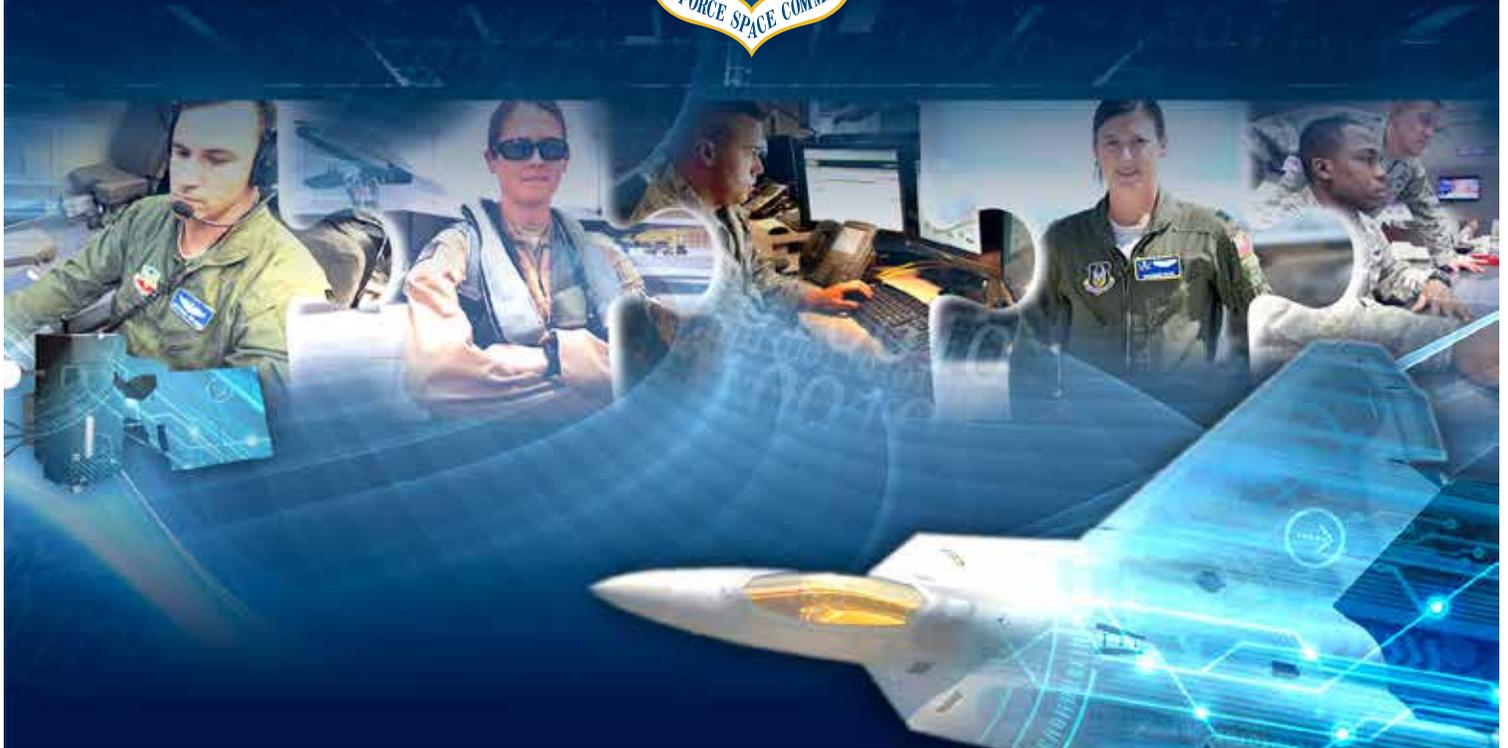

Air Force Space Command

Commander's Strategic Intent



Foreword

A little over a year ago, I published my initial *Commander's Strategic Intent* outlining our strategic vision, mission, and priorities. Since that publication, the President, Secretary of Defense, and Chairman of the Joint Chiefs of Staff have honed their strategic approach to meet the rapidly evolving strategic situation overseas and at home. Their revised strategic guidance is captured in the Defense Department's evolving *Third Offset* strategy, the *National Security Strategy* (February 2015), *The DoD Cyber Strategy* (April 2015), and the *National Military Strategy of the United States of America 2015*. Additionally, the Air Force published the *USAF Strategic Master Plan* in May 2015 and the forward-looking *Air Force Future Operating Concept* in September 2015. On a historical note, this year we celebrate the 25th anniversary of OPERATION DESERT STORM, which many military historians have described as the "first space war" and the first modern information war.

