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Manpower and Organization

**HQ AIR FORCE SPACE COMMAND
ORGANIZATIONS AND FUNCTIONS**



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This pamphlet prescribes the organizational structure of Headquarters, Air Force Space Command (HQ AFSPC) and defines the functions and responsibilities for each staff agency. It applies to HQ AFSPC.

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1. Mission - Air Force Space Command. The mission of Air Force Space Command (AFSPC) is to operate space systems, to provide support from space to terrestrial forces, and to operate ballistic missile forces as a deterrent against nuclear attack; provide assured mission capability, including ground control support for designated Department of Defense (DoD) satellites, as required through all levels of conflict; provide warning of a space ballistic missile attack; provide the ability to protect friendly satellites and to negate enemy spacecraft as directed; and to maintain the Intercontinental Ballistic Missile (ICBM) force, people and material. The mission of AFSPC includes specific responsibilities as both the Air Force component of United States Space Command (USSPACECOM) for space forces, and U.S. Strategic Command (USSTRATCOM) for ICBM forces; and, as an Air Force Major Command (MAJCOM). These responsibilities are interrelated and also entail specific relationships with other commands and agencies, both United States and Allied.

2. Command Element:

2.1. The Commander (CC):

- 2.1.1. Operates and maintains forces to conduct space and intercontinental ballistic missile operations.
- 2.1.2. Operates and maintains forces to carry out the space and ICBM missions.
- 2.1.3. Consolidates planning and defines operational system requirements to implement unified command warfighting requirements.

2.2. Commander, AFSPC. As the commander of an Air Force MAJCOM:

- 2.2.1. Exercises administrative command over all assigned AFSPC forces, units, activities, systems, and installations.
- 2.2.2. Organizes, trains, equips, administers, operates, maintains, and sustains assigned Air Force space and ICBM forces in support of operational commanders.
- 2.2.3. Serves as the Air Force executive agent to conduct Air Force long-range space planning and doctrine development.
- 2.2.4. Conducts planning and makes recommendations to the Chief of Staff, U.S. Air Force (CSAF) for changing current or developing new facilities, systems, organizations, policies, tactics, and force structure; and for the deployment of forces assigned to or under the control of AFSPC.
- 2.2.5. Develops and maintains the Air Force Space Plan as directed by HQ USAF.
- 2.2.6. Develops operational requirements and advocates need for Air Force space and ICBM systems.
- 2.2.7. Provides interface between research and development activities and operational users of Air Force space systems.
- 2.2.8. Conducts planning for space and ICBM forces.

2.2.9. Provides inputs to HQ USAF on Planning, Programming, and Budgeting System (PPBS) and Program Objective Memorandum (POM) actions for assigned Air Force space systems, and those space and ICBM forces.

2.2.10. Advocates modification of assigned space and ICBM assets and reviews system tests, evaluations, and reports to ensure that operational capabilities meet requirements.

2.2.11. Participates in planning and programming of tests and evaluations. Provides support as directed by HQ USAF.

2.2.12. Staff consists of Director of Staff (DS), Enlisted Advisor (CCC), Air National Guard Advisor (CG), Reserve Forces Advisor (CR), and CC's Action Group (CX).

2.3. Vice Commander (CV). Assists in the discharge of the duties and responsibilities of the Commander, AFSPC, and acts as his principal advisor in the formulation of policies, plans, and directives. Assumes command during the absence of the Commander.

2.4. Commander's Action Group (CX). Directly supports the Commander and Vice Commander of Air Force Space Command. Prepares briefings and proposals on structure, missions, and operations for the current/future warfighting capability of the command's 26,000+ personnel with an annual budget exceeding \$7 billion. Also conducts sensitive studies for the joint staffs of U.S. Space Command and North American Aerospace Defense Command (NORAD).

2.5. Director of Staff (DS). Responsible for coordinating the activities of the Headquarters AFSPC staff. Interprets and transmits to appropriate staff agencies and subordinate units the decisions, plans, and policies of the AFSPC Commander and Vice Commander and oversees their coordinated implementation. Reviews and coordinates on all staff actions. Resolves staff wide issues. Is the day-to-day liaison between the staff and the Commander and Vice Commander.

