

**BY ORDER OF THE SECRETARY
OF THE AIR FORCE**

**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 2-5**



17 APRIL 2023

Special Management

**DEPUTY CHIEF OF SPACE
OPERATIONS FOR OPERATIONS,
CYBER, AND NUCLEAR**

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(Lt Gen Deanna Burt)

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1. Mission. The Deputy Chief of Space Operations for Operations, Cyber and Nuclear (SF/COO), which contains the S3/4/6/7/10, pursuant to Title 10 United States Code Sections 9013 and 9081-9084, and as will be documented Headquarters Air Force Missions Directive-1 (HAFMD-1), *Headquarters Air Force (HAF)*, once updated, and this HAFMD, assists the Secretary of the Air Force (SecAF), other Secretariat offices, and the Chief of Space Operations (CSO) in carrying out space operations, logistics, cyberspace, force generation and readiness, and nuclear deterrence missions by establishing and developing policies to organize, train, and equip those forces for the United States Space Force (USSF) and the Department of the Air Force (DAF). The Deputy Chief of Space Operations (DCSO) for Operations is informally referred to as the Chief Operations Officer (COO). The SecAF retains ultimate responsibility for all policies related to the DAF. Within assigned areas of responsibility, the SF/COO prepares policies for approval and issues guidance/procedures, via official DAF publications, to ensure implementation of those policies. The SF/COO also assists the CSO in his/her assigned role, pursuant to Title 10 United States Code Sections 151 and 9082, as a member of the Joint Chiefs of Staff.

2. Organizational Relationships. The SecAF is responsible for, and has all legal authority necessary to conduct, the affairs of the DAF. The Secretariat, the CSO, the DCSOs, and their respective staff offices perform their DAF functions subject to the authority, direction, and control of the SecAF.

2.1. The SF/COO reports directly to the CSO, but provides support to the SecAF, the Under Secretary of the Air Force, other Secretariat offices, and other Office of the Chief of Space Operations (OCSO) staff offices. The SecAF may re-delegate authority/assign responsibility to the SF/COO, but the SecAF, through the CSO and Assistant Secretaries of the Air Force, as appropriate, retains ultimate responsibility for all matters listed in [Attachment 1](#) of this publication.

2.2. The SF/COO is part of the OCSO and as such works closely with other HAF offices to assist the SecAF and CSO in carrying out their responsibilities. The OCSO is informally referred to as the Space Staff. The SF/COO works in cooperation with the Assistant Secretaries of the Air Force, Space Staff Principals, and their respective offices, and, as appropriate, the deputy chiefs of the Air Staff and their offices, which are responsible, pursuant to Chapters 903 and 908 of Title 10 United States Code (10 U.S.C. §§ 9013- 9024 and §§ 9081-9084), for assisting the SecAF and CSO in carrying out their responsibilities.

2.2.1. Pursuant to Headquarters Operating Instruction (HOI) 90-1, *HAFMDs and Department of Defense Issuances Program*, two or more HAF 2-letter organizations with responsibilities in the same functional area are encouraged to develop “standard operating procedures” that set forth procedures enabling covered organizations to fulfill and carry out their respective missions, roles, and responsibilities. Any Standard Operating Procedures between the SF/COO and any other HAF 2-letter organization are included beginning at [Attachment 3](#) of this HAFMD.

3. Responsibilities. The SF/COO is specifically responsible for:

3.1. Overseeing operational activities, capabilities, and training necessary to support national security objectives and military strategy as the USSF operations deputy to the CSO.

3.2. Providing management of USSF operational career fields (excluding the Deputy Chief of Space Operations for Intelligence (SF/S2): 14N and 5I career fields).

3.3. Providing in-depth performance assessment of all USSF elements from missions and systems to personnel and processes.

3.4. Developing USSF Crisis Plans, courses of action (COAs), guidance and directives to mitigate USSF mission shortfalls.

3.5. Managing Integrated Joint Special Technical Operations (IJSTO) access billet structure and coordinate IJSTO security requirements throughout USSF staff channels for internal and external agencies.

3.6. Reviewing USSF requirements and setting resource priorities for space system sustainment and mission support functions.

3.7. Providing guidance, assistance, and subject matter expertise for mission sustainment, installation support, and infrastructure to CSO and the Space Staff.

3.8. Providing policy development, program management, and operational integration for Operations in the Information Environment capabilities to include operations security, military information support operations, military deception, signature reduction, electromagnetic warfare, and cyber warfare in support of the Joint Function, Information.

3.9. Overseeing sustainment and logistics, to include coordinating with the Deputy Chief of Staff for Logistics, Engineering and Force Protection to ensure United States Air Force (USAF) support to USSF installations meets mission requirements.

3.10. Providing direction, guidance, integration, and advocacy regarding USSF support of the nuclear deterrence mission as well as engaging with joint and interagency partners for nuclear enterprise solutions.

3.11. Integrating service equities into the Global Force Management Allocation Plan, Joint Strategic Campaign Plan, other campaign and contingency plans, and the Joint Requirements process.

3.12. Providing coordination and communication of the official USSF service position for joint matters, Joint Staff actions, and CSO's best military advice to the Chairman, Joint Chiefs of Staff (CJCS).

3.13. Responsibility to function as the USSF's non-lethal weapon focal point, responsible for program recommendations and stimulating Service requirements across doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy.

3.14. Responsibility as USSF lead with authority to provide space logistics inputs as necessary into war plan annexes that support the President, the Secretary of Defense, the Joint Staff, and the Combatant Commanders. Monitoring Agile Combat Support components of strategic war planning, programming, budgeting, and logistics sustainability analysis prepared by the Commander, USAF Forces, Air Force Materiel Command, the operational major commands, USSF field commands (FLDCOMs) and headquarters staff.

3.15. Responsibility to develop USSF Mission Assurance policy for Space critical infrastructure and to oversee all USSF critical asset program matters. In coordination with the Mission Assurance Coordination Board, develops, coordinates, and implements USSF strategy and guidance focused on the identification, assessment, risk management, reporting and monitoring actions to build Space mission resiliency and limit the risk of loss to physical and cyber assets. Provides policy and guidance regarding the establishment, implementation, and execution of the Space Force Mission Assurance programs and activities through the FLDCOMs and other organizations as appropriate and provides outreach and training programs at all organizational levels. Coordinates and maintains any updates or changes to policy on Space Mission Assurance Program and space-related mission critical asset risk management in support of Department level mission assurance requirements. In addition, provide USSF liaison to Planetary Defense initiative in corporation with governmental agencies. Responsibility as USSF lead for providing oversight, coordination, and concurrence to AF/A4 leads in Financial Improvement and Audit Remediation reporting support to bases and USSF field commands.

3.16. Responsibility for coordinating with other HAF organizational leads on DAF guidance and implementation of Security Forces policy for assigned units.

3.17. SF/COO and AF/A4 are responsible for policy implementation guidance to Special Access Program (SAP) logistics, engineering, and force protection activities.

4. Delegations of Authority/Assignment of Responsibility:

4.1. **Attachment 1** lists authorities delegated, and responsibilities assigned to the SF/COO. The authorities delegated/responsibilities assigned to the SF/COO by this HAF mission directive may generally be re-delegated to other DAF officials, unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation, or DoDI. While the authorities are delegated and responsibilities are assigned to the SF/COO, the exercise of the authorities/responsibilities remain subject to the oversight and control of the SecAF, any Assistant Secretary of the Air Force having oversight, and the CSO. Any re- delegation of authority/assignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authorities in accordance with this HAFMD may further restrict or condition the authority being re-delegated.

5. Continuation of Prior Re-Delegations of Authority/Assignments of Responsibility: Re-delegations of authority/assignments of responsibility made prior to the date of issuance of this HAFMD remain effective insofar as such re-delegations are not inconsistent with the terms of this HAFMD, unless superseded by new issuances.

FRANK KENDALL
Secretary of the Air Force

Attachment 1**DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITY AND ASSIGNMENTS OF RESPONSIBILITY TO THE DEPUTY CHIEF OF SPACE OPERATIONS FOR OPERATIONS, CYBER, AND NUCLEAR (SF/COO)**

A1.1. In coordination with other HAF organizations, responsibility to consult with the CJCS on matters pertaining to Combat Support Agencies as delegated to the SecAF, pursuant to Department of Defense Directive (DoDD) 3000.06, *Combat Support Agencies (CSAs)*.

A1.2. Responsibility to serve as special events office of primary responsibility (OPR) for the USSF in support of the CJCS, as required, pursuant to DoDI 3025.20, *Defense Support of Special Events*.

A1.3. Responsibility to participate in and coordinate with other HAF organizations on matters presented at the Department of Defense (DoD) Policy Board on Federal Aviation, pursuant to DoDD 5030.19, *DoD Responsibilities on Federal Aviation*.

A1.4. Responsibility as the USSF lead for the conduct of operations as delegated to the SecAF, pursuant to DoDD 5101.16E, *DoD Executive Agent (EA) for Support to the National Science Foundation (NSF) Office of Polar Programs (OPP)*.

A1.5. Responsibility to coordinate with the Assistant Secretary of Defense for Space Policy regarding integration of space capabilities and applications into DAF doctrine, education, training, exercises, and operations as delegated to the SecAF pursuant to DoDD 3100.10, *Space Policy*.

A1.6. Responsibility as the USSF lead for engagement with the Joint Staff (JS), as required, pursuant to DoDI S-2005.01, *Freedom of Navigation (FON) Program* and DoDI C-5030.44, *Significant Military Exercises and Freedom of Navigation Assertions in Politically Sensitive Areas*.

A1.7. Responsibility to provide service-specific training, education, equipment (both standard and non-standard), and proficiency standards for Security Force Assistance (SFA), pursuant to DoDI 5000.68, *Security Force Assistance*, as tasked.

