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## DEPARTMENT OF THE AIR FORCE

WASHINGTON, D.C. 20330



OFFICE OF THE SECRETARY

## MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: The Air Force Role in Space - INFORMATION MEMORANDUM

Larry Welch and I recently completed an extensive Service-wide review addressing the Air Force role in space -- now and in the future. Based on that review, the Air Force has promulgated what we believe to be an effective policy that will serve DoD needs in space. I have attached a copy for your review. As Secretary of your senior space Service, I would like to share some perspectives with you that I believe will help focus our thoughts as we approach transition to a new administration.

It has been clear over the past few years that the way we view space in the Department of Defense is changing. All Services are increasingly interested and their involvement in space is growing. The creation and rapid maturity of the US Space Command and its Service Components bear witness to this. In addition, there has been an increasing awareness and level of participation in space matters on the part of OSD and OJCS. I applaud this, as it clearly demonstrates the growing importance of space to our national security -- a theme, as you know, that I have been advocating through my term of office.

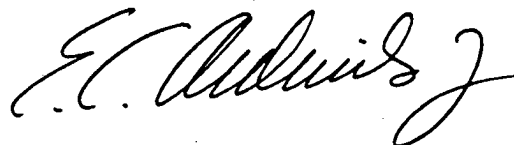
This evolving climate has caused a reassessment of the basic, long-standing management precepts that we have used both for space programs and other DoD activities. In some areas it is appropriate that each service field and operate space systems to meet unique needs. Nevertheless, I believe that the single manager concept is valid and should continue to be applied to many of the DoD's space activities in the interests of efficiency and joint operational effectiveness.

As an example, over the years the Air Force has made a significant investment in space launch and common-user on-orbit support infrastructure, personnel and corporate expertise. As a result, I believe the Air Force is uniquely suited to meet Department of Defense needs in these areas and should continue to be the DoD single manager.

Similarly, the Air Force has developed a uniquely capable infrastructure for the acquisition and operation of multi-user systems such as Navstar GPS, DMSP and MILSTAR. Accordingly, I believe that, absent over-riding requirements to the contrary, the Air Force should continue to be the single manager for multi-user systems. I include in this category, a space based radar program and am prepared to initiate such a program upon your approval. In many cases, it will be appropriate to evolve the acquisition structure to a joint program office under Air Force leadership as we have for DMSP, GPS and MILSTAR.

We have initiated several internal restructuring actions to integrate space activities into the Air Force. These include changes to our planning, programming and budgeting systems and personnel management procedures. In the long run these changes will improve the contributions of the Air Force to our national security space program.

In conclusion, as noted above, Larry Welch and I have put a great deal of time and effort into developing a corporate vision of the Air Force's role in space. We are committed to providing the best possible support for Defense needs in space.

A handwritten signature in cursive script, appearing to read "E. C. Andrews".

**2 Attachments**

- 1. Air Force Space Policy**
- 2. Memo for MAJCOM/SOAS**




**DEPARTMENT OF THE AIR FORCE**  
**HEADQUARTERS UNITED STATES AIR FORCE**  
**WASHINGTON, D.C.**

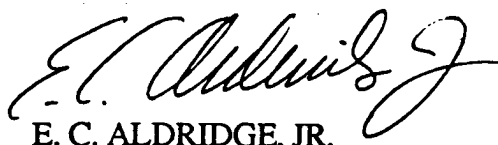
2 December 1988

MEMORANDUM FOR ALMAJCOM-SOA

SUBJECT: Air Force Space Policy - INFORMATION MEMORANDUM

We have recently completed an intensive review of the role of the Air Force in space. That review concluded that space operations can have a decisive influence on future terrestrial conflict. Therefore, we must make a corporate commitment to integrate spacepower throughout the full spectrum of Air Force capabilities. The attached policy lays the groundwork, but your cooperation and commitment are essential to the success of this effort.

  
LARRY D. WELCH, General, USAF  
Chief of Staff

  
E. C. ALDRIDGE, JR.  
Secretary of the Air Force

## AIR FORCE SPACE POLICY

1. The tenets of Air Force space policy are as follows:

- Spacepower will be as decisive in future combat as airpower is today.
- We must be prepared for the evolution of spacepower from combat support to the full spectrum of military capabilities.
- The Air Force will make a solid corporate commitment to integrate space throughout the Air Force.

2. The Air Force envisions a role in space that encompasses the following:

a. SPACE CONTROL. The Air Force will acquire and operate anti-satellite capabilities. The Air Force will provide battle management/C3 for US space control operations, and will perform the integration of ASAT and surveillance capabilities developed for space control operations. When technology permits cost-effective deployment, the Air Force will acquire and operate space-based anti-satellite capabilities.

b. FORCE APPLICATION. Should a BMD deployment decision be made, the Air Force will acquire and operate space-based ballistic missile defense assets, will provide battle management/C3 for BMD and will integrate BMD forces. The Air Force will acquire and operate space-based weapons when they become a feasible and necessary element of our force structure.

c. FORCE ENHANCEMENT. The Air Force will continue to acquire and operate space-based systems for navigation, meteorology, tactical warning and attack assessment, NUDET detection and multi-user communications. The Air Force will continue to support the multi-service approach to conducting space surveillance and for providing mission-unique, space-based communications. The Air Force will acquire and operate a space-based wide area surveillance, tracking and targeting capability and will provide space-based means for space surveillance.

d. SPACE SUPPORT. The Air Force will continue its long-standing role as the provider of launch and common-user, on-orbit support for the Department of Defense.

3. In accomplishing the above, the Air Force must achieve assured mission capability. Providing that capability to operational commanders will require a balance of survivability, flexibility, responsiveness, logistics supportability, and strong research and technology programs.

4. The Air Force must increase the understanding of and involvement in space issues at all levels, and take actions to institutionalize space within the Air Force. To facilitate the process the following steps are underway:

a. Rewrite Air Force doctrine to integrate space operations into the basic missions and tasks of the Air Force.

b. Reorganize the Air Staff to normalize space responsibilities within the planning, programming, budgeting and acquisition and support processes.

c. Change personnel management procedures to expand space expertise throughout the Air Force, and other operational expertise within Air Force Space Command.

d. Encourage all MAJCOMs to routinely consider space-based means of accomplishing traditional missions. Each Air Component Command should establish itself as the center of space expertise within its supported Unified Command.

e. Consolidate space system requirements, advocacy, and operations, exclusive of developmental and, for the near term, launch systems, in Air Force Space Command.

5. Based on its heritage, expertise and infrastructure the Air Force remains uniquely capable of conducting DoD space activities. Just as we have in the past been the major provider of air forces for this nation's defense, the Air Force will in the future be the major provider of space forces for this nation's defense. It is the responsibility of each Air Force member to make this goal a reality.