

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

**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 2-6**



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Special Management

***DEPUTY CHIEF OF SPACE
OPERATIONS FOR STRATEGY, PLANS,
PROGRAMS, AND REQUIREMENTS***

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1. Mission. The Deputy Chief of Space Operations for Strategy, Plans, Programs, and Requirements (SF/S5/8), also known as the Chief Strategy and Resourcing Officer (CSRO), pursuant to Title 10, United States Code (U.S.C.) Sections 9013 and 9081-9084, and as documented in this Headquarters Air Force Mission Directive (HAFMD), assists the Secretary of the Air Force (SecAF), the Office of the SecAF (known as the Secretariat) offices, and the Chief of Space Operations (CSO) in carrying out and executing long-range resource allocation and developing, directing, and conducting programming activities necessary to complete the United States Space Force (USSF) Program Objective Memorandum (POM). Additionally, the CSRO delivers integrated Service space strategies, policies, strategic plans, and requirements in order to provide organized, trained, and equipped space forces for employment by Joint Force Commanders. The SecAF retains ultimate responsibility for all policies related to the Department of the Air Force (DAF). Within the areas of responsibility, the CSRO prepares policies, guidance, and procedures for SecAF approval, to ensure implementation of those policies. The CSRO also assists the CSO, pursuant to 10 U.S.C. 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, and the Deputy Chiefs of Space Operations, and their respective staff offices, in the performance of their assigned DAF functions, are subject to the authority, direction, and control of the SecAF.

2.1. The CSRO reports directly to the CSO and provides professional assistance to the SecAF, the Under Secretary of the Air Force, and other Secretariat and Office of the Chief of Space Operations (OCSO) offices. The OCSO is informally referred to as the Space Staff. The SecAF may re-delegate authority/assignment of responsibility to the CSRO; however, the SecAF, through the CSO, and as appropriate, Assistant Secretaries of the Air Force, retains ultimate responsibility for all matters listed in Attachments 1 and 2 of this publication.

2.2. The CSRO is part of the Space Staff and Headquarters Department of the Air Force (HAF), and as such works closely with other HAF offices assisting the SecAF and CSO in carrying out their responsibilities. The CSRO and the Office of the CSRO work in cooperation with the Assistant Secretaries and Deputy Under Secretaries of the Air Force, Deputy Chiefs of Space Operations and their respective offices, and as appropriate, the Deputy Chiefs of Staff of the Air Force and their offices, which are responsible, pursuant to 10 USC §§ 9011-9024, §§ 9031-9040, and §§ 9081-9084, to assist the SecAF and the CSO in carrying out their responsibilities.

2.2.1. Pursuant to Headquarters Operating Instruction (HOI) 90-1, *Headquarters Air Force Mission Directives 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” (SOPs) that set forth procedures enabling covered organizations to fulfill and carry out their respective missions, roles, and responsibilities. Currently, the CSRO has not yet developed any SOPs with other HAF 2-letter organizations; however, any future SOPs between the CSRO and the Deputy Chief of Staff, Air Force Futures; the Deputy Chief of Staff, Plans and Programs; the Deputy Under Secretary, International Affairs (SAF/IA), and the Assistant Secretary of the Air Force for Space Acquisition and Integration (SAF/SQ) will be included in **Attachment 3** of this mission directive.

3. Responsibilities. The CSRO is responsible for the following:

3.1. Carrying out and executing long-range resource allocation and developing, directing, and conducting programming activities necessary to complete the USSF POM.

3.1.1. Executing a planning process that culminates in a USSF Resource Allocation Plan (RAP) projecting 10 years into the future and extendable for an additional 20 years. The planning cycle will be used to develop a POM/Plan Guidance and Intent memo for the next POM and Planning cycles.

3.1.2. Developing and providing direction on the USSF POM. Integrating, evaluating, and analyzing the USSF Program across the Future Years Defense Program (FYDP). Programming all USSF appropriations and assigned funds.

