



SECRETARY OF THE AIR FORCE
WASHINGTON

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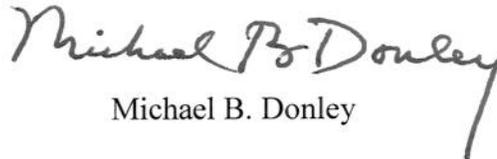
MEMORANDUM FOR ALMAJCOM-FOA-DRU/CC
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SUBJECT: Headquarters Air Force Management of Space Responsibilities

The Air Force is committed to developing, fielding, and operating world-class space systems and capabilities. Part of maintaining these critical capabilities is ensuring the right space management and organizational structure is in place. Since the last major restructure took place in 2001, which emphasized the importance of space efforts within the Air Force, space's importance has continued to grow. The underlying structure on which this restructure was based, however, has changed significantly. New laws, agencies, authorities and offices which did not exist in 2001 are now in place, and have affected the roles and functions assigned to, or associated with, both the office of the Under Secretary of the Air Force and the Executive Agent for Space, and have impacted the way the AF carries out its duties in the areas of organizing, training and equipping space forces. In many ways, our management of space has not adjusted to these new conditions.

Accordingly, it is time to review our space organizational and management, and the Terms of Reference for this effort are attached. The objective of this review is to ensure that the Air Force, and in particular our headquarters, has the right structure and relationships in place – taking into account the myriad of changes that have occurred since 2001. I am assigning Mr. Richard W. McKinney to this important task and he will incorporate inputs from across the Air Force. I ask that you give him your utmost support and assistance as this review goes forward.

The changes that were put in place in 2001 recognized the importance and criticality of space for our national security. Today is no different. Working together we can ensure that the Air Force is properly organized to carry out this critical mission.


Michael B. Donley

Attachment:
Terms of Reference

Headquarters AF Space Management and Organization Terms of Reference

1. Summary

The objective of this review is to provide advice to the Secretary of the Air Force, Chief of Staff, and Senior USAF Leaders on the future options for space management within the AF, and in particular the Headquarters, taking into account the myriad of changes in space organization and management that have occurred internally and externally to the AF since 2001.

2. Purpose

This review will assess options for potentially changing how the Secretary of the Air Force and AF Headquarters manage assigned responsibilities related to space, including planning and programming; acquisition; oversight; and coordination with other DoD components, other government departments/agencies, and commercial/international partners.

3. Background

In 2001, the Air Force made major changes in how it was organized to manage its space responsibilities. These changes were put in place following the completion of the Congressionally directed *Commission to Assess United States National Security Space Management and Organization*.¹ As a result of this commission, the Air Force changed its space management structure. The following is a list of the major changes:

1. The Secretary of the Air Force was designated the DoD Executive Agent for Space.
2. The Under Secretary of the Air Force was delegated the responsibility to carry out the duties of the DoD Executive Agent for Space.
3. The Under Secretary of the Air Force was designated the Director of the National Reconnaissance Office.
4. The Secretary of the Air Force was given Milestone Decision Authority for DoD Space Programs.
5. The Directorate of Space and Nuclear Deterrence, Office of the Assistant Secretary of the Air Force for Acquisition (SAF/AQS) was renamed and moved to Director, Space Acquisition, Office of the Under Secretary of the Air Force (SAF/USA).
6. The Secretary of the Air Force was given authority to develop a new streamlined decision making framework for National Security Space Programs separate from the existing DoD directive.
7. National Security Space Policy 03-01 created for National Security space programs.
8. The Space and Missile Systems Center (SMC), at LAAFB, was transferred from AFMC to AFSPC.

Some of these authorities have since been modified and additional events have occurred which changed the basis on which the above responsibilities and authorities were assigned. A summary of the changes follows:

1. USD(I) created (Created by NDAA FY03 – stood-up in Mar 03).
2. Creation of DNI and new Intelligence governance law – Apr 05 (law signed December 17, 2004).
3. Milestone Decision Authority (MDA) returned to USD (AT&L) – Mar 05.
4. NRO director separated from USECAF, dual hat nature of position ended – Sep 05.
5. Establishment of ORS with congressionally directed reporting relationship to EA for Space – 2007.
6. FY08 Appropriation Act (Sect 8111) directs DoD to establish a Major Force Program for Space (MFP-12), and designate an OSD official to provide overall supervision of the preparation and justification of Program recommendations and budget proposals to be included in MFP-12.
7. Transition of Defense Space Acquisition Board (DSAB) into the Defense Acquisition Board (DAB) – Mar 09.
8. National Security Space Policy 03-01 Rescinded – Mar 09.

1. Directed by section 1623 of the National Defense Authorization Act for Fiscal Year 2000 (P.L. 106-65).

4. Timing

This review will be completed no later than 2Q CY10.

5. Objectives

Study and develop options that take into account the following areas:

1. **Internal Relationships:** What should be the internal organizational relationships for space inside the Headquarters Air Force (HAF)?
2. **Space Acquisition Organization:** What changes, if any, should be made in regards to how space acquisition is organized within the HAF?
3. **External Relationships:** What should be the organizational relationships for space related matters between the AF and external organizations?
4. **Policy and Strategy:** What changes are required within the AF for long term strategy and policy as it relates to the areas of management, authorities and organization for space?
5. **International Relationships:** What changes should be made in regards to our relationships with international space agencies and countries? What AF organization should be responsible for developing and maintaining international relationships pertaining to space?
6. **Authorities:** Do the Executive Agent for Space roles and functions remain viable given the changes in DoD and interagency space community since 2005? If so, how should the roles and functions of EA for Space be performed? If not, how and to whom should EA functions be aligned? What alternative courses of action should be presented to the SECDEF regarding the roles and function of the Executive Agent for Space?

6. Methodology

The review will be led by Mr. Richard McKinney, SES. He is assigned as the Special Assistant to SAF/AA and will report through Mr. Davidson to the SECAF for this review. He is chartered to incorporate inputs from across the Air Force, DoD or other organizations are necessary to complete the task.

The work will be organized into four phases:

1. Review of existing information:

For example, what studies have already been conducted that could impact space management? What are the existing authorities for space governance and management? The purpose is to collect and summarize existing conditions and direction.

2. Consultations and Identification of Key Issues:

During this phase, the review will seek inputs from across the Air Force, DoD and other organizations, as required, on the issue of space governance. Questions such as what is working, or what are issues created and are being created due to the existing structure will be addressed.

3. Development of options:

This phase will develop proposed options for consideration by the SECAF as to what potential changes could be implemented to address the key issues/challenges identified.

4. Compilation of report:

Development of a single report for the SECAF with associated findings, recommended options for consideration, and the pros/cons of implementing the various options will be completed during this phase.