A1.8. Responsibility for developing service-level guidance and programs for military information support operations capabilities in support of joint force requirements pursuant to DoDI O-3607.02, *Military Information Support Operations*.

A1.9. Responsibility for establishing service-level guidance and programs for military deception requirements pursuant to DoDI S-3604.01, *Department of Defense Military Deception*.

A1.10. Responsibility for policy, guidance, and oversight of Missile Defense and Early Warning operations in support of space equities, such as missile tracking and discrimination. Supports the Deputy Chief of Space Operations for Strategy and Resourcing (SF/S5/8) with engagements on the Missile Defense Executive Board and supports Standing Committees for space operations support to missile defense, pursuant to DoDD 5134.09, *Missile Defense Agency*.

A1.11. Responsibility as USSF lead for developing and overseeing implementation of policies to support service collection requirements, pursuant to DoDI S-5100.43, *Defense Special Missile and Aerospace Center (DEFSMAC)*.

- A1.12. Responsibility to lead the systems integration of the Space Surveillance Network to provide space domain awareness (SDA), pursuant to DoDI S-3100.15, *Space Control*. In coordination with SF/S5/8 develop and integrate SDA capabilities within the USSF, United States Space Command (USSPACECOM), and partners.
- A1.13. Responsibility for developing instructions to organize, train, and equip forces for the SDA mission area; integrates capabilities into USSF strategy, doctrine, education, training, exercises, and operations as delegated to the SecAF, pursuant to DoDI S-3100.15, *Space Control*.
- A1.14. Responsibility as the USSF Electromagnetic Warfare (EW) lead for planning, programming, directing, and managing Service EW policies, capabilities, and organizations to achieve control of the Electromagnetic Operational Environment and support Joint Electromagnetic Spectrum Operations, pursuant to DoDD 3222.04, *Electronic Warfare (EW) Policy*.
- A1.15. Responsibility for developing appropriate guidance and instructions to organize, train, and equip forces for the space control mission area; integrates capabilities with space control activities into USSF strategy, doctrine, education, training, exercises, and missions as delegated to the SecAF, pursuant to DoDI S-3100.15, *Space Control*.
- A1.16. Responsibility for developing guidance and, in coordination with Space Operations Command (SpOC), conducting oversight to support USSPACECOM laser coordination efforts, and ensuring protection of objects in space pursuant to S-DoDI 3100.11, *Management of Laser Illumination of Objects in Space*.
- A1.17. Responsibility for the development of appropriate policy to organize, train, and equip forces necessary to carry out the space force application mission area as delegated to the SecAF, pursuant to DoDI S-3100.13, *Space Force Application*.
- A1.18. Responsibility to develop and oversee implementation of policies and procedures relating to the use and management of ranges in the Continental United States (CONUS), and Outside Contiguous United States (OCONUS), including range clearance operations, operational range assessments, and live training and test domain uses, pursuant to DoDD 3200.15, *Sustaining Access to the Live Training and Test Domain*, DoDI 3200.16, *Operational Range Clearance (ORC)*, and DoDI 4715.14, *Operational Range Assessments*.
- A1.19. Responsibility for guiding policy implementation and the integration of national security space transportation including launch and orbital operations and support for national test and evaluation operations of launch vehicles as delegated to the SecAF, pursuant to DoDI 3100.12, *Space Support*. Oversees military space support operational matters and, in coordination with the Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration (AF/A10), ensures DoD space support activities are in compliance with arms control and other binding agreements.
- A1.20. Responsibility for establishing procedures within the USSF and with other Agencies regarding the use of DoD launch property and launch services by the private sector, as delegated to the SecAF, pursuant to DoDD 3230.3, *DoD Support for Commercial Space Launch Activities*.

A1.21. Responsibility for publishing and oversight of service policies and procedures for communications related to the safety of aircraft and mariners, making this information available to the Department of State, the National Geospatial-Intelligence Agency, the Department of Transportation (including the Federal Aviation Administration), the National Maritime Intelligence-Integration Office, the Coast Guard Navigation Center, and other applicable parties by the most expeditious means, as they relate to the operations of launch and EW ranges, pursuant to DoDI 5030.57, *Special Warnings to Mariners*.

A1.22. Responsibility for establishing and implementing a service-level Mission Assurance program and processes pursuant to DoDD 3020.40, *Mission Assurance* and DoDI 3020.45, *Mission Assurance Construct*.

A1.23. Responsibility for developing service Emergency Management planning and response procedures. Responsibility to oversee, manage, and implement policies related to service-level functions utilizing Balanced Survivability Assessments, Pentagon Force Protection Agency (PFPA) liaison, High Risk Personnel, and DoD emergency response programs pursuant to PFPA regulations, DoDI O-3000.08, *Balanced Survivability Assessments (BSAs)*, DoDI O-3020.43, *Emergency Management and Incident Command on the Pentagon Facilities*, and DoDD 5105.68, *Pentagon Force Protection Agency (PFPA)*.

A1.24. Responsibility, in coordination with other HAF organizations, for USSF Anti-Terrorism (AT) management, coordinating with PFPA, SecAF, and USSF budget planners for AT requirements, pursuant to DoDI 2000.12, *DoD Antiterrorism (AT) Program*, DoDI O-2000.16 Volume 1, *DoD Antiterrorism (AT) Program Implementation: DoD AT Standards*, and DoDI O-2000.16 Volume 2, *DoD Antiterrorism (AT) Program Implementation: DoD Force Protection Condition (FPCON) System*.

A1.25. Responsibility for developing USSF policies and procedures to support foreign disaster relief as required, pursuant to DoDD 5100.46, *Foreign Disaster Relief (FDR)*.

A1.26. Responsibility for developing USSF readiness reporting policies for joint operational planning support, global force management (GFM), expeditionary readiness programs, and planning tools. Responsibility to report status of readiness to the CSO and the JS as required pursuant to Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3401.02, *Force Readiness Reporting*, DoDD 7730.65, *Department of Defense Readiness Reporting System (DRRS)*, and DoDI 7730.66, *Guidance for the Defense Readiness Reporting System (DRRS)*.

A1.27. Responsibility to oversee USSF training and exercise programs and support joint/coalition training and exercises. Responsibility for developing and publishing CSO Exercise Policy Letter annually (or as required) to direct USSF exercise planning and execution. Responsibility for participation in the National Exercise Program planning events, in collaboration with Space Training and Readiness Command (STARCOM), to determine service participation and nominate exercises for possible Joint involvement, pursuant to DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)*.

A1.28. Responsibility as USSF lead for overseeing Realistic Military Training (RMT) operations to ensure compliance with instructions and submission of notifications of RMT activities, pursuant to DoDI 1322.28, *Realistic Military Training (RMT) Off Federal Real Property*.

A1.29. Responsibility as USSF lead for GFM policy, planning, programming, and resource allocation to ensure presentation of USSF forces in peace, crisis, and conflict in accordance with Secretary of Defense GFM Implementation Guidance, CJCSI 3401.02B, *Force Readiness Reporting*, CJCSM 3150.02B, *Global Status of Resources and Training System (GSORTS)*, and DoDI 8260.03, *The Global Force Management Data Initiative (GFM DI)*.

A1.30. Responsibility as USSF lead for conducting activities pursuant to Secretary of Defense GFM Implementation Guidance, CJCSI 3401.02B, *Force Readiness Reporting*, CJCSM 3150.02B, *Global Status of Resources and Training System (GSORTS)*, and DoDI 8260.03, *The Global Force Management Data Initiative (GFM DI)*.

A1.31. Responsibility for assisting the CSO in providing and allocating operationally ready forces and capabilities in response to the needs of the combatant commanders via GFM processes and in compliance with DoDI 1322.IP, *Pre-Deployment Training and Theater-Entry Requirements*.

A1.32. Responsibility as USSF lead to manage SFA trained forces in accordance with direction in *DoDI 3000.11, Management of DoD Irregular Warfare (IW) and Security Force Assistance (SFA) Capabilities*, and the *Defense Security Cooperation Agency Manual 5105.38-M*.

A1.33. Responsibility for USSF Service-level Program Management and establishment of plans and procedures related to the activation, mobilization, and demobilization of Reserve Component (RC) units, detachments, and members with space missions in order to meet pre-planned, rotational, and emergent requirements, pursuant to Title 10 U.S.C. statutes, Joint Publication 4-05, *Joint Mobilization Planning*, DoDI 1235.12, *Accessing the Reserve Components*.

A1.34. Responsibility for USSF Service-level Program Management and development of USSF Military Personnel Appropriations policy, guidance, oversight, enterprise planning, programming, and resourcing of RC units, detachments, and members with space missions in order to meet pre-planned, rotational, and emergent requirements.

A1.35. Responsibility for representing service deployment and redeployment interests to the Joint community and develop service-level deployment policies, pursuant to DoDI 5158.05, *Joint Deployment Process Owner*.

A1.36. In coordination with other HAF organizations, rationalization of North Atlantic Treaty Organization (NATO) and NATO member telecommunications facilities, as delegated to the SecAF pursuant to DoDI 2010.07, *Policy on Rationalization of NATO and NATO Member Telecommunications Facilities*.

A1.37. Responsibility as USSF lead for establishing and implementing Trade Security Control measures for the disposition of all DoD U.S. Munitions List and Commerce Control List personal property authorized to be released from DoD control, as delegated to the SecAF pursuant to DoDI 2030.08, *Implementation of Trade Security Controls (TSC) for Transfers of DoD Personal Property to Parties Outside DoD Control*.

A1.38. Responsibility as USSF lead for ensuring private security-related documents and contracts comply with pertinent Federal regulations and DoD and Combatant Commander guidance and procedures, as delegated to the SecAF pursuant to DoDI 3020.50, *Private Security Contractors (PSCs) Operating in Contingency Operations, Humanitarian or Peace Operations, or Other Military Operations or Exercises*.