3.2. Delivering integrated space strategies, policies, strategic plans, and requirements in order to provide organized, trained, and equipped space forces for employment by Joint Force Commanders.

3.2.1. Advising the SecAF and CSO in their role as the DoD Integrator for Joint Space Requirements on Service strategy, policy, strategic plans, capability development and integration, force design, concepts development, and global defense posture.

3.2.2. Integrating capability development concepts with Allies and Partner militaries and commercial entities to create an operationally integrated space architecture.

3.2.3. Under the authority of the Vice Chairman of the Joint Chiefs of Staff (VCJCS) and the CSO direct and control the Joint Space Requirements Integration Cell in coordination with the Joint Staff Deputy Director of Requirements and Capability Development (DDRCD) as they execute the USSF's role as the DoD integrator for joint space requirements.

3.3. Exercising close coordination with senior leadership and planning staffs across the Department of Defense (DoD), DAF, USSF Field Commands (FLDCOMs), Field Operating Agencies (FOAs), National Guard Bureau (NGB), and Air Force Reserve (AFR), ensuring their input is considered in the strategy-based resource planning and programming process.

4. Delegations of Authority/Assignment of Responsibility: [Attachment 1](#) of this publication lists the authorities delegated and responsibilities assigned by SecAF to the CSRO. Generally, these responsibilities may be re-delegated to other USSF officials unless re-delegation is expressly prohibited by superseding law, regulation, or DoD Issuance. While the authorities are delegated and responsibilities are assigned to the CSRO, the exercise of the authorities and responsibilities remains 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 or assignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authorities in accordance with this Directive may further restrict or condition the authority being re-delegated. [Attachment 2](#) outlines the organizational structure, including the roles and responsibilities of subordinate CSRO Directorates.

5. Continuation of Prior Re-Delegations of Authority/Assignments of Responsibility: Re-delegations of authority and assignments of responsibility made prior to the date of issuance of this HAFMD remain effective insofar as they 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/ASSIGNMENTS OF RESPONSIBILITY TO THE DEPUTY CHIEF OF SPACE OPERATIONS FOR STRATEGY, PLANS, PROGRAMS, AND REQUIREMENTS

A1.1. Responsibility to coordinate with and provide identified data for—The USSF to the Director of Cost Assessment and Program Evaluation, tasked to the SecAF in DoD Directive (DoDD) 5105.84, *Director of Cost Assessment and Program Evaluation (DCAPE)*.

A1.2. Authority relating to planning and programming in—The USSF Planning, Programming, Budgeting and Execution Process, tasked to the SecAF, in DoDD 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*.

A1.3. Responsibility for—The USSF overseeing posture processes and managing Global Defense Posture alignment efforts for the Secretary of Defense and Deputy Secretary of Defense pursuant to DoD Instruction (DoDI) 3000.12, *Management of U.S. Global Defense Posture*.

A1.4. Responsibility—As the USSF lead for coordination with the Assistant Secretary of Defense for Space Policy regarding DoD space policy, activities, strategy, and systems as delegated to the SecAF, pursuant to DODI 3100.10, Space Policy.

Attachment 2

DEPUTY CHIEF OF SPACE OPERATIONS FOR STRATEGY, PLANS, PROGRAMS, AND REQUIREMENTS

Figure A2.1. Deputy Chief of Space Operations for Strategy, Plans, Programs, and Requirements (SF/S5/8).



A2.1. The CSRO. Is responsible for providing professional assistance for all matters related to carrying out and executing long-range resource allocation and developing, directing, and conducting programming activities necessary to complete the USSF POM. Additionally, the CSRO delivers integrated space strategies, policies, strategic plans, and requirements in order to provide organized, trained, and equipped Guardians for employment by Joint Force Commanders. The CSRO coordinates with the other Deputy Chiefs of Space Operations (DCSOs) and the Air Force Deputy Chiefs of Staff (DCSs) to ensure all USSF-specific equities are represented. The CSRO serves as a catalyst to innovate, integrate, and implement creative and disruptive technology options derived from mutually beneficial relationships with industry, academia, international partners, and non-traditional contributors to effect transformative opportunities for the USSF, including fostering agile and non-traditional acquisition.