This updated *Commander's Strategic Intent* builds upon the previous edition and aligns our efforts with this new strategic guidance. It is also heavily informed by what we have learned in the past year through experimentation, wargaming, and enterprise analysis, as well as the advances of our potential adversaries over the same period. It further clarifies the Air Force's strategic realities and the ways Air Force Space Command must change to field an agile, resilient force, fully integrated into multi-domain operations to *Fly, Flight and Win in Air, Space and Cyberspace*.

It is imperative that you read, discuss, and embrace this updated strategic intent as our call to action. It charges you to act quickly and decisively to carry forward our common mission. We must work together to drive change, to realize our shared vision, and fulfill our obligations to **Win today's fight, Prepare for tomorrow's fight, and Take care of our Airmen and our Families.**



JOHN E. HYTEN
General, USAF
Commander



"Victory smiles upon those who anticipate the changes in the character of war, not upon those who wait to adapt themselves after the changes occur."

Italian Air Marshall
Giulio Douhet
1928

Strategic Situation



While the rhetoric of our potential adversaries has not changed significantly in the past year, their vigor in pursuing advanced capabilities and their strategic goals continues to transform the dynamics of our operating environments. State and non-state actors are actively fielding and modernizing forces, testing new capabilities, and expanding their areas of operations—in the physical and virtual domains. Our potential adversaries are moving quickly, continuously adapting to counter our capabilities and reduce the asymmetric advantage our Armed Forces provide.

The global expanse of our Nation's international engagements increasingly demands that our Air Force provides Global Vigilance, Global Reach, and Global Power today and in the anticipated environment 20 years from now. More than ever, Air Force Space Command is called upon to deliver agile, integrated, and resilient effects in, from, and through space and cyberspace that are critical to fulfilling these strategic demands.



Despite many challenges that include provocative threat actors with increasingly capable forces and a constrained budget, we remain the world's technical and innovation leader—in an era marked by the rapid proliferation of game-changing technologies and growing opportunities to use them. Commercial “New Space” has taken the first steps in a space access revolution. New launch options, miniaturization, ride sharing and automated operations offer fresh opportunities... and we are just starting to glimpse the possibilities of manufacturing in space. Simultaneously, the ongoing revolution in information technology and space-cyber integration is spawning brand new capabilities and driving a new look at old ideas. Finally, autonomous deep-learning systems and advanced human-machine teaming present new opportunities to create enduring strategic advantage.

Being internationally recognized as leading space and cyberspace innovators positions us to influence new international norms born of emerging capabilities... both to defend the nation and to preserve the universal utility of space and cyberspace for future generations. Assured access to and operations within these domains will forevermore underpin U.S. and Allied, and even global economic prosperity, national security, and individual liberties.

Priorities

My priorities remain unchanged:

Win today's fight

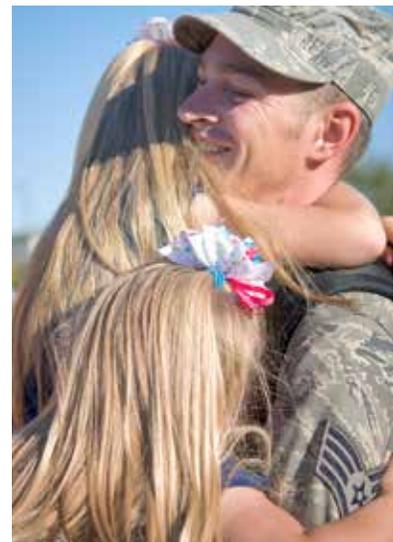
Prepare for tomorrow's fight

Take care of our Airmen and our Families

Although these have not changed, I thought long and hard about changing their order. We are nothing without our Airmen, and we must continue to take care of each of you and our families. Nonetheless, I decided our priorities should remain the same—recognizing each is of equal importance. Every day, we have a moral obligation to those in harm's way and our fellow citizens to **win today's fight**. We are engaged in 24/7 worldwide operations, while facing ever more sophisticated and aggressive actors. "Engaged" does not only mean monitoring spacecraft health or administrating IT networks—it means providing combat effects as part of a warfighting team. **Airmen—not machines—deliver effects** to execute the Air Force core missions of air and space superiority; intelligence, surveillance, and reconnaissance; rapid global mobility; global strike; and command-and-control in support of Combatant Commanders and the rest of the Joint Force.

Similarly, emerging threats create the imperative to **prepare for tomorrow's fight**. The Air Force as a Service is moving away from stove-piped, cross-domain solutions toward fully-integrated, multi-domain operations. Space and cyberspace assets will act in concert with assets from all domains to deliver combat effects. Conversely, joint operations can be directed toward achieving effects in space and cyberspace. Together, these effects provide multi-domain advantage. The command must embrace a shared enterprise vision integrating all mission areas and effects. This will not only change how we equip forces but will fundamentally transform how we recruit, train, present, employ, and retain 21st century air, space and cyberspace forces.

We are one Air Force, and we have a critical responsibility to **take care of our Airmen and our Families**. Your fighting spirit is the source of American airpower. Trust and empowerment unleash this foundational spirit built from respect for ourselves, each other, and our Nation. It is built and maintained over time by developing each Airman to his or her fullest potential, demonstrating our core values, building resilience into our people, processes and missions, and taking care of the home front. There is no place in our Air Force for those who do not embrace our values or guard the faith and trust the American people place in us to protect them—there can be no cracks in this foundation. Trust enables leaders to empower Airmen to innovate, act quickly and decisively, manage and take calculated risks, learn from mistakes, and rapidly adapt to achieve our shared mission, vision, and intent.



Mission

Today and tomorrow, it is our sacred obligation to our fellow warfighters and citizens to:

Provide Resilient and Affordable Space and Cyberspace Capabilities for the Joint Force and the Nation

This should look familiar, but in the last year we have updated and clarified what it means to be “resilient.” **Resilience Capacity** will be our new metric to measure the ability to respond effectively to adversary intent and actions—to deliver combat effects in a contested environment.

To increase our effectiveness in a contested environment, we must increase Resilience Capacity in everything we do, from realizing our enterprise vision, to developing and acquiring new weapon systems, to developing new tactics, and overhauling the way we train and employ our Airmen. Cost is important in this era of budget challenges, but cost must never be the primary driver if it negatively impacts our Resilience Capacity and effectiveness. Any capability that cannot survive when facing the threats of today and the future is worthless in conflict—no matter how impressive its peacetime capability. Our job is to prepare for conflict. We hope this preparation will deter potential adversaries and that conflicts will not extend into space or cyberspace, but our job is to be ready when and if that day comes. Informed capability and risk trades within an enterprise vision must guide our way ahead.



Vision

One Team—Innovative Airmen Fighting and Delivering Integrated Multi-Domain Combat Effects across the Globe

Only as **One Team**—Active, Guard, Reserve, Civilian, Contractors, sister Services, Intelligence Community, interagency partners, Allies and coalition partners, industry partners, think tanks, and academia—can we as **Airmen** and members of the “aerospace nation” apply our collective **innovative** energies to field the capabilities and forces to **fight-through** and **deliver combat effects** when needed anywhere across the globe and to do so at a pace faster than our potential adversaries’ ability to adapt.

The three strategic effects of Airpower—Global Vigilance, Global Reach, and Global Power—have not changed. Our Air Force is employed in the defense of our Nation to deliver these strategic effects to achieve national security objectives. But until now we have viewed them as separate and discrete elements of who we are as a Service. They are not separate. The combat effects that we provide must be both mutually supporting and supported across all operations in, from and through the air, space, and cyberspace domains, and they must also be fully integrated with operations in the maritime and land domains. This is **multi-domain integration**. This is our shared vision, and this is where we as Airmen need to go.



