

Space Operations Command

COMMANDER'S

STRATEGIC PLAN

2022





Foreword

With Space Operations Command (SpOC) in our second year, this Strategic Plan augments our original Strategic Intent with the purpose of focusing our collective efforts and to inform the SpOC resourcing process. Specifically, this plan identifies our SpOC lines of effort for 2022 as well as our efforts to strengthen space warfighting for our intelligence, cyber, operations, and combat support units.

This Strategic Plan is focused on the actions necessary to improve SpOC's warfighting posture. The stand-up of Space Systems Command (SSC) and Space Training and Readiness Command (STARCOM) in Summer 2021 means that SpOC is now "down to our fighting weight", and able to bring our full attention to improving our warfighting mission. The majority of our time, attention, and efforts going forward must be focused on advancing our warfighting prowess, our readiness, and our partnerships.

This plan demonstrates how we support the U.S. Space Force (USSF) Space Capstone Publication (SCP), the Chief of Space Operations' (CSO) Planning Guidance (CPG), and the Commander United States Space Command's (CDRUSSPACECOM) Strategic Vision.

The SCP highlights three cornerstone responsibilities:

- Preserving Freedom of Action
- Enabling Joint Lethality and Effectiveness
- Providing Independent Options

The CPG lays out the CSO's top priorities:

- Empowering a Lean and Agile Service
- Developing Joint Warfighters in World Class Teams
- Delivering New Capabilities at Operationally Relevant Speeds
- Expanding Cooperation to Enhance Prosperity and Security
- Creating a Digital Service to Accelerate Innovation

The CDRUSSPACECOM's Strategic Vision defines USSPACECOM's key tasks as:

- Understanding our Competition
- Building the Command to Compete and Win in Space
- Maintaining Key Relationships
- Maintaining Digital Superiority
- Integrating Commercial and Interagency Organizations

SpOC's priorities are directly traceable back to our higher headquarters' guidance, and will guide our efforts:

- Preparing combat-ready, Intelligence, Surveillance and Reconnaissance (ISR)-led, cyber-secure space and combat support forces with an empowered, diverse, healthy warfighting culture
- Partnering across the U.S. government, Allies, and commercial stakeholders while serving as the U.S. Space Force service component to U.S. Space Command
- Projecting combat power in, from, and to space with an innovative, digitized force



The challenge before us is significant yet our potential is limitless. We must continue to fulfill our traditional role of enabling lethality and effectiveness across the Joint Force in the face of the increasingly potent threats we now face—this is our ongoing moral responsibility. To do this, our team must generate, present, and sustain the capabilities critical to preserving freedom of action in space across all phases of conflict, which will allow our young Service to provide independent options to national leadership.

Although only one year old, SpOC has established itself as a lean and agile Field Command (FIELDCOM). We are no longer the Air Force Space Command of old. While that was a venerable organization that created the world's best military space capability, it had fallen behind the threat, and hence the nation created a new Armed Service for space and brought back a Combatant Command to oversee operations in the domain. SpOC is now a new organization, with a new set of resources and a new focus. To this end, every member of SpOC must be laser focused on the threats we now face, and embody the understanding that each of us is vital to improving the warfighting capabilities of our Guardians and Airmen conducting intelligence, cyber, operations, and combat support missions across our units and installations.

If not us, who?

If not now, when?

We urge each SpOC Guardian and Airman to exercise their full ambition and creativity to advance our SpOC priorities. All of us have been called to seize the initiative, take decisive action, and move out aggressively.

We are proud to be your teammates. Because of your efforts, SpOC will be prepared to fight tonight and protect American and Allied objectives in space. Semper Supra!



STEPHEN N. WHITING
Lieutenant General, USSF
Commander



JOHN F. BENTIVEGNA
Chief Master Sergeant, USSF
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SpOC Commander's Intent

Strategic Environment

China and Russia present the most immediate and serious threats to U.S. space operations, although threats from North Korea and Iran are also growing. Chinese and Russian strategic intentions and capabilities present urgent and enduring threats to the ability of the Department to achieve its desired conditions in space. China and Russia have analyzed U.S. dependencies on space and have developed doctrine, organizations, and capabilities specifically designed to contest or deny U.S. access to and operations in the domain. Concurrently, their use of space is expanding significantly. Both countries consider space access and denial as critical components of their national and military strategies. Specifically, Chinese and Russian military doctrines indicate that they view space as important to modern warfare and consider the use of counterspace capabilities as a means for reducing U.S., Allied, and partner military effectiveness and for winning future wars. China and Russia have weaponized space as a way to deter and counter a possible U.S. intervention during a regional military conflict.