A2.2. Subordinate offices include the following:

A2.2.1. Director of Staff (SF/S5/8/DSE). The Director of Staff is responsible for providing integration, coordination, and oversight of all staff tasks related to the CSRO mission. The DSE coordinates, facilitates, and manages peripheral tasks, duties, and functions. The DSE is responsible for providing recommendations and implementation of CSRO leadership decisions regarding effective use of personnel, facilities, and funds, supporting the professional and administrative needs of the CSRO’s military, civilian, and contractor personnel. Additional responsibilities include the following:

A2.2.1.1. Coordinating security, unit readiness and deployment functions, manpower, military and civilian personnel management, and serving as the point of contact for all organizational structure changes within the CSRO.

A2.2.1.2. Providing resource management to include establishing spending priorities for the CSRO, obtaining required resources, preparing financial plans, providing contract funds oversight, and accomplishing fiscal year close-out.

A2.2.1.3. Providing oversight of all CSRO contracts.

A2.2.1.4. Providing information technology support for the CSRO to include front-line user assistance, managing network accounts, knowledge management operations, and design and maintenance of CSRO websites.

A2.2.1.5. Managing the CSRO facilities program and representing the CSRO as a member of the HAF Space Coordination, Reallocation, and Utilization Board.

A2.2.2. Strategic Engagement Cell (SF/S5/8/SEC). The Chief of Strategic Engagement is responsible for developing and integrating strategic narratives necessary to communicate and advocate the USSF resource allocation plan, program objective memorandum, strategies, concepts, requirements, and partnering to internal and external stakeholders. The SEC interfaces with the Space Staff, Secretariat, Joint Staff and Office of the Secretary of Defense (OSD) on resourcing issues to influence their plans and approaches and synchronize efforts to achieve unity of effort and alignment. Additional responsibilities include the following:

A2.2.2.1. Advocating USSF positions through various DoD documents and forums.

A2.2.2.2. Integrating resource management inputs and preparing presentations and correspondence to support strategic objectives.

A2.2.2.3. Developing strategic resourcing narratives and incorporating them into briefings, speeches, congressional testimony, responses to inquiries, statements, articles, and engagements.

A2.2.2.4. Advising the CSRO on congressional liaison and engagement, legislative advocacy, legislative coordination, and other programs affecting CSRO issues and priorities.

A2.2.2.5. Generating an outreach strategy for CSRO engagements with the federal government, Congress, and private industry to build and sustain relationships that achieve CSRO desired outcomes.

A2.2.2.6. Leading, planning, organizing, and overseeing cross-organizational activities that pertain to strategic communications and stakeholder engagement as senior advisor to the CSRO.

A2.2.2.7. Synchronizing and managing strategic taskings from CSO, SecAF (e.g., operational imperatives), DAF (e.g., management initiatives), OSD and Joint Staff.

A2.2.2.8. Facilitating the USSF Commander's Communication Synchronization process.

A2.2.3. Strategy, Futures, and Partnerships Directorate (SF/S5S). The Director of Strategy, Futures, and Partnerships is responsible for leading and integrating development of Space Force strategy, policy, strategic plans, concepts, wargaming, and partnering.

A2.2.3.1. Futures and Integration Division (SF/S5SB). The Chief of Futures and Integration is responsible for assessing and integrating innovative capabilities and strategies into Joint and DAF future warfighting concepts, promoting emerging technological opportunities, and aligning wargaming efforts across the USSF. The Director also provides input and guidance to Service and Joint doctrine, concept, and capability development processes and coordinates with elements across the DAF to ensure all USSF specific equities are represented. Additional responsibilities include the following:

A2.2.3.1.1. Assessing the force design's inclusion of concept required capabilities from Joint and USSF concepts and provide required capability recommendations, as necessary.

A2.2.3.1.2. Guiding Service and Joint space capability development efforts, enabling the Service to make targeted, informed, and prioritized investment decisions.