Commander's Intent

To win today's fight, prepare for tomorrow's fight, and take care of our Airmen and our Families, Air Force Space Command must increase our ability to operate effectively in contested, degraded, and operationally-limited environments, and reconnect with our profession of arms. To do so, we must **increase the resilience of our enterprise and our people in everything we do**—from developing and realizing our enterprise vision to expanding experimentation, prototyping, and pathfinder opportunities that develop and rapidly acquire, sustain, and operate new systems; to training and fielding agile and rapidly adaptable forces fully integrated into multi-domain operations.

We must view ourselves first as warfighters and Airmen, and **continue to move fast**. Potential adversaries are close on our heels. So each of us must act quickly and decisively, understand and take calculated risks, learn from mistakes, and rapidly adapt to confront and overcome uncertainty and win the fight. Moreover, we must be strategically agile. Each of us must learn to anticipate and drive change at a pace that forces our potential adversaries to have to adapt, thereby retaining our strategic advantage.



Strategy—Four Lines of Effort

Taken together, the following four lines of effort provide the overarching strategic concept and framework to implement this intent and to enable leaders at every level to develop and implement subordinate plans and operational intent. Every initiative, every dollar spent, every exertion of our innovative spirit must be tied to these strategic lines of effort:

- Reconnect as Airmen and Embrace Airmindedness
- Preserve the Space and Cyberspace Environments for Future Generations
- Deliver Integrated Multi-Domain Combat Effects in, from, and through Space and Cyberspace
- Fight through Contested, Degraded, and Operationally-Limited Environments

These lines of effort direct us toward providing resilient and affordable capabilities that meet the strategic intent. We aim to preserve space and cyberspace as operationally and economically viable domains; deliver combat effects through truly integrated multi-domain planning and operations; and deny our adversaries the ability to disrupt the employment of friendly capabilities. Provided within these strategic lines of effort are the approaches and resources at your disposal to achieve our shared end state.

Reconnect as Airmen and Embrace Airmindedness

First and foremost we are Airmen. Through visionary Air Force leaders such as General Bernard Schriever; our 4th Chief of Staff of the Air Force, General Thomas White; and former Vice Chief of Staff of the Air Force, General Jerry O'Malley, space began as and remains an Airman's story. And now we are seeing that cyberspace is developing as an Airman's story as well. Though we deliver effects in, from and through these domains, as Airmen, we share a greater common and unifying bond. Our success comes from rededicating ourselves to our profession of arms, embracing Airmindedness, and energizing the Wingman ideal.

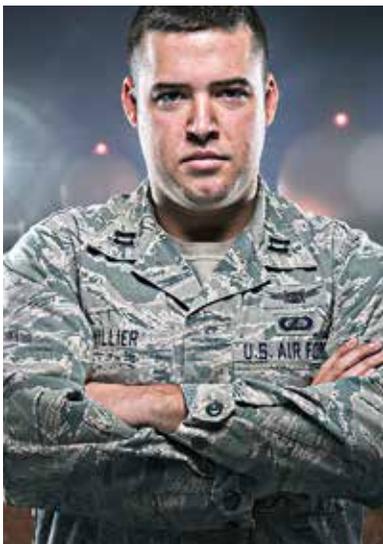


Being an Airman is being part of the profession of arms. *Integrity First; Service Before Self; and Excellence in All We Do* are our shared core values.

These are founded upon **Respect!** As Airmen, we demand and expect nothing less than respect for ourselves and each other. Respect fosters diversity of people, thoughts, and actions. Embracing diversity builds trust. Trust enables the agility of thoughts and actions our Nation expects of our Air Force and you.

Our Air-mindedness transcends all domains.