A1.39. Service OPR for support to and information sharing with and in support of the U.S. Secret Service and issuing guidance consistent with DoD policy on the same, as delegated to the SecAF pursuant to DoDI 3025.19, *Procedures for Sharing Information with and Providing Support to the U.S. Secret Service (USSS), Department of Homeland Security (DHS)*.

A1.40. Responsibility as DAF lead for Space Mission Readiness reporting as required by Title 10 U.S.C. § 117, DoDI 7730.66, *Guidance for the Defense Readiness Reporting System (DRRS)*.

A1.41. Responsibility as USSF lead for coordinating with DAF Acquisition and Cross-Servicing Agreements program lead for accountability to Combatant Commands pursuant to DoDD 2010.9 and CJCSI 2120.01.

A1.42. Responsibility as USSF lead for overseeing Servicing MAJCOM, Air Force Materiel Command, reporting for mission-essential systems and equipment, as delegated to the SecAF pursuant to *DoDI 3110.05, Readiness-based Materiel Condition Reporting for Mission-Essential Systems and Equipment*, not to include aircraft.

A1.43. Responsibility as USSF lead for ensuring management, control, property accountability, and disposal of government property (excluding real property) in the possession of contractors, as delegated to the SecAF pursuant to DoDI 4140.73, *Accountability and Management of Government Contract Property*.

A1.44. Responsibility as USSF lead for appointing a qualified representative to the Real Property Categorization Program and complying with DoD Facility Classes and Construction Categories procedures and requirements, as delegated to the SecAF pursuant to DoDI 4165.03, *DoD Real Property Categorization*.

A1.45. Responsibility for performing Component Property Lead responsibilities for USSF unique, titled equipment; Appoint Accountability Program Officers to execute authority for accountable property relating to managing tangible DoD owned equipment and other accountable property, as delegated to the SecAF pursuant to DoDI 5000.64, *Accountability and Management of DoD Equipment and Other Accountable Property*.

A1.46. Responsibility as USSF lead, responsible for establishing, implementing, and ensuring compliance with identified support to the DoD Antiterrorism Program and Antiterrorism policies that incorporate DoD requirements and standards, as delegated to the SecAF pursuant to DoDI 2000.12, *DoD Anti-terrorism (AT) Program*, DoDI 2000.16, , DoD AT Standards, and DoDI O-2000.16V1_AFI10-245-O, AT Program Implementation.

A1.47. Responsibility as USSF lead for ensuring established guidance and procedures to implement DoD guidelines and otherwise comply with identified requirements pertaining to DoD physical access control.

A1.48. Responsibility as USSF lead for supporting U.S. Government international operations by exercising authorities over Base Operation Support-Integration (BOSI) forces in response to a foreign chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) incident, as delegated to the SecAF pursuant to DoDI 2000.21, *“DoD Support to International Chemical, Biological, Nuclear Incidents”*.

A1.49. Responsibility as USSF lead for ensuring CBRNE preparedness of mission forces and will exercise authorities over BOSI forces, as delegated to the SecAF pursuant to DoDI 3020.52, *DoD Installation Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Preparedness Standards*.

A1.50. As USSF lead, supports U.S. Government foreign consequence management operations in response to a foreign CBRNE incident, as delegated to the SecAF pursuant to DoDI 2000.21, *Foreign Consequence Management (FCM)*.

A1.51. As USSF lead, participates in NATO Security Investment Program, as delegated to the SecAF pursuant to DoDD 2010.5, *The North Atlantic Treaty Organization (NATO) Security Investment Program*.

A1.52. Responsibility for establishing a service-level Operations Security program pursuant to DoDD 5205.02E, *DoD Operations Security Program* and compliant with Department of Defense Manual 5205.02-M, *DoD Operations Security (OPSEC) Manual*.

A1.53. Responsibility for establishing a service-level Continuity of Operations program pursuant to CJCSI 3411.01E, *Key Personnel Location Reports to the National Military Command Center*, Department of Defense Directive (DoDD) 3020.26, *Department of Defense Continuity Programs*; DoDD S-3020.26P, *Department of Defense Headquarters Continuity Plan*, and Department of Defense Instruction (DoDI) 3020.42, *Defense Continuity Plan Development*; and establishing a National Leadership Command Capability pursuant DoDD S-3710.01, *National Leadership Command Capability (NLCC)*.

A1.54. Responsibility for service-level development of Command and Control (C2) capabilities and capacity to implement a C2 enterprise pursuant to DAFPD 13-1, *Command and Control (C2) Enterprise*.

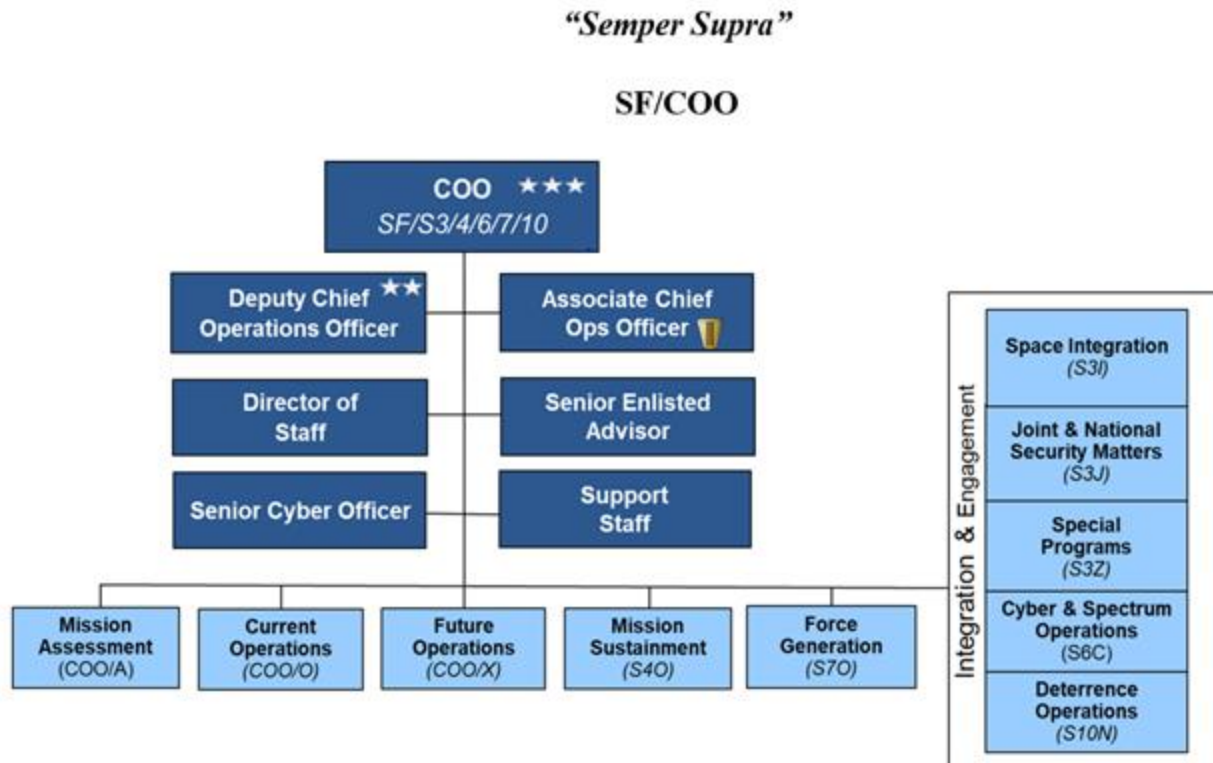
A1.55. Responsibility for service-level policies and programs relating to use of and access to Publicly Available Information pursuant to DoDD 3115.18, *DoD Access to and Use of Publicly Available Information (PAI)*.

A1.56. Responsibility for operations planning for all SAPs, with AF/A3, to include the operational training, integration, and readiness in accordance with AFMD 23, *Air Force Operations Group*, and HAFMD 1-54, *Deputy Chief of Staff, Operations*. SF/COO or AF/A3 as appropriate, are also responsible for operational SAP integration and participation in IJSTO in accordance with CJCSI 3120.08D, *Integrated Joint Special Technical Operations*.

Attachment 2

ORGANIZATIONAL CHART / 3-LETTER RESPONSIBILITIES FOR DEPUTY CHIEF OF SPACE OPERATIONS FOR OPERATIONS, CYBER, AND NUCLEAR

Figure A2.1. Organizational Chart/3-Letter Responsibilities for Deputy Chief of Space Operations for Operations, Cyber, and Nuclear.



A2.1. Responsibilities. The SF/COO of the USSF is responsible to the SecAF and CSO for a number of diverse and critical functions. The SF/COO will maintain awareness and understanding of USSF missions, systems, activities, and events, threats, and conditions that affect them. SF/COO staff personnel will also provide in-depth performance assessments of all USSF elements from missions and systems to personnel and processes. Furthermore, the SF/COO will provide crisis planning, develop COAs and issue policy, guidance, and directives to govern operations, mitigate operational shortfalls, and exploit opportunities.

A2.2. Subordinate offices include:

A2.2.1. *Force Assessment (SF/COO/A).* The Force Assessment Division (SF/COO/A) represents a significant departure from traditional headquarters staff structures. This division will focus on the SF/COO’s primary responsibility of assessing the performance of the USSF as an organization. This performance assessment will involve an ongoing analysis of USSF’s ability to meet all its organizational and mission objectives and goals. In coordination and collaboration with USSF experts (across the Space Staff and from the USSF FLDCOMs), SF/COO/A has responsibility for assessing the following functions:

A2.2.1.1. USSF's ability to accomplish ongoing missions (e.g., Position, Navigation, and Timing (PNT) and Missile Warning).