A2.2.3.1.3. Providing Service-level assessments and inputs into joint warfighting and supporting concepts.

A2.2.3.1.4. Developing future warfighting concepts to inform Service force design, science and technology investments, and PPBE processes.

A2.2.3.1.5. Chairing the Wargaming Coordination and Alignment Team to coordinate and align USSF wargaming efforts to explore current and future issues impacting future force employment, development, structure, capabilities, and concepts.

A2.2.3.1.6. Coordinating USSF representation in joint and multinational wargames and exercises where Service- or domain-specific concepts will be explored.

A2.2.3.1.7. Determining the military utility of emerging technologies and capabilities as they relate to fulfilling current/future USSF missions and closing capability gaps identified within Joint concepts.

A2.2.3.1.8. Prioritizing capability development planning, experimentation, and prototyping activities to inform future concepts and force design.

A2.2.3.1.9. Providing support to POM development.

A2.2.3.2. Global Partnerships Division (SF/S5SP). S5SP develops and coordinates strategies, concepts, requirements, plans, and programs for enhancing global space operations through coordinated integration of international, civil, commercial, Joint, and interagency partners to support the CSO in fulfilling the Secretary of Defense-assigned role of Force Design Architect for DoD Space Systems through partnerships. Additional responsibilities include:

A2.2.3.2.1. Informing, supporting and complying with SAF/IA policies, procedures, and oversight of DAF Security Cooperation (SC) activities.

A2.2.3.2.2. In support of the CSO's Joint Integrator for Space role, developing Service-wide policies, and establishing and maintaining processes and guidance for leveraging partnerships in support of USSF objectives consistent with Department of Defense, Joint Force, and Department of the Air Force policy, strategy, and guidance.

- A2.2.3.2.3. Coordinating and synchronizing USSF partnership priorities and objectives across DoD, Joint, DAF, and USSF forums, and relevant external forums as required.
- A2.2.3.2.4. Providing guidance to the Space Staff and USSF Field Commands, Component Field Commands, and DRUs on integrating partners throughout DoD, DAF, and USSF processes to ensure alignment and synchronization of capability development, planning and programming activities.
- A2.2.3.2.5. Facilitating USSF partnerships across the interagency to advance USSF objectives.
- A2.2.3.2.6. Providing service-wide advocacy and interagency coordination to normalize innovative solutions to USSF operational requirements via space industry, focused on international industry.
- A2.2.3.2.7. Supporting S5/8 membership in the Global Posture Executive Council. Serve as the USSF representative to the Global Posture Integration Team. Develop and manage USSF's policies and processes regarding Global Defense Posture; issue and maintain Service-wide guidance for posture planning.
- A2.2.3.2.8. Coordinating and executing engagements with international militaries and commercial entities on behalf of CSRO. Integrate, align and synchronize Space Working Groups with international military counterparts to develop a fully integrated joint space architecture.
- A2.2.3.2.9. Coordinating and developing service-specific strategy, doctrine, and standards for training, education, and language proficiency required for USSF Security Force Assistance activities in support of CCMD and USSF Component requirements to support, enable and align with Field and Component Command activities.
- A2.2.3.2.10. Collaborating with SF/S1 for articulation of Space Force Language, Regional Expertise, and Culture (LREC) requirements to include languages, ILR proficiency levels, and modalities.
- A2.2.3.2.11. Developing and executing policies for the selection, training, nomination, and assignment of Space Attachés in accordance with DAF Attaché personnel procedures, SAF/IA, and Defense Intelligence Agency requirements.
- A2.2.3.3. Strategy, Policy, and Plans Division (SF/S5SS). The Chief of Strategy, Policy, and Plans is responsible for the development, synchronization, and publication of Service institutional visions, strategies, policies, and strategic plans; leads USSF participation in development of Strategic Direction and select Comprehensive Joint Readiness processes; and supports select Strategic and Contingency Planning and Global Military Integration processes. Additional responsibilities include the following:
- A2.2.3.3.1. Formulating, coordinating, and implementing Service-level space-related policies and programs that support national security objectives and policies established by the President, the Secretary of Defense, and SecAF.