The story of Airmen is a story of innovation. Airmen, with our unique perspective, have long pioneered innovative ways to win the fight and shape the future. Air-mindedness is a global, strategic mind-set where the battlespace is not constrained by geography, distance, location or time. Our ability to project power is global and on-target within hours to nanoseconds.



We must view ourselves as Combatants.

Because our assets and effects are on the front lines, we are on the front lines. Our front lines extend to everywhere an Airman provides effects and are truly global. Airmen producing effects in, from, and through space operate within a 73-trillion cubic mile Joint Operations Area at speeds exceeding 17,000 mph and engagement times measured at the speed of light. For Airmen producing effects in, from and through cyberspace, the battlespace is simultaneously at their fingertips, the far side of the globe, and 22,300 miles into space with engagement at machine speeds.

We owe it to our nation to develop ourselves

beyond periodic institutional milestone education. Each of you must become an expert in your tradecraft and expand your understanding of your contribution to the Air Force and joint warfighting enterprise. Take pride in being that cyber-geek or space-geek. *I do!* It is part of our heritage of realizing the potential of new domains. But so is it our heritage to be a life-long student of the warfighter profession of arms. Our founding space leader, General Bernard Schriever said...

"In my view it is a national disgrace that the term 'egghead' as a synonym for intellectual excellence has become a derogatory expression. Let me tell you that it is the 'eggheads' who are saving us—just as it was the 'eggheads' who wrote the Constitution of the United States. It is the 'eggheads' in the realm of science and technology, in industry, in statecraft, as well as in other fields who form the first line of freedom's defense."

Innovation is founded upon the belief that your ideas matter and can make a difference. Build confidence in your ability to innovate. Read prolifically, then write! Expand your knowledge and awareness, refine your ideas, share your ideas with others, and test each other's ideas to make them better.

Be good Wingmen. We must constantly assess our own personal resilience and each other's as well. Our capacity to handle stressors changes over time as our lives, relationships, and careers progress, and life happens. We must actively watch, identify signs, and engage when a fellow Airman's Resilience Capacity approaches "bingo," near empty. Making a life-saving catch is the stuff of heroes. Like a two-ship of aircraft operating as a flight element, we are far more capable and resilient operating together than the sum of individual efforts. To leaders, First Sergeants, and supervisors, resilience also applies to unit readiness.

Air Force families are some of our greatest heroes. When we deploy, in many cases it is our families who suffer the greatest challenges and stress. When we work late to solve a problem with one of our systems, our families bear the burden. Our families allow us to do the amazing things we do every day, and they keep us grounded. **We must do a better job of taking care of them.** I expect every commander and supervisor, at every level, to work to improve how we take care of and support our families. Our Key Spouse program is but one of a number of tools commanders can use. Failure in this area can create a failure in our mission, but even more importantly, it is simply the right thing to do—to take care of our Airmen and our families.





Preserve the Space and Cyberspace Environments for Future Generations

Our economic security is tied to sustainable and stable access to and the free flow of commerce and information across the space and cyberspace domains. Additionally, we derive much of our military asymmetric advantages via operations in, from, and through these domains. Key to achieving freedom-of-access and use of these domains is deterring military adventurism and subsequent conflicts that could extend into space and cyberspace. Again, **no one wants a conflict that extends into space or cyberspace, but we must be prepared** for when and if it does. Preserving the space and cyberspace global commons is accomplished by:

As an operator in the space and cyber domains, we must **partner to influence norms of behavior** that preserve and improve the usefulness of the space and cyberspace domains. It is the shared interest of all nations to act responsibly to prevent mishaps, misperceptions, and mistrust. Through support to other Government organizations and our actions, we influence the future of space and cyberspace operations.

As a Service component to U.S. Strategic Command, we must work with the joint community to **dissuade and deter conflict** within these domains. We must field forces and capabilities that deny our adversaries the ability to achieve their objectives by imposing costs and/or denying the benefits of hostile actions, and that permit our Nation, Coalition Partners, and Allies to provide effects at a time and place of our choosing.

As a force provider, we must organize, train, and equip forces to **project power to neutralize threats and defeat actors** threatening the U.S. homeland, our national interests, and our Allies and partners should deterrence fail. In so doing, we enable the Joint Force to project power in, from, and through space and cyberspace in a manner that maintains those domains' future economic and military utility.