2020 Defense Space Strategy

Over the past fifteen years, we have witnessed both China and Russia rapidly develop and field new military capabilities designed to threaten our assets and ability to operate in the space domain. They have presented clear intent to challenge the U.S., our Allies, and partners in the space domain to hold at risk vital national security space capabilities in the hope of gaining a strategic warfighting advantage. Furthermore, access to space is no longer the sole province of great powers, as we are witness to more than 100 countries having accessed the domain with national-flagged satellites. As of the end of 2021, the 18th Space Control Squadron is daily tracking 41,400 objects on orbit, to include approximately 5,200 active satellites.



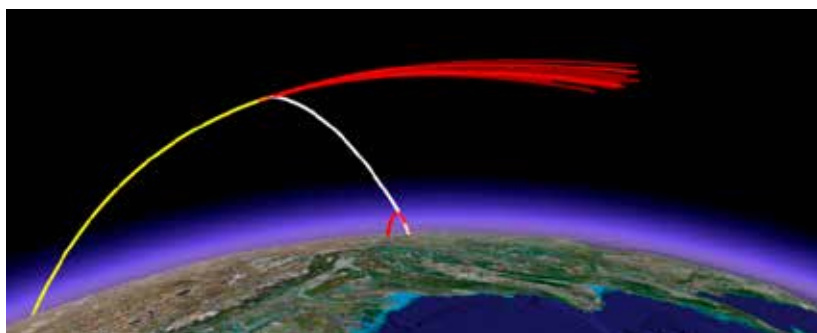
Emblem of the
People's Liberation Army
Strategic Support Force Space
System Department



Great Emblem of the
Russian Space Force



The rapid advancements in space and counterspace capabilities by our potential adversaries represents a fundamental change in the security environment for our Nation. According to the 2021 Defense Intelligence Agency's Annual Threat Assessment, "China's space program—managed by the People's Liberation Army (PLA)—continues to mature rapidly and invest in improving space-based ISR, satellite communication, satellite navigation, and meteorological capabilities as well as human spaceflight and robotic space exploration." The Office of the Director of National Intelligence testified to congress that in 2019 China's space-focused force began training anti-satellite (ASAT) missile units and other counterspace capabilities with the intent of integrating them into potential military campaigns. Our USSF CSO, General John Raymond, has publicly noted not only is China developing "killer satellites" with robotic arms to incapacitate other satellites, they are also looking to field ASAT missiles and equipment to jam Global Positioning System (GPS) services. Similarly, "Russia is also developing its counterspace capabilities by testing direct ascent and space-based ASAT weapon systems."



Understanding the rapidly evolving space environment is the first step in ensuring our ability to provide uninterrupted space capabilities to the Nation, our Allies, and our Partners. Next, we must develop strategies that provide a roadmap to continued successful operations despite changes in the domain and actions by our potential adversaries. This includes developing new tactics, techniques, and procedures (TTP) in concert with STARCOM for our existing weapon systems to allow them to continue to operate in the face of the threats we now face; providing safe, secure, reliable, and resilient power projection platforms from our Space Force Bases and Stations; and determining how we force package together the capabilities all our Deltas and Garrisons present to defeat these same threats. Finally, we must work with SSC, the Space Rapid Capabilities Office, the Department of the Air Force Rapid Capabilities Office (DAF RCO), the Space Development Agency, and other acquisition organizations to ensure the operator's voice is front and center in the development of the next generation of space capabilities, while collaborating with STARCOM and other test organizations to ensure our systems are rigorously proven to be combat ready. We must also prepare to rapidly onboard these new systems into SpOC's Deltas with modernized processes internal to our Field Command.

SpOC Mission:

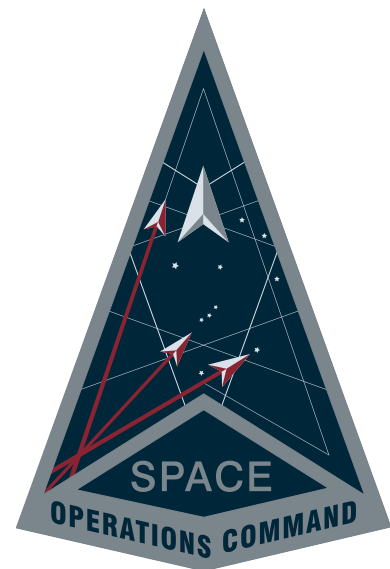
Protects America and our Allies in, from, and to space... now and into the future

HQ SpOC Mission:

Generates, presents, and sustains combat-ready intelligence, cyber, space, and combat support forces and serves as the USSF service component to USSPACECOM

SpOC Vision:

America's Space Warfighters—Always Ready, Always Innovative, Always Above



SpOC Priorities:

Our priorities are linked to those of the Secretary of the Air Force, the Chief of Space Operations, and the Commander, United States Space Command. These priorities ensure we understand our unique roles to preserve freedom of action in space on behalf of the Nation, the Joint Force, and our Allies.

Preparing...