A2.2.3.3.2. Coordinating Service input to the Unified Command Plan, the National Security Strategy, the Contingency Planning Guidance, the National Defense Strategy, the Defense Planning Guidance, and the National Military Strategy as well as to the development of U.S. Government, DoD, DAF, Combatant Command, Joint Staff, Sister Service, Intelligence Community, civil, commercial, and ally/partner space strategies.

A2.2.3.3.3. Coordinating Service input to the Joint Military Net Assessment, the Annual Joint Assessment, and the Chairman's Risk Assessment.

A2.2.3.3.4. Coordinating Service input to the Joint Strategic Campaign Plan and review of campaign and contingency plans (i.e., Global Campaign Plans, Regional Campaign Plans, Functional Campaign Plans, Combatant Command Campaign Plans, Globally Integrated Frameworks, Operation Plans, and Integrated Contingency Plans).

A2.2.3.3.5. Supporting Service participation in the Consolidated Strategic Opportunities Development process.

A2.2.3.3.6. Supporting Service participation in the Joint Chiefs of Staff and Operations Deputies Tank series, as required.

A2.2.4. Operational Capability Requirements Directorate (SF/S5R). The Director of Operational Capability Requirements develops Service policy and provides guidance, oversight, and priorities for the Service's capability requirements development process and ensures Service integration with the Joint Capabilities Integration and Development System (JCIDS). The Director, as the co-lead for the Joint Space Requirements Integration Cell (JSRIC) is responsible for supporting the USSF in its role as the DoD integrator for joint space requirements. Additional responsibilities include the following:

A2.2.4.1. Information Warfare and Mobility Division (SF/S5RI). The Chief of Information Warfare and Mobility is responsible for the development of all requirements for the USSF throughout the C4, Cyber, and Logistics mission areas. S5RI will host solution pathways with appropriate stakeholders (SF/COO, SF/CTIO, FLDCOMs, Services, Combatant Commands, Joint Staff, etc) to determine the best requirements pathway. These stakeholders should be utilized for their subject matter expertise. Additional responsibilities include the following:

A2.2.4.1.1. Reviewing Service military capability assessments and the identification, approval, and prioritization of capability gaps.

A2.2.4.1.2. In concert with key DAF stakeholders, oversee development of all performance requirements for the Service. Performance requirements are performance attributes of a system considered critical or essential to the development of an effective military capability.

A2.2.4.1.3. Supporting the CSO as the independent validation authority for Service-specific capability requirements.

A2.2.4.1.4. Supporting the VCSO in participation in all JCIDS activities and Joint Concept Development activities to include coordination of all JCIDS documents, briefings, and associated decision memoranda. Prepares the VCSO for participation as the USSF principal to the JROC.