2.5.1. Executive Services (DSA) provides executive services to the Command Section.

2.5.2. Building Coordinator (DSB). Manages operations and maintenance issues for USSPACECOM/NORAD/AFSPC headquarters, and the Federal Building. Responsible for building modifications and occupant safety and welfare. Reviews, coordinates, and approves work requests for building modifications, maintenance, repairs, and all building outages (electric, water, fire and security alarms). Advises on availability of floor space. Reviews custodial service contracts and implements changes. Provides Quality Assurance Evaluation (QAE) of the headquarters custodial contract. Reports to Contracting Officer all work deficiencies found during inspections.

2.5.3. Command Section Information Management (DSD). Provides administrative support to the Commander, Vice Commander, and Director of Staff. Interfaces with the command staff concerning administrative matters. Handles all suspense actions and correspondence tracking for the command section. Supports the Individual Mobilization Augmentee (IMA) to the Commander, the AFSPC Guard and Reserve Advisors, and AFSPC astronauts at Johnson Space Center.

2.5.4. Protocol (DSP). Acts as advisor for all HQ NORAD, HQ USSPACECOM, and HQ AFSPC Protocol matters. Receives and schedules visits. Directs and oversees arrangements for visits of foreign and U.S. dignitaries. Provides guidance on ceremonies and protocol requirements. Arranges social functions for command section general and flag officers, farewell parties, changes of command, retirements, and community leader receptions. Formulates Command Protocol policies and guidance and disseminates policies to subordinate units.

2.6. AFSPC HQ Squadron Section. Responsible for promoting the health, morale and welfare of personnel assigned to HQ AFSPC by implementation of quality force objectives through personal counseling and personnel and administrative management. Administers military justice, separations/ discharges, drug/alcohol/family advocacy and weight/fitness programs. Directs unit leave, medical and dental, promotion and testing, and special additional duties programs. Coordinates HQ's outstanding quarterly and annual awards boards and ensures Enlisted Performance Review (EPR) integrity. Provides guidance on military dress, appearance and customs and courtesies. Inspects dormitories for hygiene and maintenance and provides newcomers briefings for new HQ personnel.

3. Civil Engineer (CE):

3.1. The Civil Engineer. Implements policies and plans, develops, directs and provides guidance to design, construct, renovate, operate, maintain and repair facilities to support space launch, space surveillance, early warning, intercontinental ballistic missiles (ICBM), and satellite operations, in peace and war, for all AFSPC locations. Accountable for warfighting readiness; fire protection; disaster preparedness and explosive ordnance disposal; base development and operations; Military Construction Program projects; facilities excellence; and environmental protection.

3.2. Engineering Division (CEC):

3.2.1. Oversees design and construction execution of the Command Military Construction Program, NAF, ECIP/NFEMP and other capital investment and expense programs. Plans, programs, and executes the Military Family Housing and Unaccompanied Housing Program. Provides technical construction assistance to field units in mechanical, electrical, civil engineering, interior design and architectural matters. Sets the standards for and oversees policy and procedures for all Command facilities to include MFH management, dormitory management and community planning.

3.2.2. Planning Branch (CECP). Provides technical planning assistance and support to ensure comprehensive planning documents are completed, maintained, and implemented for all AFSPC installations.

3.2.2.1. Provides policy, guidance and technical assistance on facility architectural issues and building standards.

3.2.2.2. Provides guidance and policy for AFSPC interior design issues including Structural Interior Design and Comprehensive Interior Design packages.

3.2.2.3. Provides technical assistance, develops policy and guidance, and administers the AFSPC facilities excellence program to promote functional, safe, neat places in which to work and live.

3.2.2.4. Administers the AFSPC Design Awards program to ensure project submittals meet the criteria established by USAF and promote excellence in facility design.

3.2.2.5. Provides objectives, responsibilities, and evaluation criteria and procedures for the AFSPC biennial Facilities Excellence Recognition Program.