- Combat-ready, ISR-led, cyber-secure space and combat support forces
- An empowered, diverse, healthy warfighting culture

Space Operations Command is United States Space Force's fight-tonight force. Our operations will be led by intelligence about the threats we face, and we will be cyber-secure in all that we do. We will be a warfighting organization in which decisions and the ability to accept risk are pushed to the lowest level, and in which all our diverse members are respected, able to fully contribute, and free to rise to the level of their talents.



Partnering...

- Across United States Government, Allies, and Commercial Partners
- With USSPACECOM as its United States Space Force service component

As a global partner to our sister Services, Interagency partners, Allies, academia, and commercial entities, we are committed to being good teammates with all our stakeholders to produce Space Security for America and our Allies. Additionally, we pledge to be an effective and engaged USSF service component for United States Space Command.

Projecting...

- Combat power in, from, and to space through force packaging of SpOC capabilities, to include ISR, high value assets, defense, offense, cyber, command and control, and combat support functions
- An innovative, digitized force

Space Operations Command provides Combat Power Projection, Information Mobility, Space Domain Awareness, and support to Space Mobility and Logistics. Further, SpOC will foster and incubate innovation from all levels of the force, and fully support the drive to build a Digital Space Force.



SpOC Tenets

Tenet Definition: *A belief or idea that is very important to a group.*

Developing warfighting prowess must guide every SpOC action

Our nation created an independent USSF and reestablished USSPACECOM in response to the threats we now face in space and to ensure freedom of action in space. SpOC is the only command which sits at the nexus of these two pivotal organizations as the USSF service component to USSPACECOM, and we are charged with generating, presenting, and sustaining combat-effective warfighting capabilities to USSPACECOM. Warfighting forms the bedrock of our collective purpose as military space professionals, across SpOC's core competencies of intelligence, cyber, operations, and combat support. Military spacepower, operating in a domain that is global in scope and provides legal orbital overflight of any point on Earth, is foundational to our modern way of war. Through an ever-increasing proficiency in warfighting, SpOC must assure an ongoing U.S. advantage in space that competes, deters, and wins when called upon.

Operational readiness is the coin of the realm

All actions in SpOC must improve the operational readiness of our assigned units. Operational readiness is the ability to accomplish assigned missions under operational conditions within acceptable risk. Pairing warfighters who are physically, mentally, and emotionally resilient and ready to execute their mission with the appropriate resources, TTPs, training, and equipment is the formula SpOC will leverage to achieve operational readiness. Effective operational readiness requires military space forces to balance the need to be ready for conflict today while preparing for tomorrow's fight. Additionally, efforts to increase readiness must preserve the safety and sustainability of the space domain itself.

Trusted partnerships are foundational to SpOC's success

Achieving our nation's strategic interests in the space domain requires effective partnerships and coalitions/alliances. This has been a long-time strength of the space community, but we must do even better in this area. SpOC will continue to leverage key partnerships across the Department of Defense, Intelligence Community, Allied and coalition militaries, interagency, and key commercial and academic organizations. Our goal is to increase operational readiness and effectiveness, leverage key stakeholders' operational capabilities, develop resilience through the federation of key tasks, enhance deterrence, and build Space Security while promoting the free, safe, professional, and responsible use of space.



Lines of Effort with Objectives and Key Results

Lines of Effort (LOE):

Joint Doctrine defines lines of effort as the unity of purpose that centralizes multiple tasks and missions behind a desired effect. SpOC's six LOEs will channel our efforts and resources towards achieving SpOC's warfighting mission. The objectives aligned to the LOEs will provide increased focus and unity of effort across our FIELDCOM to attain our shared vision. Key results (KRs) are the elements under objectives that focus OPRs on the outcomes to be achieved. Together, LOEs, objectives, and KRs establish a pathway between our mission and vision as illustrated in Appendix A. To meet the KR, OPRs will define actions/tasks to execute and complete.

These LOEs and objectives will be captured in Appendix B and maintained on a virtual platform to be updated as needed to meet evolving mission attention in the future. New LOEs, objectives, and KRs may be added when necessary in Appendix B.

LOE #1:

Advance SpOC-wide Preparations for Protect & Defend and Contested Operations

SpOC will develop a FIELDCOM-level Concept of Operations (CONOPs) describing how we will force package all of our Deltas' capabilities to operate and fight successfully in the face of the threats we now confront. SpOC will utilize every capability from our fielded systems and employ them in novel ways using both material and non-material solutions. Additionally, our Garrisons will review their operating procedures to ensure our Space Force Bases and Stations, the power projection platforms from which we execute our vital missions, can also operate in the face of modern physical, cyber, and electronic warfare (EW) threats. Some objectives and KRs that support this effort include:

Objective 1:

Advance preparedness for contested operations

- KR1: Complete SpOC Protect & Defend CONOPs by the end of FY22 (OPR: DCG-O/Delta 9)
- KR2: Expand Integrated Space Portfolio billets in our Space Delta's and across HQ SpOC in FY22 (OPR: DCG-S)
- KR3: Submit justification package for select Allied exchange personnel to have SAP access for applicable systems by the end of FY22 (OPR: DCG-S)
- KR4: Complete DEL 3 Quick Reaction Force (QRF) CONOPs and complete actions to standup the QRC by the end of FY22 (OPR: DEL 3/DCG-O)
- KR5: Garrisons complete review of Installation Defense Plans in light of current threats and identify security gaps to be remediated (OPR: B Gar/P-S Gar)

- KR6: Upon Defense Budget approval, finalize transfer of Army and Navy SATCOM force structure into SpOC and standup 53 SOPS and 10 SOPS, as well as changes to the DEL 8 staff (OPR: DEL 8/DCG-O)
- KR7: Achieve IOC for 3 SOPS (OPR: DEL 9/DCG-O)

Objective 2:

Deter/Mitigate adversary counterspace capabilities

- KR1: Complete Battle Management Command, Control and Communications (BMC3) assessment and provide COAs to SpOC/CC NLT 1 Jul 22 (OPR: DCG-O)
- KR2: Work with SSC to review transfer of USSF Commercial Satellite Communications (SATCOM) Office (CSCO) Consolidated SATCOM System Experts (C-SSE) from SSC to SpOC and provide COA brief by 1 Jul 22 (OPR: DCG-O)

Objective 3:

Mature Advanced Training (AT)

- KR1: Complete SpOC AT strategy by the end of FY22 (OPR: DCG-O)
- KR2: Complete 4x Quarterly Readiness Summits in FY22 with STARCOM and provide an assessment at the end of FY22 on its utility and progress (OPR: DCG-O)
- KR3: By 30 Jun 22, identify mission partners we need to integrate AT with and provide a POA&M on how to achieve this results (OPR: DCG-O)
- KR4: By the end of FY22, complete the standup of all Combat Training Squadrons (CTS) and Detachments in support of the Unitized Training Effort; hold a CTS Summit; and obtain feedback from the Deltas on needed changes to the CTS/Det construct (OPR: DCG-O)
- KR5: By the end of FY22, document requirements to provide to SSC and STARCOM for cross-domain simulators for all our operational mission systems capable of providing realistic threat-based training (OPR: DCG-O)

Objective 4:

Partner with STARCOM to evolve threat-based training

- KR1: By the end of FY22, in concert with STARCOM, conduct a syllabus review of each Space Force specialty code's initial training to ensure SpOC's requirements for threat training and warfighting approach are included (OPR: DCG-O)
- KR2: By 31 Jul 22, provide STARCOM a list of SpOC training objectives for all USSF exercises and wargames (OPR: DCG-O)

Objective 5:
Establish culture of operational agility

- KR1: By 1 May 22, incorporate Command by Negation and Mission Command into SpOC 101 and other applicable SpOC courses/products (OPR: SpOC/DS)
- KR2: For the next HQ SpOC Defense Organizational Climate Survey (DEOCS) in FY22, include a measure to obtain feedback on agile culture (OPR: DCG-S)
- KR3: By the end of FY22, in concert with STARCOM, conduct a syllabus review of each Space Force Professional Military Education course and leader training course to ensure SpOC's requirements for Command by Negation and Mission Command are included (OPR: SpOC/DS)
- KR4: By the end of FY22, provide recommendations to STARCOM for the incorporation of Command by Negation and Mission Command into USSF doctrine (OPR: SpOC/DS)

LOE #2:
Strengthen Intelligence/Operations Teaming and Cyber Operations

SpOC warfighting culture will include integrated intelligence/operations teaming as the norm in order to combat a thinking adversary who has studied and planned to counter our space capabilities. Cyber defenses provide a secure environment for SpOC assigned forces to produce combat effects during all phases of conflict and through degraded environments. Some objectives and KRs that support this effort include:

Objective 1:
Capitalize on ISR presentation to Space Deltas and operationalize new intelligence accesses & authorities to provide full-spectrum awareness in a contested environment

- KR1: By the end of FY22, all Deltas will develop a POA&M in concert with DEL 7 to increase the integration of intelligence, cyber, and operations personnel supporting their mission area (OPR: DELs 2-6, 8-9)
- KR2: By the end of FY22, complete the requirements identification process and analysis of resources required to enable integrated space missions for DEL 7 ISR operators to have near-real time access to cryptologic intelligence sources (OPR: DCG-O)
- KR3: By the end of FY22, each Delta will develop a POA&M to convert all their unit operations centers (contractor-run facilities can be exempted) to Top Secret Sensitive Compartmented Information Facilities (SCIF) with JWICS and TSVOIP connectivity (OPR: DCG-O)
- KR4: By the end of FY22, deploy existing space ISR infrastructure and develop an implementation plan for leveraging the existing SDA enterprise to fulfill ISR capability needs (OPR: DCG-O)