A2.2.1.2. All elements of USSF weapon systems' performance (e.g., satellites, ground nodes, and link structures).

A2.2.1.3. USSF crew force readiness, to include operational support personnel.

A2.2.1.4. USSF status of training, education, and other force development activities.

A2.2.1.5. Progress on meeting its technology and innovation goals.

A2.2.1.6. Air Force-led installation activities to ensure effective mission support.

A2.2.1.7. The status, functionality, and sustainability of our key mission infrastructure.

A2.2.2. *Current Operations (SF/COO/O)*. The Current Operations Division (SF/COO/O) is a diverse, total force team responsible for connecting service-level decisions with reality on the ground. This is achieved by gathering, analyzing, visualizing, protecting, and disseminating threat-informed, mission-relevant data to drive operational advantage through timely analyses, resourcing, and data-driven collaboration in support of national, joint force, and service-level requirements. Through its five unique branches, SF/COO/O has responsibility for the following USSF functions and programs:

A2.2.2.1. Space Force Service Watch Cell (SFSWC). Comprised of five (5) crews operating 24/7 out of the National Military Command Center, the SFSWC serves as a critical service-level operations center enabling the rapid consumption and dissemination of mission critical information to/from the FLDCOMs, the Air & Space Staffs, and key DoD, USAF, & USSF senior leaders within the Pentagon. Utilizing their formal space, cyberspace, and intel expertise, these subject matter experts provide comprehensive situational awareness and employ data analytics/fusion systems (via Warp Core/RAVEN) to extract vital operational insights from vast data sources. By solving challenging operations problems and recommending data-driven efficiencies, this cell vastly enables the organization's vision of connecting Service-level decisions to reality on the ground.

A2.2.2.1.1. **Proposed.** USSF Operations Support and Policy Branch. Comprised of four (4) teams, the USSF Operations Support and Policy Branch provides plans, instructions, processes, and procedures for the execution of operations training, standardization, evaluation, and crew force management functions in support of the SFSWC, as well as operations & intelligence product development for senior leaders, and 1C3 command and control policy and programs.

A2.2.2.2. USSF Mission Resiliency Branch. Comprised of two (2) teams, the USSF Mission Resiliency Branch provides plans, instructions, processes, and procedures for the execution of the continuity of operations, crisis action team, and mission assurance programs providing senior leaders with responsive planning, operational integration, and dedicated support to ensure successful execution of Space Force mission essential functions during crises and all-hazards conditions. This branch also serves as the focal point for assuring comprehensive resiliency of USSF mission systems in support of joint force requirements and national security objectives.

A2.2.2.3. USSF Operations Analytics Branch. Comprised of three (3) teams spanning the core Space Force missions of space, cyberspace, and intelligence, the USSF Operations Analytics Branch provides plans, policies, processes, and procedures for the development and employment of operations data analytics and visualization capabilities required to enable data-driven mission management, performance, readiness, and modernization in support of joint force requirements. When appropriate, this branch also collaborates with SF/S9, SF/SA, and the appropriate Secretariat and Air Staff offices to develop or revise DAF analytics policies, processes, and methodologies to support unique USSF operational requirements. Furthermore, Ops Analytics supports operational requirements and system integration for critical USSF C2 capabilities.

A2.2.2.4. USSF Air Reserve Component (ARC) Requirements /Mobilization (MOB) Program Management Office. Comprised of two (2) teams, the USSF ARC Requirements/MOB Program Management Office provides service-level plans, policies, processes, training, and procedures for the execution of programs enabling the ARC to supplement USSF active duty and civilian forces with highly qualified, experienced personnel to address unique Space Force challenges when active component resources are not available or sufficient. These teams coordinate with Air Force ARC using organizations regarding Space Force challenges and ensure that Space Force equities are protected, prioritized, and equitably distributed across the service in support of our USSF operations.

A2.2.2.5. Responsibility for establishing and operating a Space Staff-level Space Force Crisis Action Team program.

A2.2.3. *Future Operations (SF/COO/X)*. The Future Operations Division (SF/COO/X) is responsible for enhancing USSF best military advice by providing warfighter analysis, novel concepts, and expert decision support to leadership within the USSF, DAF, and DoD to enable the achievement of national security space objectives. COO/X functions as the focal point to the Space Staff for advisory assistance, influencing operations and policy decisions, out of the box thinking, and solving complex problems. COO/X provides solutions, concepts, and recommendations grounded in historical context and world events, which are informed by current operations, intelligence assessments, future plans, and future trends. Fundamental to successful execution of these tasks is establishing and maintaining fruitful and deep relationships with organizations across the Space Staff, USSF field commands, Joint Staff, Services, combatant commands, Intelligence Community, academia, and industry, as well as other relevant US Government and allied agencies/partners. SF/COO/X has responsibility for the following functions:

A2.2.3.1. Provide targeted support to the USSF lead(s) for Campaign, Contingency, and Crisis Action Planning through warfighter analysis and functional and planning expertise.

A2.2.3.2. Support Service-level deliberate planning and exercises with information analysis and functional and planning expertise.

A2.2.3.3. Operational lead for the CSO and SF/COO to support programs that protect critical space technologies, capabilities, and tactics.

A2.2.3.4. Inform strategic planning options through identification, and analysis of, novel concepts and advanced technologies for USSF investment.

A2.2.3.5. Develop and recommend mitigation strategies to the SF/COO for mission deficiencies identified by SF/COO/A.

A2.2.3.6. Develop solutions and processes for challenges where no existing process exists; validate and codify said processes and transition to the appropriate Space Staff entity, as applicable, for execution.

A2.2.3.7. Support the SF/S5/8 in development of Concept of Operations, strategy, plans, and planning choices, and in the Capability Development process.

A2.2.3.8. Support S5B in the development of near- and long-term future concepts and capabilities.

A2.2.3.9. In partnership with SF/S3Z, advocate for Special Access Program/Special Technical Operations (SAP/STO) capabilities and their incorporation into exercises and plans (OPLANS, CONPLANS, etc.).

A2.2.3.10. In partnership with SF/S3J, support the SF/COO and CSO as required in their roles as members of the Joint Staff Operations Deputies (OpsDepts) and Joint Chiefs of Staff meetings.

A2.2.3.11. Ensure Future Operations integration of cyber and spectrum operations, deterrence operations, and space enterprise functions through coordination and integration with SF/S6C, SF/S10N, and SF/S3I.

A2.2.3.12. Support the SF/S2 in the development of USSF intelligence requirements and prioritization.

A2.2.4. *Integration (SF/S3I)*. The Integration Division (SF/S3I) works internally and externally to ensure USSF missions, equities of the other services, and inter-service agreements are effectively accounted for across the Space Staff, other service staffs, congressional liaisons and the Joint Staff. SF/S3I is the entry point on the Space Staff for cross-division COO taskers and requests for information, coordinating SF/COO-level responses with operational divisions and USSF field commands. SF/S3I supports SF/S3J for Joint matters and interaction with the Joint Staff. SF/S3I supports SF/COO/O for matters related to current operations. As an integrating office, SF/S3I consolidates space operations policy recommendations and subject matter expertise from across the space staff representing a unified message of the SF/COO to operational forums and external partners. SF/S3I also coordinates efforts across COO on multi-disciplinary problem sets, leading or directing teams as required to address specific issues and tasks. SF/S3I supports S7O to facilitate service support and integration into the National Exercise Program and coordinates the USSF's exercise strategy. SF/S3I serves as the Space Staff focal point for operations and maintenance program element monitor (O&M PEM) functions across various mission areas where necessary or coordinating across O&M PEMs where those functions already exist. In this capacity, SF/S3I coordinates directly with investment PEMs in SAF/SQ and resource advisors within the Field Commands. Finally, SF/S3I is responsible for coordinating across COO to provide both space operations requirements and future funding needs to SF/S5/8. At a minimum, SF/S3I is responsible for the following functions:

A2.2.4.1. Ensuring effective integration of space operations enterprise functions.

A2.2.4.2. Consolidating and coordinating SF/COO positions on guidance and instructions as needed to respond to other service staffs and external organizations.

A2.2.4.3. Providing space operations requirements to SF/S5/8.

A2.2.5. *Joint and National Security Council Matters (SF/S3J)*. The Joint and National Security Council (NSC) Matters Division (SF/S3J) supports the USSF, CSO, and COO in the discharge of their statutory and assigned JCS functions. The Division is also responsible more broadly for ensuring connectivity to the Joint Staff to ensure USSF operations are wholly integrated into joint operations. Finally, the Division is accredited by the Joint Staff to provide the final USSF position on joint matters on behalf of the CSO and COO. The SF/S3J, at a minimum, has responsibility for the following functions:

A2.2.5.1. Assisting in the formulation, coordination, and communication of the USSF position for joint matters, Joint Staff actions, and best military advice.

A2.2.5.2. Preparing the COO and CSO for OpsDeps and JCS Tank engagements, respectively.

A2.2.5.3. Governing the USSF's joint actions process and acting as the administrative manager for all joint and NSC correspondence between the NSC, Joint Staff, and USSF, and providing final coordination on joint matters for the CSO or COO.

A2.2.5.4. Establishing a network of interaction within the USSF Staff and Joint Staff to ensure tight integration of USSF operational capabilities into joint matters.

A2.2.5.5. Collaborating with Air Staff to ensure optimal coordination within the DAF for Tank issues, Joint Staff actions, and other joint matters.

A2.2.6. *Special Programs (SF/S3Z)*. The Special Programs Division (SF/S3Z) is responsible for space operations planning for designated SAPs to include the operational training, integration, and readiness. At a minimum, this division is responsible for the following functions:

A2.2.6.1. Serving as the focal point for all COO staff activities protected within the caveat Special Access Required.

