinate and align OSD in support of delivering space warfighting capabilities.

Interface with Other DoD Officials. Finally, in designing the ASD(SP), the Department wanted to ensure clear and distinct lines of responsibility between the various DoD space officials. The ASD(SP) will reside in OSD, specifically within the Office of the USD(P), in order to provide civilian oversight and policy guidance to DoD Components, not execute Military Department Secretary-like functions, nor interfere with the operational warfighting chain-of-command. Options that vest the most authority in the ASD, approaching the authority of a Military Department Secretary, could impinge upon the authority of the SecAF. With the historic establishment of the USSF as a new Military Service within the DAF, Congress affirmed that the SecAF is the Military Department Secretary for space.

With the above considerations in mind, DoD has built upon the research conducted by CNA to design the ASD(SP) in a manner that fulfills its statutory mandate and improves effectiveness, while minimizing unnecessary bureaucracy.

4. DOD PLAN

The ASD(SP) will provide strategic direction across DoD to ensure the totality of DoD space activities are aligned with the National Space Policy, National Security Strategy, the National Strategy for Space, the National Defense Strategy, the Defense Space Strategy (DSS), and the Defense Planning Guidance. The ASD(SP) will focus attention on implementing the new DSS and ensuring alignment of space activities with broader DoD and national strategies. The ASD(SP) shall hold the authority and responsibility to develop, implement, and periodically review progress toward achieving a strategic space posture across the DoD with consideration of integrating and deconflicting with the IC as necessary. Under this construct, Military Departments and Defense Agencies shall have the discretion and responsibility to pursue materiel solutions consistent with the intent of the strategic space posture and combatant command requirements. The ASD(SP) will closely monitor the architecture roadmaps of the USSF and other DoD Components and ensure that plans: (1) are properly integrated, synchronized, and deconflicted across the Military Departments and Services and Defense Agencies; and (2) are consistent with defense and national policies and strategies. The ASD(SP) will also be responsible for representing DoD in interagency forums on space policy and strategy matters.

DoD implements strategy and policy using well-established and interconnected processes: Planning, Programming, Budgeting, & Execution System (PPBE) (resource allocation); Joint Capabilities Integration and Development System (JCIDS) (requirements generation); the

Defense Acquisition System (acquisition oversight); and the Joint Strategic Planning System (JSPS) (joint planning). These processes are well-defined and consistent across all domains with individual senior officials overseeing execution: the Deputy Secretary of Defense for resource allocation, the Chairman of the Joint Chiefs of Staff (CJCS) for joint planning, the Vice Chairman of the Joint Chiefs of Staff (VCJCS) for requirements generation, and the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) for acquisition oversight.

The ASD(SP) must leverage this complex decision-making infrastructure to develop and implement space warfighting policy and strategy. In this way, the ASD(SP) departs from some previous attempts to concentrate space authority in a single “space czar” by working collaboratively within existing OSD processes rather than being separate and detached.

DoD intends to establish an ASD(SP) in two distinct phases. In Phase One, DoD will establish the Office of the ASD and delegate all of the authorities of the position that can be delegated to a DoD official who, when exercising these delegated authorities, will describe himself or herself as “Performing the Duties of” the ASD(SP). This person will report to the USD(P) and will be responsible primarily for policy and strategy matters arising from the transition from space as a support function to space as a warfighting domain. In this initial phase, the Office of the ASD(SP), and the person performing the duties of the ASD(SP), will assume the responsibilities of the current Space Policy office with an augmented staff commensurate with additional responsibility for overseeing space warfighting activities during the formative stages of policy, strategy, strategic messaging, and doctrine development.

Phase One responsibilities, which derive from current space-related responsibilities of the USD(P) include:⁸

- Representing the Secretary of Defense and the USD(P) in interagency policy deliberations and international discussions and negotiations relating to space.
- Participating in planning, programming, budgeting, and execution activities, including advising the Secretary of Defense, through the USD(P), on DoD program and budget priorities for space.
- Providing overall supervision of policy of the DoD for space warfighting pursuant to Section 138 of Title 10, U.S.C.
- Developing, coordinating, and overseeing implementation of DoD policy derived from, or developed consistent with the National Space Policy, the National Space Strategy, and the Defense Space Strategy.