- A2.2.4.1.5. Leading and formulating USSF sponsored operational capability requirements and ensures associated documents are developed based on valid mission needs while balancing operational risk, capability, schedule, and cost.
- A2.2.4.1.6. Utilizing USSF Capabilities Based Assessments or similar studies to manage the development of operational capability requirements documents and decisions.
- A2.2.4.1.7. As authorized, collaborating with allies and partners in the discussion and identification of future capability needs and materiel requirements, in coordination with SAF/SQ; SAF/AQ; SAF/IA; SF/CTIO; SF/COO and SF/S5SP as appropriate, and in the acquisition of interoperable or standardized systems, subsystems, and follow-on logistic support.
- A2.2.4.1.8. Providing support to POM development.
- A2.2.4.1.9. Ensuring full consideration of non-materiel and existing materiel solution approaches (including solutions in use, leveraging commercial solutions or development by the other military services and components) before any new capability solutions are pursued via the requirements and acquisition processes.
- A2.2.4.1.10. Verifying that proposed solution approaches align with the need date and available resources.
- A2.2.4.1.11. Serving as Space Force OPR for Space Operations Forces requirements development for Space Force Enhancement, Space Support, Space Situational Awareness and Space Control Portfolios into JCIDS, encompassing both on-orbit and associated ground systems.
- A2.2.4.1.12. Serving as Space Force OPR for Cyber requirements development and the U.S. Cyber Command-led Cyber-Capabilities Integration Development System process. Serving as Space Force principal in the Cyber Requirements Evaluation Board.
- A2.2.4.2. Combat Power Division (SF/S5RP). The Chief of Combat Power is responsible for the development of all requirements for the USSF throughout the Force Application, Battlespace Awareness, and Protection mission areas. S5RP will host solution pathways with appropriate stakeholders (SF/COO, SF/CTIO, FLDCOMs, Services, Combatant Commands, Joint Staff, etc.) to determine the best requirements pathway. These stakeholders should be utilized for their subject matter expertise. Additional responsibilities include the following:
- A2.2.4.2.1. Reviewing Service military capability assessments and the identification, approval, and prioritization of capability gaps.
 - A2.2.4.2.2. Managing development of all performance requirements for the Service. Performance requirements are performance attributes of a system considered critical or essential to the development of an effective military capability.
 - A2.2.4.2.3. Supporting the CSO as the independent validation authority for Service-specific capability requirements.

- A2.2.4.2.4. Supporting the Vice Chief of Space Operations (VCSO) in participation in all JCIDS activities and Joint Concept Development activities to include coordination of all JCIDS documents, briefings, and associated decision memoranda. Prepares the VCSO for participation as the USSF principal to the Joint Requirements Oversight Council (JROC).
- A2.2.4.2.5. Leading and formulating USSF sponsored operational capability requirements and ensures associated documents are developed based on valid mission needs while balancing operational risk, capability, schedule, and cost.
- A2.2.4.2.6. Utilizing USSF Capabilities Based Assessments or similar studies to manage the development of operational capability requirements documents and decisions.
- A2.2.4.2.7. As authorized, collaborating with allies and partners in the discussion and identification of future capability needs and materiel requirements, in coordination with SAF/SQ; the Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics (SAF/AQ); SAF/IA; and SF/S5SP as appropriate, and in the acquisition of interoperable or standardized systems, subsystems, and follow-on logistic support.
- A2.2.4.2.8. Providing support to POM development.
- A2.2.4.2.9. Ensuring full consideration of non-materiel and existing materiel solution approaches (including solutions in use or development by the other military services and components) before pursuing any new capability solutions via the requirements and acquisition processes.
- A2.2.4.2.10. Verifying that proposed solution approaches align with the need date and available resources.
- A2.2.4.2.11. Serving as Space Force Office of Primary Responsibility (OPR) for Space Operations Forces requirements development for Space Force Enhancement, Space Support, Space Domain Awareness and Space Control Portfolios into JCIDS, encompassing both on-orbit and associated ground systems.
- A2.2.4.3. Requirements Integration Division (SF/S5RR). The Chief of Requirements Integration is responsible for managing the Service's urgent operational needs, requirements gatekeeper functions, and executing the USSF's role as DoD's Joint Integrator for Space Requirements. Additional responsibilities include the following:
- A2.2.4.3.1. Ensuring the Service's use of JCIDS, as appropriate, to validate Service-specific capability requirements.
- A2.2.4.3.2. Managing Service-validated urgent, emergent, and deliberate capability requirements and updates, and associated validation memoranda, for information purposes and for visibility in the capability requirements portfolios.
- A2.2.4.3.3. Supporting the VCSO in participation in all JCIDS activities and Joint Concept Development activities to include coordination of all JCIDS documents, briefings, and associated decision memoranda. Prepares the VCSO for participation as the USSF principal to the JROC.
- A2.2.4.3.4. Supporting management training workforce requirements.

A2.2.4.3.5. Serving as members of the JSRIC supporting the USSF in its role as DoD integrator for all joint space requirements as necessary.

A2.2.4.3.6. Leading USSF Solution Pathway Reviews to establish the appropriate requirements strategy for capability development and requirements efforts.