- KR5: Continue to pursue increased Title 50 Authorities (i.e., USSID 3500, SOTA to USSF/S2, rewrite/obtain approval for new SpOC unit USSIDs, request SIGADs for new SpOC units, transfer space-related Mission Delegations to SpOC units) by the end of FY22 (OPR: DCG-O)
- KR6: Complete Basing Action Requests, Organizational Change Requests, and CONOPS for new DEL 7 Sqs (i.e., 71 ISRS, 72 ISRS, and Threat Analysis, Intelligence Targeting, and ISR Exploitation Sqs) by the end of FY22 (OPR: DCG-O/DEL 7)

Objective 2:

Continue to develop, integrate, and grow defensive cyber operations

- KR1: Complete installation of Defensive Cyber Operations for Space (DCO-S) equipment at Cheyenne Mountain SFS, Vandenberg SFB, Kirtland AFB, Patrick SFB, and Beale AFB, and integrate Combatant Commanders' Integrated Command and Control System (CCIC2S); Command, Analysis, Verification and Ephemeris Network (CAVENet); Space Defense Operations Center (SPADOC); Multi-Mission Satellite Operations Center (MMSOC); Mycroft; Launch and Test Range System (LTRS) Eastern Range; and Ground-Based Radar (GBR) (Beale AFB) mission system data into the Cyberspace Defense Correlation Cell – Space (CDCC-S) by the end of FY22 (OPR: DCG-O)
- KR2: Develop cyber operational concepts detailing cyber unit stand up for the Space Cyber Center, 62 CYS, 68 CYS, 69 CYS, and 645 CYS by the end of FY22 (OPR: DCG-O)
- KR3: By 1 May 22, update the SpOC prioritization list for which weapon/mission system require Defensive Cyber Operations for Space equipment/coverage (OPR: DCG-O)
- KR4: By the end of FY22, conduct a SpOC Cyber Summit to align and accelerate SpOC-wide and USSF-enterprise DCO-S actions and plans. Also, identify dates in FY23 for the second SpOC Cyber Summit (OPR: DCG-O)

LOE #3:

Evolve Weapon System Readiness and Capability Processes

In concert with HQ USSF, SpOC will develop more accurate measures of readiness and prepare our forces to provide current and future Combatant Command capabilities. We will improve the readiness and sustainment of assigned forces and associated weapon systems/infrastructure. Finally, we will tailor onboarding and operations acceptance processes to meet warfighter needs. Some objectives and KRs that support this effort include:

Objective 1:

Enhance institutional space systems sustainment and resilience readiness

- KR1: By the end of FY22, work with HQ USSF and the other FIELDCOMs to establish a USSF Enterprise Sustainment Strategy to standardize and normalize weapon system sustainment (OPR: DCG-S)
- KR2: By the end of FY22, work with HQ USSF and the other FIELDCOMs to establish a Space Enterprise Sustainment Review Governance via a signed Terms of Reference that includes a collaboration process between stakeholders (OPR: DCG-S)

- KR3: By the end of FY22, review and coordinate sustainment responsibilities, authorities, and resources assigned to HQ SpOC, Delta and Squadron Commanders, and promulgate new guidance via an instruction or order (OPR: DCG-S)

Objective 2:

Improve operational space systems sustainment and resilience readiness

- KR1: Develop processes for determining sustainment and resiliency requirements for current and future capabilities by the end of FY22 (OPR: DCG-S)
- KR2: By the end of FY22, assess 20% of weapon system task critical asset infrastructure and provide mission assurance measures (OPR: DCG-S)
- KR3: By the end of FY22, define a standard maintenance organization construct for the Deltas (OPR: DCG-S)

Objective 3:

Tailor onboarding and operational acceptance process

- KR1: By 1 Jul 22, analyze and deliver assessment of the SpOC Operations Integration and Mission Delivery (OIMD) process's ability to accelerate capability onboarding across the DOTMLPF spectrum, to include advocating for the requisite Total Force manpower to effectively operate new weapons systems, and implement changes by the end of FY22 (OPR: DCG-O)
- KR2: By 1 Jul 22, provide assessment of our ability to accelerate Operational Acceptance of all weapon systems being delivered to SpOC in 4QFY22 and in FY23 (OPR: DCG-O)
- KR3: During FY22, conduct one Weapon System Readiness Review (WSRR) each month to track mission area OIMD progress and synchronize with stakeholders to ensure capabilities and capacities meet Combatant Commander (CCDR) campaign objectives (OPR: DCG-O)

LOE #4:

Expand and Leverage Allied and Stakeholder Relationships

SpOC, national security space partners, and our Allies will fight and operate as a team, so we must continue to establish and mature these relationships. Similarly, we will continue partnering with interagency and commercial stakeholders as well as with Combatant Commands, other FIELDCOMs, the Space Staff, and the entire DAF. Some objectives and KRs that support this effort include:

Objective 1:

Continue to mature and develop Allied and Partner cooperation, collaboration, and integration

- KR1: By end of FY22, determine how to allow foreign exchange personnel access to 'Not Releasable to Foreign Nationals' (NOFORN) systems/materials using models adopted in other commands and agencies, and provide POA&M to implement at HQ SpOC and in applicable Deltas (OPR: DCG-T)

- KR2: By the end of FY22, develop CONOPS for federating SDA missions with our Allies (OPR: DCG-O)
- KR3: When USSPACECOM publishes OPORD 7XXX, SpOC will deliver the required SpOC Campaign Support Plan within the required suspense and will provide Key Leader Engagement plans to USSF and USSPACECOM on time as tasked (OPR: DCG-O)
- KR4: By 1 Jul 22, HQ SpOC will identify specific countries of interest to develop new generate, present, and sustain partnerships with, and will deliver POA&Ms for how we will support HQ USSF, SAF/IA, and USSPACECOM efforts to grow these relationships (OPR: DCG-T)

Objective 2:
Strengthen FIELDCOM and DAF partnerships

- KR1: During FY22, SpOC will deliver operations concepts to STARCOM for all systems we will ops accept in FY22 and FY23 (OPR: DCG-O)
- KR2: By the end of FY22, ICW with STARCOM, develop a recurring battle rhythm at all levels of command to assist STARCOM with needed training, education, doctrine, TTP development, and operational test efforts to ensure operational readiness (OPR: SpOC/DS)
- KR3: By the end of FY22, codify and implement a recurring battle rhythm with SSC, SpRCO, DAF RCO, SDA, and other space systems acquisition/development organizations to improve the development and fielding of future systems, including sustainment (OPR: SpOC/DS)
- KR4: By the end of FY22, conduct a survey of our Garrisons and HQ SpOC directorates to verify we are developing effective and productive relationships with HQ AFMC, IMSC, and other AFMC-subordinate organizations (OPR: SpOC/DS)
- KR5: During FY22, participate in HQ Space Force and SAF working groups regarding the transition to the Space Force's future full-time/part-time construct to ensure SpOC equities are accounted for (OPR: SpOC/CR)

Objective 3:
Solidify Combatant Command partnerships

- KR1: By the end of FY22, work with USSPACECOM and USSF to establish Direct Line of Authority (DIRLAUTH) with new USSF service components to other Combatant Commands as they stand up, and codify and implement a battle rhythm to maintain regular crosstalks and support (OPR: DCG-O)
- KR2: By the end of FY22, finalize the establishment of Combined Joint Task Force-Space Operations in concert with USSPACECOM (OPR: DCG-O)

Objective 4:
Further develop interagency partnerships

- KR1: Once directed, develop CONOPs within 6 months with the Department of Commerce for the transfer of Space Policy Directive-3 basic space traffic management and space domain awareness responsibilities (OPR: DCG-O)

LOE #5:
Cultivate Healthy and Diverse Organizations

In concert with USSF and consistent with the Guardian Ideal, SpOC will develop and lead our people to continuously improve their warfighting skills and be the best they can be within the context of high-performing, healthy, diverse teams. We will continue to promote a healthy work environment with an active diversity and inclusion culture that contributes to organizational effectiveness and individual resiliency. Some objectives and KRs that support this effort include:

Objective 1:
Reinforce resiliency efforts

- KR1: During FY22, offer a Resilience Day, annual Master Resilience Training, a Suicide Awareness Month, a Sexual Assault Awareness Month, Special Observances and a DEOCS Survey (OPR: DCG-S)
- KR2: During FY22, conduct Guardian Orientation Courses for Equal Opportunity (EO), Sexual Assault Prevention and Response (SAPR) and Violence Prevention (OPR: DCG-S)
- KR3: During FY22, and upon request from STARCOM, teach EO and Diversity & Inclusion (D&I), SAPR and Suicide Prevention briefings at the Squadron Commanders' Course (OPR: DCG-S)
- KR4: During FY22, implement Independent Review Commission (IRC) initiatives with the No Wrong Door Program for all base helping agencies (OPR: B Gar/P-S Gar)

Objective 2:
Foster a diverse and inclusive culture

- KR1: By the end of FY22, provide diversity workshops for HQ SpOC supervisors (OPR: DCG-S)
- KR2: During FY22, for all SpOC key development positions, and in accordance with HQ USSF and DAF policy, ensure all hiring slates include diverse candidates (OPR: DCG-S)
- KR3: By 1 Jun 22, create a diversity council for HQ SpOC (OPR: DCG-S)
- KR4: During the next DEOCS in FY22, ensure local questions explore the Diversity and Inclusion culture of HQ SpOC (OPR: SpOC/DS)

Objective 3:

Update programs to reflect USSF and SpOC values in recognition, awards and decoration, performance evaluation, and promotions (military and civilian)