⁸ DoD Directive 5111.13, *Assistant Secretary of Defense for Homeland Defense and Global Security*, March 23, 2018.

- Analyzing, developing, coordinating, and overseeing implementation of U.S. Government and DoD policy and guidance for DoD activities in space.
- Formulating DoD policy and guidance on:
 - Space forces, systems, and their employment.
 - International agreements and legal regimes, including arms control and transparency and confidence-building measures affecting space activities.
 - Integration of space capabilities into operations and contingency plans.
 - Space cooperation with foreign defense departments, ministries, and governments.
- Reviewing, evaluating, and coordinating assigned space and space-related DoD Special Access Program activities, programs, plans, and systems requirements, and providing recommendations on such activities to the Secretary of Defense and the USD(P).
- Overseeing the implementation of DoD strategy and plans related to space forces, systems, and activities.
- Reviewing and evaluating space and space-related programs, plans, and systems requirements.
- Overseeing the management of the cadre of space professionals within DoD, in accordance with DoD Directive 3100.16.

Phase Two will begin after the President has appointed, following Senate confirmation, the first ASD(SP). The Department intends for that individual to be responsible for the space policy functions listed above as well as for management of the long-term strategic competition in space and ensuring the Department's space posture supports national objectives. Specific capability enhancements of the Office of the ASD(SP) may include enhanced wargaming, analysis, posture assessment, strategic messaging, and expanded engagement with allies, partners and industry. Additionally, as the senior OSD civilian overseeing space policy, the ASD(SP) will perform a synchronization and coordination role for space issues across OSD. Ultimately the ASD(SP) will be responsible for providing advice and recommendations to the Secretary of Defense and the USD(P) for how to best achieve our desired conditions and strategic objectives over the next decade in the face of identified threats, challenges, and opportunities. Finalized information on Phase Two responsibilities will be provided prior to nomination of the first ASD(SP). If necessary, the Department will seek additional authority from Congress to elevate space leadership within the Department to achieve the goals and objectives set forth in our national space policy.

RELATIONSHIPS WITH OTHER DOD OFFICIALS

The Secretary of the Air Force (SecAF) and the Chief of Space Operations (CSO) are the Military Department Secretary and senior military leader, respectively, responsible for organizing, training, and equipping space forces. This includes working in partnership with the NRO and other key stakeholders and ensuring a collaborative approach to designing a defense space enterprise. The ASD(SP), under the authority, direction, and control of the Secretary of Defense and USD(P), will provide oversight and policy guidance to DAF and USSF similar to the way it would provide oversight and policy guidance to other Military Departments, Military Services, or other DoD component space programs. The responsibilities of the ASD(SP) will be executed in close coordination with the SecAF and CSO and in keeping with DAF and USSF responsibilities and authorities.

The Assistant Secretary of the Air Force for Space Acquisition and Integration (ASAF(SA&I)) is responsible for architecture and integration of DAF space systems and programs and advises the current Air Force Service Acquisition Executive (SAE) on space systems and programs until the ASAF(SA&I) becomes the SAE for space systems and programs on October 1, 2022. The ASAF(SA&I) chairs the Space Force Acquisition Council (SFAC), which oversees space architectures and acquisition programs of the DAF in order to ensure integration across the national security space enterprise, including integration with other Military Departments and Services, Defense Agencies, and space elements of the Intelligence Community in a federated manner. ASAF(SA&I) is responsible for the Service-level technical oversight and guidance for the USSF. The ASD(SP) will ensure proper DoD-wide coordination and implementation of space policy and strategy guidance in space requirements, resource allocation, and acquisition processes and will champion the resources needed to support space architecture decisions.

Commander, USSPACECOM, is responsible for: 1) the planning and execution of global space operations activities and missions as directed; 2) planning, management, and execution of assigned space situational awareness, missile defense, and missile warning sensors; 3) planning, management, allocation adjudication, and execution of DoD Satellite Communications (SATCOM); and 4) advocating joint positioning, navigation, and timing requirements and capabilities and providing joint resilient navigation warfare planning and operations support to combatant commands. The ASD(SP) provides civilian oversight of space warfighting policy and will work closely with the Commander, USSPACECOM, through the CJCS, to prescribe and advance strategic objectives for space as a theater of great power competition.