A2.2.5. Plans and Programs Directorate (SF/S8P). The Director of Plans and Programs is responsible for carrying out and executing long-range resource allocation and developing, directing, and conducting USSF programming activities necessary to complete the USSF POM.

A2.2.5.1. Resource Integration Division (SF/S8PN). The Chief of Resource Integration is responsible for integrating, evaluating, and analyzing the USSF Program across the FYDP and programming all USSF appropriations and assigned funds including option development, option pricing, and maintaining programmatic data structure, process, and systems. Additional responsibilities include the following:

A2.2.5.1.1. Developing and submitting the POM for the USSF FYDP.

A2.2.5.1.2. Developing USSF policy in coordination with Deputy Undersecretary of the Air Force, Management for resource allocation and the Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) process. Preparing program briefings for senior USSF leadership (SecAF, CSO, and USSF Corporate Structure) on resource allocation and programmatic issues, defending the USSF POM/Budget Estimate Submission, analyzing Issue Papers, and accomplishing offset drills as needed.

A2.2.5.1.3. Chairing the USSF Group and the USSF Board for all programming matters and co-chairing the USSF Group/Board for budget formulation and execution. Maintaining the integrity of the USSF Corporate Process. Providing information and briefings to the USSF Council for corporate decisions. Providing recommendations from the Corporate Process to the SecAF/CSO.

A2.2.5.1.4. Developing annual programming guidance in accordance with fiscal guidance, overarching National Defense guidance, planning guidance, the USSF RAP, design options and USSF strategic priorities.

A2.2.5.1.5. Maintaining close working relationships with HAF functional planners and Deputy Assistant Secretary of the Air Force for Budget, Programs Directorate budget counterparts to ensure a smooth transition between all phases of the strategy, design, planning, programming, and budgeting process.

A2.2.5.1.6. Serving as the primary USSF organization responsible for reviewing and evaluating programmatic and Program Decision Memoranda (PDMs) issued by OSD and coordinating the evaluation of Program Budget Decision (PBDs) and PDMs with the Deputy Assistant Secretary of the Air Force for Budget (SAF/FMB) and Office of the Assistant Secretary of the Air Force for Space Acquisition and Integration, Integration Directorate.

A2.2.5.1.7. Assessing the impact PBDs and PDMs have on USSF programs and budgets and recommending reclama/rebuttal actions to the SecAF/CSO in the USSF Corporate Review Process.

- A2.2.5.1.8. Providing guidance and direction to the Secretariat, Space Staff, FLDCOMs, and other USSF organizations for the development of programming options.
- A2.2.5.1.9. Coordinating changes to the USSF's programming data structure, processes, and systems required submitting Force and Financial Plan data.
- A2.2.5.1.10. Exercising close coordination with senior leadership and planning staffs across the DoD, HAF, FLDCOMs, FOAs, NGB, and AFR, ensuring their input is considered in the strategy-based programming process.
- A2.2.5.1.11. Coordinating and providing identified data to the Director of Cost Assessment and Program Evaluation, tasked to the SecAF in DoDD 5105.84, *DCAPE*.
- A2.2.5.1.12. Developing and editing programmatic content for Congressional requests for information (letters, responses, requests, and testimony preparation) in coordination with the Director, Legislative Liaison and Deputy Assistant Secretary of the Air Force for Budget, Budget and Appropriations Liaison Directorate. Providing and ensuring the CSO and SecAF understand the USSF POM narrative and are prepared to use for engaging congressional members, their committees, and staffs.
- A2.2.5.1.13. Authoring CSO guidance and intent documents to inform the POM build.
- A2.2.5.1.14. Coordinating USSF participation in the OSD Deputy's Management Action Group by providing meeting preparation, facilitating analytical support, and managing post-meeting actions.
- A2.2.5.2. Programming Division (SF/S8PS). The Chief of Programming is responsible for all matters pertaining to developing, directing, and conducting USSF programming activities. Additional responsibilities include the following:
- A2.2.5.2.1. Reviewing, developing, and evaluating funding options for the SecAF and CSO to meet worldwide space requirements while balancing force readiness and sustainability with force modernization.
- A2.2.5.2.2. Analyzing and evaluating programs and force projections for balancing, phasing, and feasibility in relation to known and anticipated availability of resources and higher authority decisions.
- A2.2.5.2.3. Analyzing impacts of programming decisions, force design, and force structure requirements on space acquisition programs and in conjunction with SF/S5R, Space Warfighting Analysis Center, Deputy Chief of Space Operations for Technology and Innovation (SF/CTIO), Deputy Chief of Space Operations for Operations (SF/COO), Department of the Air Force Studies and Analysis (SAF/SA), SAF/IA, and SAF/SQ (or SAF/AQ as appropriate), assessing the viability of these programs to meet national requirements and to provide warfighting capabilities.
- A2.2.5.2.4. Coordinating with SF/S5R and other applicable functional organizations on concept development to ensure coherent capabilities-based programming and efficient/effective resource allocation.