A2.2.6.2. Managing SF/COO responsibilities with regards to IJSTO billets. Advises the DoD Special Access Program Central Office (SAPCO), SAF/AAZ and Directors on USSF IJSTO activities.

A2.2.6.3. In coordination with DAF SAPCO, formulating and coordinate SF/COO positions on special access program-related issues.

A2.2.6.4. Overseeing USSF service-level ACCM Management functions.

A2.2.6.5. Coordinating through DAF SAPCO all IJSTO and SAP security requirements through USSF staff channels for internal and external agencies.

A2.2.6.6. Supporting the DAF SAPCO and Original Classification Authorities with the inclusion, apportionment, and de-apportionment processes of USSF SAPs.

A2.2.6.7. Ensuring operational integration of USSF SAP equities within DAF SAP governance structure and corporate processes.

A2.2.6.8. Execute information operations functions as well as providing oversight over Sensitive Activities (SA).

A2.2.6.9. Support the DAF's operational lead in the development of programs protecting critical Space technologies, capabilities, and tactics.

A2.2.6.10. Support studies across a variety of technical and military operational issues to ensure the USSF maintains strategic advantage.

A2.2.6.11. Responsibility for nominating programs to be apportioned into Integrated Joint Special Technical Operations (IJSTO) in coordination with AF/A3 as appropriate.

A2.2.7. *Mission Sustainment (SF/S4O)*. The Mission Sustainment Division (SF/S4O) is a non-standard alignment under the SF/COO. This is an intentional alignment to ensure that mission sustainment activities center on the assurance of mission capabilities and the infrastructure they require. The SF/S4O is responsible for the following functions:

A2.2.7.1. Reviewing requirements, setting priorities, and resourcing for Weapons System Sustainment (WSS) and mission support functions for the United States Space Force, in coordination with SAF/SQ as applicable.

A2.2.7.2. Providing guidance, assistance, and subject matter expertise for mission sustainment and logistics to SF/COO and the Space Staff, in coordination with SAF/SQ as applicable.

A2.2.7.3. Representing USSF installations and mission support functions for USSF readiness matters.

A2.2.7.4. Monitoring, assessing, and advocating for installation infrastructure health and Emergency Management readiness capabilities.

A2.2.7.5. Interfacing with Air Staff to advocate for installation and mission support activities on behalf of the USSF and resolving issues as appropriate.

A2.2.7.6. Liaising with Installation Commanders, Air Force Installation and Mission Support Center (AFIMSC), Assistant Secretary of the Air Force, Financial Management and Comptroller (SAF/FM), Assistant Secretary of the Air Force for Energy, Installations, and Environment (SAF/IE), and Joint Force to ensure SF/S4O equities are accounted.

A2.2.7.7. Representing USSF service issues, supply chain concerns, facility resourcing, to the USAF and Defense Logistics Agency.

A2.2.7.8. Coordinating with AF/A4 leads in acquisition and cross-servicing agreements with foreign governments, as delegated to the SecAF pursuant to DoDD 2010.09, *Acquisition and Cross-Servicing Agreements*.

A2.2.7.9. Ensuring reporting for mission-essential systems and equipment, as delegated to the SecAF pursuant to DoDI 3110.05, *Readiness-based Materiel Condition Reporting for Mission-Essential Systems and Equipment*, not to include aircraft.

A2.2.7.10. Ensuring management, control, property accountability, and disposal of government property (excluding real property) in the possession of contractors, as delegated to the SecAF pursuant to *DoDI 5000.64 Accountability and Management of DoD Equipment and Other Accountable Equipment*

A2.2.7.11. Appointing a qualified representative to the Real Property Categorization Program and complying with DoD Facility Classes and Construction Categories procedures and requirements, as delegated to the SecAF pursuant to DoDI 4165.03, *DoD Real Property Categorization*.

A2.2.7.12. Performing Component Property Lead responsibilities for USSF host installation property (equipment), with the exception of peculiar, deployable USAF property and appointing Accountability Program Officers to execute authority for host installation property (equipment) relating to managing tangible DoD owned equipment and other accountable property, as delegated to the SecAF pursuant to DoDI 5000.64, *Accountability and Management of DoD Equipment and Other Accountable Property*.

A2.2.7.13. Providing oversight of the Servicing MAJCOM, Air Force Materiel Command, role in establishing, implementing, and ensuring USSF installation compliance with identified support to the Department of Defense Antiterrorism Program and Antiterrorism policies that incorporate DoD requirements and standards, as delegated to the SecAF pursuant to DoDI 2000.12, *DoD Antiterrorism (AT) Program* and DoDI 2000.16, *DoD Anti-terrorism (AT) Standards*.

A2.2.7.14. Providing oversight and ensuring compliance with established guidance and procedures to implement DoD guidelines and otherwise comply with identified requirements pertaining to DoD physical access control, as delegated to the SecAF pursuant to Directive-Type Memorandum 09-012, *Interim Policy Guidance for DoD Physical Access Control*.

A2.2.8. *Cyber and Spectrum Operations Integration (SF/S6C)*. The Cyber and Spectrum Integration Division (SF/S6C) will focus on cyberspace and electromagnetic spectrum capabilities necessary for USSF missions to succeed. This division is responsible for effective integration and responsiveness to tasking interconnected to cyber operations, cyber support, cybersecurity, and Electromagnetic Spectrum Operations (EMSO). In order to complete division functions, SF/S6C will coordinate heavily with AF/A2/6. S6C will also assist USSF field commands, as requested, to conduct staff assistance visits to ensure subordinate units are meeting compliance with national procedures and policy for federal spectrum management. The SF/S6C will be responsible for the following functions:

A2.2.8.1. Serving as the key integrator and facilitator all cyberspace, EMSO, and mission network related issues for the USSF.

A2.2.8.2. Serving as service focal point for enterprise satellite communication and Space Control Network functions.

A2.2.8.3. Formulating, managing, and overseeing compliance of USSF implementation memoranda for DAF cyberspace, cybersecurity, and EMSO policy, which includes Risk Management Framework.

A2.2.8.4. Representing/serving as the focal point for all EMSO issues for the USSF.

A2.2.8.4.1. Provide guidance through appropriate command channels on EMSO to developers and users of all USSF systems that require electromagnetic spectrum access or whose performance is influenced by radio frequency energy. This includes communications and information systems, electromagnetic warfare operations, test and training, intelligence and weapons systems, commercial-off-the-shelf equipment, and any other spectrum-dependent systems that rely on the electromagnetic spectrum.

A2.2.8.5. Providing cyber and EMSO requirements to USSF Deputy Chief of Space Operations for Technology and Innovation Officer (SF/CTIO).

A2.2.8.6. Responsible for the management, integration, and implementation for DAF Communication Security policies, directives, and standards within USSF.

A2.2.8.7. Until such time SF/S6C is appropriately manned and capable of performing COO spectrum functions, AF/A2/6LS (formerly, the Air Force Spectrum Management Office) will continue to support USSF/SpOC to accomplish the below task.

A2.2.8.7.1. Ensures frequency assignments are valid, complete, and renewed in a timely manner; coordinates with AF/A2/6LS in processing assignments.

A2.2.8.7.2. Processes spectrum certifications for new and modified radio frequency systems; ensures packages are filled out properly and completely before processing to AF/A2/6LS.

A2.2.8.7.3. Reviews and comments on Spectrum Supportability Risk Assessments and processes them to AF/A2/6LS for completion.

A2.2.8.7.4. Ensures ITU registrations are valid and complete through the Telecommunication Information Exchange Service.

A2.2.8.8. Processes spectrum certifications for new and modified radio frequency systems; ensures packages are filled out properly and completely before processing to AF/A2/6LS.

A2.2.8.9. Reviews and comments on Spectrum Supportability Risk Assessments and processes them to AF/A2/6LS for completion.

A2.2.8.10. Consolidate USSF field command schedule of planned exercises within the United States and possessions annually which will involve USSF use of the electromagnetic spectrum, to include dates, times, and locations and provide to AF/A2/6LS.

A2.2.9. *Force Generation (SF/S7O)*. The SF/S7O is the Space Staff authority for Training and Education, Exercises, Global Force Management, Force Presentation/Generation and Lessons Learned. SF/S7O has responsibility to:

A2.2.9.1. Provide policy and guidance associated with individual, staff, and unit training necessary for USSF to effectively meet its assigned missions and tasks.

A2.2.9.2. Assist Deputy Chief of Space Operations for Human Capital (SF/S1) and STARCOM in the development of policies and guidance governing officer and enlisted Professional Military Education in support of operational requirements.

A2.2.9.3. Support SF/S5/8 and STARCOM by providing operational perspectives in the development and maintenance of USSF doctrine.

A2.2.9.4. Develop a comprehensive view of the future operating environment. Identify and develop future concepts that address emerging and future USSF operational challenges and required capabilities and coordinate these suggested concepts and capabilities with SF/S5/8.

A2.2.9.5. Lead USSF Global Force Management processes and make recommendations to the SF/COO regarding force presentation and force generation.

A2.2.9.6. Observe and coordinate USSF exercises and USSF forces in joint, Service, and combatant commander exercises.

A2.2.10. Deterrence Operations Division (SF/S10N). The division is responsible to the SF/COO for all functions pertaining to space-based Nuclear, Command, Control, and Communications (NC3) architectures. SF/S10N serves as the USSF's key advocate and support node for cross-functional space-based NC3 capabilities and shall:

A2.2.10.1. Serve as the focal point for all nuclear and deterrence-related issues within USSF.

A2.2.10.2. Provide direction, guidance, integration, and advocacy regarding the nuclear deterrence mission of the USSF.