Other Principal Staff Assistants (PSAs) and DoD Components include the Under Secretaries of Defense, the Assistant Secretaries of Defense, the General Counsel of the Department of Defense, the Assistants to the Secretary and Deputy Secretary of Defense, and the OSD Directors or equivalents, who report directly to the Secretary of Defense or Deputy Secretary of Defense. The ASD for Space Policy will collaborate, coordinate, and exchange information with other OSD PSAs, the CJCS, the DoD Component heads, and federal officials who have related responsibilities and functions. Close coordination will be accomplished to ensure that programs and plans for the use of forces and other high demand resources do not conflict.

Other Military Department Secretaries will retain certain space capabilities and space expertise in direct support of their service-unique missions. The ASD(SP), under the authority, direction, and control of the Secretary of Defense and USD(P), will provide oversight and policy guidance to other Military Departments, Military Services, while advocating for space resources and requirements in order to synchronize efforts to achieve the Department’s space objectives.

5. ELEMENTS CURRENTLY ASSIGNED TO USD(I&S)

Section 955 of the NDAA for FY 2020 provides that the FFRDC is to consider whether any elements currently residing within the Office of the Under Secretary of Defense for Intelligence and Security (USD(I&S)) should transfer to the ASD(SP). The USD(I&S) serves as the PSA and advisor to the Secretary of Defense and the Deputy Secretary of Defense regarding intelligence, security, and other intelligence-related matters. The USD(I&S) exercises authority, direction, and control over intelligence-related Combat Support Agencies, including the Defense Intelligence Agency (DIA), the National Geospatial-Intelligence Agency (NGA), and the National Security Agency/Central Security Service (NSA/CSS), as well as the NRO.

The CNA report indirectly references the NRO as a major space organization overseen by USD(I&S) and characterizes this as a seam or a “tension” that may exist between military and national intelligence space activities. CNA, however, determined that transferring management of the space elements of the Military Intelligence Program (MIP) – namely the NRO – would not necessarily alleviate this tension. Furthermore, DoD found that segregating management of the NRO from the rest of the Defense Intelligence Enterprise⁹ would sub-optimize management of the intelligence function more broadly since USD(I&S) provides for synchronization and operational integration across the technical collection disciplines and synchronization and alignment of defense technical collection operations with national collection operations.

The Office of the USD(I&S) will coordinate with the ASD(SP) on space-related MIP and National Intelligence Program (NIP) capabilities and investments in order to ensure space-related intelligence programs are aligned with DoD strategy and policy for space warfighting. DoD and the IC are implementing several initiatives pursuant to Space Policy Directive 4 (SPD-4) to enhance mechanisms for collaboration between DoD and IC space activities in order to increase the effectiveness of space operations. These measures are considered sufficient to enable joint space warfighting operations and capability development.

6. CONCLUSION

DoD is undergoing the most significant transformation of the national security space enterprise in the history of the U.S. space program. The NDAA for FY 2020 enacted significant

⁹ DoDD 5143.01, *Under Secretary of Defense for Intelligence and Security (USD(I&S))*, defines the Defense Intelligence Enterprise as the organizations, infrastructure, and measures to include policies, processes, procedures, and products of the Intelligence, Counter Intelligence (CI), and Security Components of the Joint Staff, Combatant Commands, Military Departments, and other DoD elements that perform National Intelligence, Defense Intelligence, intelligence-related, CI, and security functions, as well as those organizations under the authority, direction, and control of the USD(I&S).

organizational changes in DoD in order to prepare effectively for space as a warfighting domain. The new ASD(SP) is designed to facilitate this transformation by working collaboratively across the Department, without adding excessive bureaucracy, and serving as the principal focal point within the Department for integrating space matters affecting the broader DoD space enterprise. We appreciate the continued bipartisan support of the Congress in establishing and resourcing the new ASD(SP).