- KR1: By 1 Jun 22, review/rewrite SpOC Evaluations and Decorations Writing Guide (OPR: DCG-S)
- KR2: By 1 Jun 22, survey SpOC HQ and units for possible USSF-centric Special Trophies and Awards (ST&A) (OPR: DCG-S)
- KR3: By 1 Sep 22, based on results of ST&A Survey, implement two new ST&As for SpOC (OPR: DCG-S)
- KR4: By 1 Jun 22, review/rewrite SpOC quarterly/annual recognition program to reflect USSF and SpOC values (OPR: DCG-S)

Objective 4:

Provide talent management operational requirements to HQ USSF/S1 Enterprise Talent Management Office (ETMO) and STARCOM for Guardians and to U.S. Air Force (USAF) for Airmen, including the Air Reserve Component (ARC), assigned to the SpOC

- KR1: During FY22, actively participate in all Space Force talent management engagements (OPR: DCG-S)
- KR2: During FY22, actively participate in all Air Force and Total Force Development Teams we are asked to participate in (OPR: DCG-O/DCG-S/CR/CG)
- KR3: By the end of FY22, publish a Human Resource Management Plan that aligns SpOC Guardian development with ETMO and STARCOM guidance and provides Airman professional development in alignment with AFMC policies and direction (OPR: DCG-S)

LOE #6: Advance Digital Service

Our Digital Service will focus on enabling and incentivizing data-driven decision-making across every echelon to become an interconnected, innovative, digitally dominant force. To liberate Guardians and Airmen to focus on value-added actions, we will adopt automation tools and analytics, while ensuring leaders have the right tools, authorities, and incentives to make smart decisions quickly. We embrace new ways, digital transformation, and innovation initiatives to increase our staff's and our assigned forces' efficiency and effectiveness.

Objective 1:

Continue to drive digital transformation across the SpOC enterprise

- KR1: By the end of FY22, stand up, resource, and mature Combat Development Teams (CDT) at each Delta, including Space Camp support (OPR: DCG-T)

- KR2: By the end of May 22, provide initial MS Teams training to all HQ SpOC personnel (OPR: DCG-T)
- KR3: By 1 Jun 22, provide a list of Digital University courses for SpOC personnel to grow our digital fluency (OPR: DCG-T)
- KR4: Publish the Accelerated Delta Innovation Process guidance document by 1 Jun 22 (OPR: DCG-T)
- KR5: By 1 Sep 22, organize/resource SpOC requirements to facilitate successful implementation of Enterprise IT as aService (EITaaS) at Buckley (OPR: DCG-T)

Objective 2:**Design and field data-driven decision-making tools and processes**

- KR1: During FY22, deliver an initial HQ SpOC Program and Performance Management method/tool (OPR: DCG-T)
- KR2: During FY22, initiate formal effort to develop/refine metrics to assess business effectiveness, to include projecting future performance (OPR: DCG-S)
- KR3: During FY22, deliver a POA&M and set of requirements to SSC and CSRO for SpOC's need to scale RAVen from Delta 8 to all other Deltas and Garrisons (OPR: DCG-T)
- KR4: During FY22, prioritize, bring coherence to, and accelerate, operationally-relevant primary common operational pictures (COP) across SpOC (e.g., digital dashboard for training and readiness) (OPR: DCG-T)
- KR5: By the end of FY22, achieve IOC of the COMSPACEFOR dashboard initiative and initiate data-driven visualization from KR3 (OPR: DCG-T)

Objective 3:**Mature SpOC innovation initiatives towards operational capabilities**

- KR1: By the end of FY22, 90% of ACMP candidates have assigned sponsors (OPR: DCG-T)
- KR2: By the end of FY22, identify or initiate a minimum of at least one initiative in each of the SpOC Top 10 artificial intelligence (AI)/machine learning (ML) priorities (OPR: DCG-T)

Conclusion

For the eyes of the world now look into space, to the moon and to the planets beyond, and we have vowed that we shall not see it governed by a hostile flag of conquest, but by a banner of freedom and peace.

John F. Kennedy

The December 2021 United States Space Priorities Framework outlines that “Space underpins our national security and ability to respond decisively to crisis” and that “Space is a Source of American Innovation and Opportunity”. Our CSO, General Raymond, has stated, “the best way to avoid war is to be prepared to fight and win.” SpOC’s foundation of excellence rests on our ability to remain combat effective in all mission areas. As USSF’s warfighting command, SpOC will harness our collective abilities to ensure our Nation and Allies maintain the highest confidence in our ability to deliver space superiority now and into the future.



All SpOC team members have contributed to the successful stand-up of this command and the daily execution of our mission that “Protects America and our Allies in, from, and to space... now and into the future.” We should embrace our proud heritage as we move forward, without being shackled by the past, with a new organizational construct and a bold attitude. We must be innovative in our approach and enhance our existing capabilities by evolving how we generate, present, and sustain cyber, intelligence, space operations, and space support capabilities.