Deliver Integrated Multi-Domain Combat Effects in, from and through Space and Cyberspace

Our Nation expects this command, and therefore expects you, to provide the space and cyberspace contributions necessary to achieve agile information superiority. **Agile Information Superiority is the aggregation of our multi-domain effects to control operational domains at the time and place of our choosing to push and pull trusted information to and from our warfighters within a contested, degraded, and operationally-limited environment.**

When we deliver actionable information on the battlefield faster than our adversaries, the Joint Force can out-think, out-decide, and out-act them. Agility enables us to out-maneuver our adversary so we can preempt and counter their attempts to contest our capabilities, deny our use of the domains, and limit the utility of the domain environment.

A key enabler for Agile Information Superiority is an enhanced Battle Management Command and Control (BMC2) system. As we acquire new capabilities delivering integrated, multi-domain combat effects, we also need to be able to command and control them on operationally and tactically relevant timelines. We must be able to BMC2 our forces across the whole enterprise in order to properly react to threats. This means we need operations pictures that show blue, gray, and red forces. They must be fed with real-time status of threats by integrating Space Situational Awareness, Indications and Warning, and Intelligence.

Agile Information Superiority also enables us to preempt and influence all aspects of the adversary's decision cycle and his ability to employ his forces. The effects that AFSPC provides the Joint Force and the Nation are not services. They are combat and combat support effects that open doors and neutralize threats. Our agility of thought and action, coupled with agile force employment, will influence how we deliver those effects.





Fight through Contested, Degraded and Operationally-Limited Environments

To preserve our domains and provide our contribution to agile information superiority, the command must organize, train, equip, and operate for a fight that may extend into our operational environments. Two key concepts fundamentally reshape how we think about fighting through the new reality of contested, degraded, and operationally-limited environments.

First is **taking an enterprise view that raises us above employing our individual systems and platforms alone and unsupported.** The second is **embracing “Resilience Capacity” as the measure that informs how we experiment, prototype, design, train, integrate, and fight as an enterprise.** An enterprise view and Resilience Capacity are the two critical concepts that inform how we fight through contested, degraded, and operationally-limited environments to provide effects on the battlefield and respond to adversary actions on tactical timelines. These concepts will inform the following supporting goals:

Place experience on the front lines

365 days per year we are on the front lines. To meet the challenges posed by our adversaries, we need to develop and train Airmen and keep their experience on the front lines. The Space Mission Force will rebalance our operator expertise to ensure USSTRATCOM is presented with the most capable Airmen. Equally important is that the Space Mission Force provides our military Airmen time to focus on warfighting duties that deliver combat effects and reconstitution time to focus on advanced training to enhance our ability to fight in contested, degraded, and operationally-limited domains. This action must become intuitive. It is not intuitive today. Our front lines extend globally from our consoles, our servers, and our fielded capabilities. Experience on the front lines provides the agility of thought we need to out-think, out-decide, and out-act our adversaries.

Train like we need to fight; fight like we train

We must train our Airmen to be able to respond to threats as an enterprise. We need to organize and train assuming the fight will one day extend into the space and cyberspace domains. We must all develop an enterprise perspective of mutually supporting systems across multiple domains. An F-15E Strike Eagle does not fly strikes on its own. It has AWACS to provide a common air picture and battle management. It can reach out to JSTARS to provide the ground picture and battle management.

It is directed by an Air Operations Center and integrates information from all domains and other Services. Just as an airborne force package fights as part of a broader enterprise, AFSPC Airmen must integrate our capabilities into joint force packages within a resilient, multi-domain enterprise. There are **four critical activities** that will enable us to realize this goal:

- 1 Train to threat scenarios—endeavor to discover the boundaries of our capabilities and constantly reassess those boundaries as threats and blue force capabilities evolve.
- 2 Identify the timelines and authorities required to successfully defend, fight, and provide effects in today's and tomorrow's environments with Operations Centers capable of executing them.
- 3 Establish the right authorities. For those authorities we control, push the right authorities as far down as possible to ensure timely response.
- 4 Establish and foster a joint, combined, and multi-domain warrior culture that embraces pushing and breaking our operational boundaries and adapting and innovating new doctrine, organization, training, materiel, leadership, personnel, facilities, and policy (DOTMLPF-P) solutions.