- A2.2.5.2.5. Functioning as the Space Staff OPR for all matters pertaining to formulating, directing, and amending the USSF Program to meet worldwide force requirements across the full spectrum of space combat capabilities.
- A2.2.5.2.6. Providing a comprehensive and overall assessment of the Total Force Program from a programming perspective and coordinating budgeting perspectives with SAF/SQ (or SAF/AQ as appropriate), SAF/FMB, and the Deputy Chief of Space Operations for Personnel, Manpower Directorate.
- A2.2.5.2.7. Serving as the primary USSF advocate, functional expert, and advisor to the CSRO on all programmatic issues, objectives, and strategies, and providing program assessments and alternative program options.
- A2.2.5.2.8. Advising the USSF Board/SecAF/CSO on the feasibility of programmatic disconnects and offsets.
- A2.2.5.2.9. Evaluating crosscutting options to balance capability divestment/procurement cost offsets that generate savings and efficiency across the USSF to prioritize resources for higher priority requirements.
- A2.2.5.3. Planning and Analysis Division (SF/S8PX). The Chief of Planning and Analysis is responsible for developing, integrating, and recommending budgetary and resource planning options to the SecAF and CSO to meet worldwide space requirements. SF/S8PX coordinates alternative courses of action including options for force development. SF/S8PX implements USSF strategy through resource allocation integration and strategic planning efforts. Additional responsibilities include the following:
- A2.2.5.3.1. Securing enterprise-wide strategy-based resource allocation from the CSO and SecAF as part of the SDPPBE process.
 - A2.2.5.3.2. Analyzing the impact of long-range resource allocation decisions and force structure requirements on major acquisition programs and assessing viability of these programs to meet requirements and provide sufficient warfighting capabilities.
 - A2.2.5.3.3. Functioning as the Space Staff Office of Primary Responsibility for matters pertaining to formulating, directing, and amending long-range resource allocation plans.
 - A2.2.5.3.4. Exercising close coordination with senior leadership and planning staffs across the DoD, HAF, FLDCOMs, FOAs, NGB, and AFR, ensuring their input is considered in the strategy-based planning process.
 - A2.2.5.3.5. Developing USSF policy for the roles and responsibilities of lead command/agent for all weapon systems, non-weapon systems, and activities.
 - A2.2.5.3.6. Serving as primary USSF strategic basing lead to ensure basing actions align with strategy and programming decisions to support National Defense Strategy (NDS) priorities and USSF future force design.
 - A2.2.5.3.7. Conducting enterprise-wide affordability analyses, including key cost parameters, to inform capability development decision-making for major investments.
 - A2.2.5.3.8. Serving on the Capability Development Summit.

A2.2.5.3.9. Resourcing lead for Operational Imperatives (OI), strategic basing, and Program Reviews and associated integration of investments into the USSF budget and resource plans.

A2.2.5.3.10. In coordination with SF/CTIO, lead S8 efforts to develop and incorporate digital tools and initiatives to shape planning choices and create budget development efficiencies across CSRO.