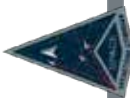
Together, achieving the key results called for in this strategic plan, we will dominate the ultimate high ground to enable the effectiveness of our global Warfighters. Understanding the strategic environment we operate in along with our SpOC mission, vision, and priorities establishes our collective foundation. Reflection on our three core tenets and action against our six lines of effort will ensure we are advancing toward our common vision. The United States and our Allies are counting on our team to protect and defend the space domain against threats which attempt to hold at risk our national way of life.

We are America’s Space Warfighters—Always Ready, Always Innovative, Always Above. Your continued commitment and dedication to our mission will strengthen our national defense now and into the future. With your leadership and can-do spirit, SpOC will ensure the USSF remains the world’s best space warfighting force providing critical options for USSPACECOM and strategic leaders. Semper Supra.



Appendix A

Unclassified



Commander's Strategic Plan Operational Design

MISSION

Protect America and our Allies in, from, and to Space Now and into the Future

LINES OF EFFORT

LOE #1: Advance SpOC-wide Preparations for Protect & Defend and Contested Operations

Produce the most lethal effects possible to protect and defend our space assets in a contested, degraded environment. Wring out every ounce of capability in novel ways

LOE #2: Strengthen Intelligence/Operations Teaming and Cyber Operations

Warfighting culture will include integrated intelligence and operations teaming to combat a thinking adversary. Cyber defense is foundational to produce combat effects through degraded environments

LOE #3: Evolve Weapon System Readiness and Capability Processes

Develop more accurate measures of readiness and prepare our forces to provide required Combatant Command capabilities...improve the readiness and sustainment...tailor ops acceptance to meet needs

LOE #4: Expand and Leverage Allied and Stakeholder Relationships

Continue to establish and mature relationships, integrate capabilities, and train together

LOE #5: Cultivate Healthy and Diverse Organization

Develop and manage our people to continuously hone warfighting skills. Promote healthy work environment with active D&I component

LOE #6: Advance Digital Service

Enabling and incentivizing data-driven decision-making across every echelon to become an interconnect, innovative, digital dominant force

VISION

America's Space Warfighters— Always Ready, Always Innovative, Always Above

LOE #1 Objectives

- Advance preparedness for contested operations
- Deter/Mitigate adversary counterspace capabilities
- Mature Advanced Training (AT)
- Partner with STARCOM to evolve threat-based training
- Establish culture of operational agility

LOE #2 Objectives

- Capitalize on ISR presentation to Space Deltas and operationalize new intelligence accesses & authorities to provide full-spectrum awareness in a contested environment
- Continue to develop and integrate defensive cyber operations

LOE #3 Objectives

- Enhance institutional space systems and resilience readiness
- Improve operational space systems sustainment and resilience readiness
- Tailor onboarding and operations acceptance process

LOE #4 Objectives

- Continue to mature and develop Allied and Partner cooperation, collaboration, and integration
- Strengthen FIELDCOM and DAF partnerships
- Solidify Combatant Command partnerships
- Further develop interagency partnerships

LOE #5 Objectives

- Reinforce resiliency efforts
- Foster a diverse and inclusive culture
- Update programs to reflect SpOC's values in recognition, awards and decoration, performance evaluation, and promotions (military and civilian)
- Provide talent management operational rights to HQUSSF/S1 Enterprise Talent Management Office (ETMO) and STARCOM for Guardians and to U.S. Air Force (USAF) for Airmen, including the ARC, assigned to the SpOC

LOE #6 Objectives

- Continue to drive digital transformation across the SpOC enterprise
- Design and field data-driven decision-making tools and processes
- Mature SpOC innovation initiatives towards operational capabilities

Unclassified

Appendix B

Business Rules: Appendix B is a “living” document and serves as a program and performance management system (actively being generated in coordination with DCG-T) to track the KR, OPR, suspense and status in a singular document. Appendix B will also serve as the repository to add/modify KRs independently of the final/approved LOEs. As new ideas/focus and staff actions/processes come in from across the organization we are anticipating new objectives and KRs to be prioritized and approved by leadership under each of the LOEs over time. It will be the responsibility of each DCG to conduct deliberate reviews of Appendix B quarterly.

Appendix C

Business Rules: Appendix C is a “living” document and serves as a program and performance management system (actively being generated in coordination with DCG-T) to convert current Delta and Garrison performance targets into the plan’s LOEs/Objectives/KRs. Appendix C will also serve as the repository to add/modify performance targets/KRs independently of the final/approved LOEs. As new ideas/focus and staff actions/processes come in from across the organization we are anticipating new objectives and KRs to be prioritized and approved by leadership under each of the LOEs over time. It will be the responsibility of each DCG/DEL/GAR to conduct deliberate reviews of Appendix C quarterly.

Notes



Headquarters Space Operations Command

Peterson Space Force Base

Colorado | United States