A2.2.10.3. Ensure nuclear-related equities are properly addressed and socialized throughout the DAF, Office of the Secretary of Defense, Joint Staff, and Combatant Commands.

A2.2.10.4. Prepare USSF leadership for participation in nuclear enterprise forums, including, but not limited to: the NC3 Enterprise Review Deputy's Management Action Group, the Nuclear Issues Resolution Integration board, NC3 Capability Planning Guidance Compliance Reviews, and NC3 Integrated Acquisition Portfolio Reviews.

A2.2.10.5. Co-chair the Nuclear Working Group & the DAF NC3 Security Classification Guidance Working Group.

A2.2.10.6. Coordinate with appropriate offices to convey and advocate for the DAF's collective NC3 position.

A2.2.10.7. Coordinate with counterparts on all NC3-related issues, to include sustainment of current systems, development of future capabilities, and planning guidance for upcoming budget cycles.

A2.2.10.8. Represent USSF during the Program Budget Review process as part of the OSD-led NC3 Issue Team.

A2.2.10.9. Serve as the USSF lead for interfacing with DAF NC3 capabilities.

A2.2.10.10. Act as the primary USSF interface to the Nuclear Posture Review (NPR) Working Groups. Lead efforts required for NPR implementation action items and oversee closure of NPR tasks.

A2.2.10.11. Prepare the SF/COO for the DAF NC3 General Officer Steering Group.

A2.2.10.12. Serve as the USSF OPR for the Countering Weapons of Mass Destruction (CWMD) Enterprise. Champions CWMD-related activities in coordination with AF/A10S, panel chairs, and FLDCOMs.

A2.2.10.13. Represent the USSF in the Joint Strategic Deterrence Review Working Group. Collaborates with the Joint Staff, Force Structure, Resources, and Assessment Directorate the Intelligence Community, Navy, and HAF Directorates to assess and mitigate potential impacts of current and projected threats to the Nation's deterrence capability.

Attachment 3**STANDARD OPERATING PROCEDURES FOR THE DEPUTY CHIEF OF STAFF, LOGISTICS, ENGINEERING AND FORCE PROTECTION AND THE DEPUTY CHIEF OF SPACE OPERATIONS FOR OPERATIONS, CYBER, AND NUCLEAR****Figure A3.1. Standard Operating Procedures for The Deputy Chief of Staff, Logistics, Engineering and Force Protection and The Deputy Chief Of Space Operations for Operations, Cyber, and Nuclear.****1. Purpose**

These standard operating procedures (SOPs) establish relationships, responsibilities, and other principles agreed to by the United States Air Force (USAF) Deputy Chief of Staff, Logistics, Engineering and Force Protection (AF/A4) and the United States Space Force (USSF) Deputy Chief of Space Operations for Operations, Cyber, and Nuclear (SF/COO), related to the common functional areas assigned to AF/A4 in HAF Mission Directive (MD) 1-38 and to SF/COO in HAF MD 2-5. These procedures are intended to provide mutually established principles for appropriate AF/A4 and SF/COO oversight within their respective functional areas and to facilitate Service- level coordination, approvals, and decision-making between the Air Staff and the Space Staff while increasing operating effectiveness and efficiency.

2. Context

On 20 December 2019, USSF was established as an independent Service under the Department of the Air Force (DAF). The Secretary of the Air Force (SecAF) directed the USSF to leverage existing USAF installation and infrastructure support to the maximum extent practicable while still providing the USSF with the autonomy it requires as an independent Service.

As a lean, agile, and mission-focused Service, the USSF will not have organic installation support capabilities and will leverage existing USAF infrastructure and personnel to perform installation support functions. This construct requires the Space Staff to integrate into and minimize duplication of established Air Staff support processes. This is an intentional alignment to ensure that mission sustainment activities are fully centered on USSF mission capabilities and that the infrastructure they require is assured. Due to the lean nature of the Space Staff, within this SOP, SF/COO refers to the appropriate designee in the Chief Operations Office and not necessarily the incumbent SF/COO.

To exercise autonomy as a separate Service, the USSF requires the ability to own, prioritize, and advocate for its unique mission requirements and installation support demands. As described in this SOP, SF/COO and AF/A4 determined the appropriate procedures that will be followed to fulfill and carry out the missions, roles, and responsibilities provided in HAFMD 1-38 and HAFMD 2-5, to ensure that (1) the USSF maintains ownership of resources and decisions that impact operational capabilities, and (2) USSF installation support equities are accounted for in DAF programs and processes.

3. Operating Procedures. Subject to the standard operating procedures that follow, the key tenets of the relationship between AF/A4 and SF/COO are described below:

1. AF/A4 is responsible in carrying out the organizing, training, and equipping of personnel for DAF logistics, engineering and force protection programs at USSF installations, coordinating with the SF/COO as required
2. SF/COO will collaborate and support AF/A4's development of policies and implementation guidance, such as Department of Air Force Instructions, that impact USAF logistics, engineering and force protection personnel assigned to USSF
3. SF/COO will work with AF/A4 to ensure compliance with and the management and execution of DoD and DAF guidance at USSF installations and operating locations
4. SF/COO will coordinate with AF/A4 and provide USSF requirements in the formulation of DAF logistics strategy and implementation plans
5. SF/COO will coordinate with AF/A4 regarding AF/A4 specific equities as outlined in this document and in MD 1-38
6. SF/COO will coordinate with AF/A4 and Air Force Materiel Command (AFMC), as the Servicing MAJCOM, to monitor the effectiveness of USSF Logistics, Engineering, and Force Protection programs. SF/COO will leverage established DAF performance measures and indicators that signal when conditions require the notification and involvement of OSD or Congress to fulfill inherent policy and oversight responsibilities. If necessary, SF/COO will create performance measures or indicators if DAF performance measures and indicators are not available or applicable
7. AF/A4 and SF/COO may both interact directly with AFMC, its Centers and Primary Support Units (PSUs) when exercising authorities and executing responsibilities

4. Responsibility to the Secretary of the Air Force. The SecAF is responsible for, and has all legal authority necessary to conduct, the affairs of the DAF, as provided in legislation or delegated by the Department of Defense (DoD). These authorities and responsibilities are employed for the support of all DAF organizations and activities. Some authorities and responsibilities are delegated to or exercised within the Office of the Secretary of the Air Force. Other authorities and responsibilities are delegated to the Air Staff and the Space Staff. AF/A4 has been delegated authority and oversight of DAF Logistics, Engineering and Force Protection activities by HAF MD 1-38, with the exception of those delegated to the SF/COO in HAF MD 2-5, and subject to the authority, direction, and control of SecAF.

5. Conditions Requiring AF/A4 Action. AF/A4 review and coordination is required prior to SF/COO's implementation of any policy, plan, or program impacting USAF resources, operational capabilities, or mission requirements. AF/A4 review and concurrence is also required prior to SF/COO's implementation of any policy, plan, program, practice or activity which may affect the DAF logistics, engineering, and force protection career fields or which may affect the organization, manning, or delivery of USAF support to USSF installations and/or missions.

6. Conditions Requiring SF/COO Action: SF/COO review and coordination is required prior to AF/A4's implementation of any policy, plan, or practice impacting USSF resources, operational capabilities, or mission requirements.

7. Organizational Roles & Responsibilities

7.1. For all matters encompassed within HAFMD 1-38, AF/A4 will:

1. Exercise all delegated authorities outlined in Attachment 1 of HAFMD 1-38
2. Organize, train, and equip personnel for all facets of DAF logistics, engineering and force protection as described in Attachment 2 of HAFMD 1-38
3. Manage career field and force development for DAF logistics, engineering, and force protection civilian and military personnel.
4. Manage DAF enterprise logistics, engineering, and force protection governance, and ensure appropriate USAF and USSF representation
5. Develop and maintain policy implementation guidance for DAF logistics, engineering, and force protection activities, coordinating with SF/COO for revisions and updates to existing publications
6. Consult SF/COO and provide technical expertise and functional support for DAF programs in which USSF has Service-level accountability and responsibility
7. Integrate SF/COO into current headquarters activities, procedures, and staffing processes as appropriate
8. Consolidate SF/COO inputs to DAF reports, responses, memoranda and congressional notifications when required
9. Support DAF Financial Improvement and Audit Remediation (FIAR) and the development of the annual DAF Financial Report through oversight of audit-ready documentation of FIAR Mission Critical Assets;
10. Partner with SF/COO to develop, synchronize, or delineate USAF support to USSF in exercising delegated program area roles and responsibilities, as referenced in the program area section of this standard operating procedure

7.2. For all matters encompassed within HAFMD 1-38 and HAFMD 2-5, the SF/COO:

1. Review requirements, set priorities, and advocate for resources for weapons system sustainment (WSS) and installation and mission support (I&MS) functions for the USSF
2. Provide guidance, assistance, and subject matter expertise for mission sustainment, installation support and logistics to CSO and the Space Staff
3. Interface with AF/A4 to ensure USAF support to USSF meets mission requirements and to advocate for USSF installation and mission support activities
4. Monitor and assess installation and mission support functions for USSF and USAF readiness matters
5. Represent USSF requirements and equities in AF/A4 enterprise governance forums and supporting bodies
6. Leverage AF/A4's development and maintenance of policy implementation guidance for DAF logistics, engineering, and force protection activities and coordinate on revisions and updates to existing publications
7. Integrate into HAF activities, procedures, and staffing processes as appropriate
8. Engage Air Staff partners at AF/A4 as they provide functional program support, technical expertise, and manage certain programs at the Service level on behalf of USSF
9. Review and provide inputs into congressional notifications, external reports, and annual reviews that are consolidated by AF/A4 on behalf of DAF

10. Provide oversight and guidance to the Air Force Installation and Mission Center (AFIMSC) and Air Force Civil Engineer Center (AFCEC) for execution level activities and responsibilities impacting USSF installations

11. Partner with AF/A4 to develop, synchronize, or delineate USAF support to USSF in exercising program area roles and responsibilities, as referenced in the “Program Area” section of this document

8. Special Organizational Roles & Responsibilities.

8.1 Servicing MAJCOM: AFMC will act as Servicing MAJCOM for Airmen, providing the administrative and facility support and development at USSF installations that is traditionally afforded to Airmen by a parent MAJCOM. These functions typically include, but are not limited to, professional development opportunities; developmental team representation; and functionally-specific roles. AFMC, as the Servicing MAJCOM for USSF, will ensure Airmen assigned to the USSF receive the same force development opportunities, functional and administrative support as those at USAF Installations.