Architect, Acquire, Operate, and Sustain a Resilient Enterprise

Our operational enterprise is not changing fast enough to meet Combatant Commander needs. We must move away from slow, expensive, “Big Bang” deliveries of capabilities that are late to need. In the face of continuously adapting adversaries, evolving threats, and increased needs for operational agility, our future operational enterprise must and will be different than today's. Our Space Enterprise Vision will capture the key principles needed to guide how we will design and build a space architecture suitable for operations in a contested environment. The principles for our new enterprise vision are:

- 1 **Measure effectiveness by increasing enterprise Resilience Capacity**, rather than sustaining individual system functional availability.

Resilience Capacity is the measure of the capability to provide desired effects to Combatant Commanders while responding to the full range of known threats, and how quickly our forces can prepare to respond to future threats.



- 2 **Solidify minimum essential warfighter requirements early** and leave trade space to balance capability with cost. Do not set and chase objective requirements. Integrate acquisitions, intelligence, concepts of operations, and requirements development to adapt to evolving threats based on real-world and future campaign models.
- 3 **Use all sources of innovation, prototyping, experimentation, and pathfinders to test assumptions, validate solutions, and field ad-hoc solutions.** Demand timely delivery while providing operational test environments and feedback.
- 4 **Keep it simple—reduce system and programmatic complexity.** Maximize re-use of existing systems, minimize new technology development, and use the current state-of-the-art to deliver outstanding capability without added risk.
- 5 **Enable and use competition to improve buying power.** Encourage competition and innovation, and reduce risk by avoiding “all or nothing,” “winner takes all” acquisition strategies. Use open, common standards to enable competition in sustainment.
- 6 **Employ Cost as a critical program parameter, but do not let cost drive Warfighter Essential Requirements.**
- 7 **Run solid programs**—go back to basics and program excellence.



You Make a Difference, Today and Tomorrow

Airpower is indispensable to the Joint Force, and **our Airmindedness provides us the perspective that enables Airmen to exploit the opportunities that distance, time and space afford us in integrating our effects into multi-domain action.** But I need you to reread this document. Think about your role in carrying out this *Strategic Intent*; discuss your thoughts with your leadership, your peers, and those you lead; and move out. Go fast.

In a Commander's Call someone asked me "what happens if we get out ahead of you and I make a mistake... will you be upset?" My reply is "only if you are not pushing fast on my intent." If we are moving out quickly to drive the changes we need, some missteps are to be expected. Employing Pathfinder initiatives helps us to move out quickly while mapping our way forward, discovering along the way what works and what doesn't. Our adversaries are aggressively moving to close the capability gap in pursuit of gaining asymmetric advantages over the United States, so our Nation needs you to go fast. Maintaining that capability gap over our adversaries is critical, not just to our nation, but to those whose lives rely upon the effects we deliver.

Every U.S. military operation across the planet, from humanitarian operations to full spectrum combat depends upon integrated space and cyberspace effects to accomplish national objectives. Space and cyberspace are perhaps the most inherently joint of all operational domains as all Services rely equally upon the effects that you deliver, in, from, and through these domains.

Decisive action is required to preserve our operational environment and fight through all threats in order to deliver integrated multi-domain effects. If we are successful, we will retain the asymmetric advantage our Joint Forces and Nation expect of us. We must be successful. Potential adversaries must think twice about military adventurism. They must be deterred. If deterrence fails, we must be prepared to maintain our Nation's freedom-of-action and assured access to the space and cyberspace global commons. This takes all of you—one team of Airmen—committed to our shared profession-of-arms to Fly, Fight and Win.





Headquarters Air Force Space Command

Peterson Air Force Base

Colorado | United States