8.2 Air Force Installation and Mission Support Center (AFIMSC) Detachment 1 (Det 1): Det 1 serves as the USSF’s first point of entry to the AFIMSC structure. Det 1’s role is to provide responsive synchronization and management of AFIMSC support to address USSF installation and mission support priorities or concerns within current guidance and constraints. The Det is poised to provide proactive solutions to emergent requirements.

Det 1’s primary duties include:

1. Liaison to AFIMSC & Primary Support Units
2. Resource Management of Installation & Mission Support Funds
3. Anti-Terrorism Support & Emergency Services Liaison
4. Installation Assessments & Future Plans
5. MILCON/FSRM Planning & Programming
6. Basing/Beddown & Project Execution Support

For more information about the nature of USAF support to the USSF, please request access to the Memorandum of Understanding (MOU) between the USAF and the USSF for Air Force Support to Space Force Installations and Missions (MOU Number: FX7054-21137-430). This MOU can be requested from the HAF Support Agreement Manager at AFDW.DS.Workflow@us.af.mil

8.3. SAF/SQ is the DAF Service Acquisition Executive (SAE) for Space Systems and Programs, upon Presidential appointment and Senate confirmation. The SAE for Space Systems and Programs has all authority and responsibility for the management of space acquisition programs, using the integrated life cycle management approach.

8.4 SF/S8: Provide resource advocacy for Installation and Mission Support and Weapon System Sustainment requirements for the United States Space Force in the Space Force Corporate Structure (SFCS).

9. HAFMD 1-38 and HAFMD 2-5 Program Areas. The majority of programs are retained by the DAF. USAF OPRs will continue to be accountable and responsible for all the activities and processes associated with those programs. Program areas that require USSF Service-level involvement and are thus an exception to the “majority” practice described, are outlined below following each DAF retained functional program list.

9.1. Civil Engineer: AF/A4C and SF/COO will coordinate to ensure that USSF equities and requirements are accounted for and represented in the DAF Civil Engineering (CE) policy, oversight, procedures and activities. The following sections outline the roles and responsibilities agreed to by AF/A4C and SF/COO related to common CE functional areas assigned to AF/A4 in HAFMD 1-38 and the SF/COO in HAFMD 2-5.

9.1.1 Civil Engineer Program Areas. AF/A4C will continue to be accountable and responsible on behalf of the DAF for the following program areas:

1. CE Strategy, Policy and Implementation Guidance
2. Functional Management of Civil Engineers
3. Operating, Training, and Equipping (OT&E) across full spectrum of military operations and contingencies
4. CE Enterprise Governance Management
5. Authorizing Official for Civil Engineer Information Technology and Platforms Boundaries (Authority delegated by SAF/CN)
6. Conservation Law Enforcement
7. Real Property Categorization
8. Land-Based Water Resource Management for Contingency Operations
9. Environmental Quality Systems
10. Financial Improvement and Audit Readiness (FIAR) Sustainment
11. Real Property Accountability at Overseas Contingency Installations
12. Military Construction Alternate Execution Authority
13. Contingency Mobile Electric Power Systems (MEPS)
14. Host Nation Funded Construction in US Indo-Pacific Command (USINDOPACOM)
15. Pest Management
16. Non-appropriate Fund (NAF) / Commissary Surcharge / Privately Financed Construction Reporting
17. CE Functional Awards
18. Installation and Facility Resource Advocacy within the USAF Corporate Structure
19. Joint Basing & Air Force Common Output Level Services (AFCOLS)
20. CE Control Systems Cybersecurity Strategy and Policy
21. CE Information Technology Strategy and Policy
22. Authorizing Officials Designated Representative (AODR) for Civil Engineer Information Technology and Platforms Boundaries
23. Fire & Emergency Services (F&ES)
24. Focal Point for F&ES, Explosive Ordnance Disposal (EOD), non-medical Chemical, Biological, Radiological, Nuclear (CBRN), all-hazard / threat emergency management (EM) and corrosion control
25. Representative to DoD in EM, EOD, F&ES

26. EOD Training / Research and Development (R&D)
27. Exec Agent for Unexploded Ordnance Center of Excellence (UXOCOE)
28. Contingency Basing
29. Defense Crisis Management
30. Nuclear & Radiological Incidents Response
31. Representative for Joint Requirements for Chem Bio Defense
32. DoD Support to Int'l CBRNE Incidents.

9.1.2 SF/COO will perform the following HAFMD 1-38 and HAFMD 2-5 program area accountable, responsible, and/or consulted functions:

1. Represent USSF equities in NATO Security Investment Planning & Programming (NSIP) through the established DAF MILCON process
2. Coordinate NATO Security Investment Pre-Approval Design and Execution with AF/A4C to determine resourcing options and will sign-off on USSF requirements before they are submitted by AF/A4C to SAF/IEE for final approval. This process follows established DAF MILCON pre-approval design & execution process
3. Advocate for installation and facility resources within the USSF Corporate Structure for USSF transferred Total Obligation Authority (TOA). See Logistics Resource Integration section in this standard operating procedure
4. Will evaluate USSF installations and determine a USSF Commander in Chief's (CINC) installation excellence award winner for OSD submission
5. Will receive and evaluate USSF nominees for CE Functional Awards and submit USSF winners to AF/A4CI
6. Represent USSF equities in the Emergency Management program as a voting member of the Emergency Management Steering Group (EMSG)
7. Monitor, assess, and advocate for installation Emergency Management capabilities, cultivate CBRNE preparedness standards, and identify policy gaps through coordination with AF/A4C
8. Review and request relocatable facilities (RLF) management waivers requiring SAF/IEE approval, relying on AF/A4C and AFCEC for continued management of guidance and reporting
9. Provide oversight and program support for USSF related operational noise requirements through the Environmental Impact Analysis Process (EIAP)

9.2. Logistics (AF/A4L): AF/A4L and SF/COO will coordinate to ensure that USSF equities and requirements are accounted for and represented in the DAF Logistics policy, oversight, procedures and activities. The following sections outline the roles and responsibilities agreed to by AF/A4L and SF/COO related to common logistics functional areas assigned to AF/A4 in MD 1-38 and the SF/COO in HAFMD 2-5.

9.2.1 AF/A4L will continue to be accountable and responsible on behalf of the DAF for the below program areas:

1. USAF Logistics Policy
2. Force Development
3. OT&E for Logistics Personnel
4. Enterprise Logistics Governance Management
5. Air Force Reserve Command Equipment and Support

6. Trade Security Controls, US Munitions & Commerce Control List
7. Counterfeit Prevention Program Policy
8. SIM for Life-Cycle Management of Materiel
9. DoD Demilitarization Program
10. DoD EA for Bulk Petroleum, Subsistence and Construction / Barrier Materials
11. War Reserve Materiel (WRM) Requirements and Positioning
12. Transportation & Traffic Management
13. Personal Property Shipping Offices Management
14. Government Aircraft and Air Travel policy
15. General Services Administration (GSA) Transportation Contracts
16. Defense Logistics Management Standards
17. Office Motor Vehicle Transportation Officer (OMVTO) for Pentagon Transportation
18. Air Transportation Eligibility
19. Clothing / Textiles Management
20. Acquisition, Cross Service Agreements Management; Support Agreements Management
21. Operational Contract Support Guidance (with SAF/AQC)
22. Rationalization of NATO/Members Telecom Facilities
23. Joint Deployment Process Owner
24. Organization Unique Identifier (OUID) Management for External Business Transactions
25. Condition Based Maintenance (CBM+) for Materiel Maintenance
26. Airlift and Commercial Transportation Programs Compliance
27. Single Manager Responsibilities for Conventional Ammunition (SMCA)
28. Trade Security Controls (TSC) Implementation for Transfers of DoD Personal Property
29. Nuclear Weapons Coding Equip Protection
30. Armament Sales of Individual Pieces
31. Pre-Positioned WRM Strategic Policy
32. Property & Resource Management of Personal Property
33. DoD Engineering for Transportation and Deployability Programs

9.2.2 SF/COO will perform the following HAFMD 1-38 and HAFMD 2-5 program area accountable, responsible, and/or consulted functions:

1. Serve as Component Property Lead (CPL) and primary contact for accountability of USSF host installation property (equipment) with the exception of peculiar, deployable USAF property. As CPL, SF/COO will establish an USSF equipment accountability chain and appoint Accountability Property Officers (APO) at appropriate levels
 - a. AF/A4, on behalf of the DAF, will continue to develop and oversee department guidance governing inventory, transaction management, utilization, and ensure compliance with DoD regulations
2. Review and approve USSF equipment audits, internal reviews, and annual accountable property system of record (APSR) results
 - a. Manage daily equipment accountability operations, property records, and provide APSR oversight for USSF host installation property (equipment)
3. Receive USSF nominees for SecDef Maintenance Unit Award and submit packages to AF/A4 for quality control reviews. AF/A4 will submit separate USAF and USSF Maintenance Unit Award winners to OSD

4. Serve as the USSF's central point of contact and coordination for government furnished property (GFP) service-specific issues, leveraging existing AF/A4 management, control, accountability, and disposal of DAF GFP, to include Accountable Property System of Record (APSR) oversight
 - a. AF/A4 will maintain DAF policy and guidance to ensure USAF and USSF GFP management is consistent and in accordance with DoD policy and procedures
5. Review and approve Notice of Findings and Recommendations (NFRs) and Corrective Action Plans (CAPs) for USSF Government Furnished Property (GFP), to include inventory, operating materials and supplies, or equipment furnished to a USSF contractor as government furnished property
 - a. AF/A4 will retain day-to-day management of DAF GFP reporting requirements, management controls, and submissions
 - b. Coordinate with AF/A4 to ensure management of USSF Government Furnished Material (GFM) and Government Furnished Equipment (GFE) is IAW with DoD directives and instructions
6. Oversee regular inventory and condition reporting and compliance with Defense Readiness Reporting System (DRRS) guidance
 - a. AF/A4 will continue to maintain and operate logistics management information systems with Mission Deltas and Wings reporting material conditions, statuses, and problem identification and correction procedures
7. Review and approve the acquisition and management (exercise accountability) of USSF owned and controlled Non-Tactical Vehicles (NTV), including oversight of NTV registration and reporting requirements
 - a. AF/A4, as the DAF OPR, will be responsible for management of NTV information reporting in the Defense Property Accountability System (DPAS), including NTV accountability, maintenance, utilization, and dispatch data and will coordinate with SF/COO for USSF NTV equities when required

9.3. Resource Integration (AF/A4P): AF/A4P and SF/COO will coordinate to ensure that USSF equities and requirements are accounted for and represented in DAF Logistics Resource Integration policy, oversight, procedures and activities. The following sections outline the roles and responsibilities agreed to by AF/A4P and SF/COO related to common resource integration functional areas assigned to AF/A4 in HAFMD 1-38 and the SF/COO in HAFMD 2-5.

9.3.1 AF/A4P will continue to be accountable and responsible on behalf of the DAF for the below program areas:

1. Logistics, Installations and Mission Support IT Portfolio Management Implementation
2. Logistics, Installations and Mission Support Chief Information Officer, Chief Architect & Data Officer
3. Logistics, Installations and Mission Support IT, Cyber Security, Data & Mobile Tech Strategy / Policy Information Systems AO for Logistics ABL
4. Logistics, Installations and Mission Support IT Strategy
5. Logistics, Installations and Mission Support IT BEA
6. Logistics and Supply Chain Management Information Assurance

7. Installation Support Resource Advocacy, AF/A4 Portfolio Coordination with FM, Representation to USAF Corporate Structure System, and Logistics Resource Advocacy for DAF Retained Programs
8. Force Development, Recruiting & Training for Log Civilians
9. AF/A4 Portfolio Coordination with FM for DAF retained programs
10. AF/A4 Representation to USAF Corporate Structure System for DAF retained programs
11. Strategy Development for Basing & Logistics Enterprise
12. Pure Logistics Management for DAF Retained Programs
13. Logistics Resource Advocacy for DAF Retained Programs

9.3.2 SF/COO will perform the following HAFMD 1-38 and HAFMD 2-5 program area accountable, responsible, and/or consulted functions:

1. For USSF transferred TOA in DAF installation support portfolios, will leverage AFIMSC assigned Program Element Monitor (PEM) capabilities to support the Space Panel with program element execution rates, emerging requirements, and challenges
2. For USSF transferred TOA in DAF logistic portfolios, will establish necessary Program Element Monitor (PEM) capabilities into an organic USSF ability to support Space Panel with program element execution rates, emerging requirements, and challenges
3. Provide representation to the SFCS and coordinate with SAF/FM on budgetary issues (SF/COO/A)
4. Oversee WSS governance to prioritize requirements, assess risks and impacts, administer strategic guidance, and formulate service-level positions and decisions to the CSRO and Space Panel (SF/S8P) integration and prioritization process to the DAF Corporate process for POM consideration and WSS portfolio management execution
5. Provide technical and strategic guidance for WSS requirements planning and programming and inform WSS policies and procedures
6. Provide WSS Presidential Budget Estimate Submission (PBES) positions for all PPB&E cycles, technical information, and responses to requests for information (RFIs) and coordinate with SAF/FM to develop and submit Justification Book (J-Book) narratives
7. Advocate for additional funding in support of emerging USSF priorities, and monitor the execution of WSS funding to ensure compliance with budgetary and financial guidance.
8. Serve as the WSS Boundaries and Cost Growth Analysis Functional Manager

9.3.3 Financial Improvement and Audit Remediation (FIAR) - AF/A4 Assessable Unit leads and associated processes will not change for USSF. SF/COO will:

1. Rely on existing AF/A4 AU (Assessable Units) leads to retain and execute overall FIAR reporting responsibilities, guidance, procedures, and IT System management on behalf of DAF for auditable property, equipment, and systems. FIAR responsibilities will be revisited once USSF has separate service audit
2. Coordinate with AF/A4 leads and IT portfolio managers when USSF review or input is requested in the following AUs: FIAR IT Systems, Environmental Disposal and Liability (ED&L), and Internal Use Software
3. Provide oversight and concurrence in FIAR reporting procedures to ensure USSF property, equipment, and assets are properly accounted for in the following AUs: Real Property, General Equipment, Military Equipment, Government Furnished Equipment, and Uninstalled Missile Motors

9.4. Security Forces (AF/A4S): AF/A4S and SF/COO will coordinate to ensure that USSF equities and requirements are accounted for and represented in the DAF Security Forces policy, oversight, procedures and activities. The following sections outline the roles and responsibilities agreed to by AF/A4S and SF/COO related to common Security Forces functional areas assigned to AF/A4 in HAF MD 1-38 and the SF/COO in HAF MD 2-5.

9.4.1 AF/A4S will continue to be accountable and responsible on behalf of the DAF for the following program areas:

1. Force Protection Policy Development
2. Antiterrorism Policy Development
3. Security Forces - Force Development
4. Security Forces Career Field Management (CFMs)
5. Physical Security Programs Execution Oversight
6. Law & Order Operations Execution Oversight
7. Integrated Defense Execution Oversight
8. Combat Arms Execution Oversight
9. Crime Prevention Execution Oversight
10. Resource Protection Execution Oversight
11. Security Forces programming and budgeting
12. Force Protection Boundary Action Officer
13. Military Working Dogs (MWD) Executive Agent
14. Joint Intermediate Force Capabilities Office (JIFCO) / Non-lethal Weapons Executive Agent
15. Joint Basing Security Forces (Asset Security)
16. Security Deviations
17. Physical Security Enterprise & Analysis Program (PSEAP)
18. Enforcement of Traffic Laws on DoD Installations
19. LE Officers Flying Armed Compliance
20. Training, certifying personnel involved in Detainee Ops
21. Counter-small Unmanned Aerial Systems (C-sUAS) and Counter Rocket, Artillery and Mortar (C-RAM) system mgmt. & reporting
22. DoD-affiliated Registered Sex Offender (RSOs) identification and tracking
23. Deputizing uniformed law enforcement personnel
24. Breach & Unmanned Aerial Surveillance (UAS) Overflight Reporting
25. Nuclear weapons security (reactors / material security)
26. Military Corrections/Confinement
27. Presidential Protection / Secret Service Support
28. DoD installations and resources security policy
29. Policy on carrying firearms/use of force
30. DoD LE Policies (Criminal Intelligence (CRIMINT) & Data-Defense Exchange (D-DEx)) Compliance

9.4.2 SF/COO will perform the following HAFMD 1-38 and HAFMD 2-5 program area accountable, responsible, and/or consulted functions for USSF equities:

1. Serve as USSF lead for Antiterrorism Programs Compliance at USSF installations

2. Route security deviations and protection level designations in accordance with DAFI 31-101
 3. Approve final funding distributions for the planning and programming of Antiterrorism Requirements.
 4. Assign USSF liaison to coordinate with the Pentagon Force Protection Agency on reservation requirements for Space Staff personnel and assigned workspace in the National Capital Region
 5. Develop justification packages for Domicile to Duty (DTD) and protective services (High Risk Personnel) determination (DoDI 2000.22)
 - a. Determination will be made when one of three circumstances exist: highly unusual circumstances presenting clear and present danger (e.g. threat of terrorist attack), an emergency such as transportation strike, or compelling operational consideration (defined as circumstances with element of importance that are essential to the accomplishment of Department of the Air Force mission)
 - b. Packages will be developed in accordance with 31 U.S.C. § 1344 and AFI 24-301, *Ground Transportation*, and submitted by the SF/COO to the SecAF for approval.
 6. Will serve as USSF lead to ensure compliance with DAF established guidance and procedures to implement DoD guidelines and other identified requirements pertaining to DoD physical access control
- 10. Governance.** SF/COO will represent USSF equities at DAF Logistics, Engineering and Force Protection governance forums. USSF will have separate governance processes for WSS.
- 11. Revisions to Standard Operating Procedures.** These operating procedures may be reviewed and revised as deemed necessary by AF/A4 or the SF/COO. AF/A4 or SF/COO may also initiate a revision in consultation with the appropriate principals. OPRs must follow revision procedures as mandated in HOI 90-1.



Tom D. Miller
Lieutenant General, USAF
DCS/Logistics, Engineering
& Force Protection



B. Chance Saltzman
Lieutenant General, USSF
Chief Operations Officer

Addendum: References

1. HAFMD 1-38, *Deputy Chief of Staff of the Air Force for Logistics, Engineering, and Force Protection*
2. HAFMD 2-5, *Deputy Chief of Space Operations for Operations*
3. Inter-service MOU, *Air Force Support to Space Force Installations and Missions* (MOU Number: FX7054-21137-430)