3.2.3. Housing Branch (CECH). Provide policy and implementation guidance for all aspects of Military Family Housing (MFH) and Dormitory management to include assignments, investment, improvement, repair and privatization.

3.2.3.1. Provide oversight for programming, budgeting and execution of Military Family Housing and Dormitory resources.

3.2.3.2. Provide policy and implementation guidance for all aspects of housing furnishings management to include oversight for the budgeting of furnishings. Provides policy and implementation guidance on privatization issues for all aspects of Military Family Housing resources.

3.2.4. Execution Branch (CECE):

3.2.4.1. Develops policy, guidance and procedures to execute the design and construction of the Emergency or Exigent Construction Program.

3.2.4.2. Implements existing USAF policies and plans while providing policy and guidance for the execution of the design and construction of the Military Construction Program.

3.2.4.3. Conducts planning for and directs the design and construction of the Non-Appropriated Fund (NAF) construction program.

3.2.4.4. Provides guidance for the design and execution of the Command Real Property Maintenance by Contract (RPMC) Program.

3.2.5. Operations Branch (CECO):

3.2.5.1. Provides policy and guidance for Civil Engineering services, operations and maintenance contracts, and assistance in developing performance work statements (PWS) for various Civil Engineering contracts.

3.2.5.2. Provides infrastructure management policy, guidance, standards and technical project review for civil, electrical, and mechanical specialties.

3.2.5.3. Provides oversight and guidance for all utilities acquisition and management including contract review, reporting and calculation.

3.2.5.4. Provides oversight, review and guidance pertaining to sewage and wastewater treatment system operations, contracts, maintenance and modifications.

3.2.5.5. Develops command policy and provides direction and guidance to bases to execute their base/airfield O&M pavement infrastructure program.

3.2.5.6. Provides guidance and oversight to bases relative to railroad track infrastructure, inspection, and certification processes.

3.2.5.7. Provides guidance and direction on the management of the AF seismic program.

3.2.5.8. Provides guidance and oversight to the field in the area of snow and ice control/removal.

3.2.5.9. Provides policy and guidance for implementation and execution of the command energy program and goals.

3.2.5.10. Provides policy and implementation guidance on privatization issues related to utilities infrastructure.

3.3. Programs Division (CEP):

3.3.1. Financial Management Branch (CEPF):

3.3.1.1. Provides Financial Management of Real Property Services, Real Property Maintenance, Environmental, Military Construction and Military Family Housing funds, as well as the CE Headquarters Account.

3.3.1.2. Budgets, distributes, executes, analyzes and reports all CE funds in support of Space Wings and units. Budgets, executes and reports HQ CE account including travel, supplies and contracts. Briefs, advocates and defends all CE funds at various financial committees, both locally and at higher headquarters.

3.3.1.3. Develops Command CE financial Plan for Operations and Maintenance (O&M), Environmental, Military Family Housing (MFH), and the Headquarters Account.

3.3.1.4. Validates and advocates for all CE Wing unfunded requirements.

3.3.2. Resources Branch (CEPR):

3.3.2.1. Establishes policy and programs for CE real estate, information systems, computer resources, and logistics support.

3.3.2.2. Manages Plant Replacement Value (PRV) program, which is used to determine Command's CE funding.

3.3.2.3. Manages Command's real estate program including commercial space launch support, land acquisition, outgrants and leases, and facility/real estate disposal.

3.3.2.4. Manages Command's CE Information and Computer Systems to include: Work Information Management Systems (WIMS), Local Area Network (LAN) Implementation schedules, software and hardware issues, computer security, web pages, and future technology requirements.

3.3.2.5. Manages Command's CE logistics program, including the Self-help program, Material Acquisition System, and vehicle fleet.

3.3.3. Programs Branch (CEPP):

3.3.3.1. Plans, programs and budgets for the Real Property Maintenance by Contract (RPMC) program, the Military Construction program and related Operations and Maintenance programs in support of the Command's facility infrastructure.

3.3.3.2. Plans, programs and budgets for the disposal of temporary facilities and demolition of aged facilities through consolidation and permanent replacement facilities.

3.3.3.3. Develops short and long range plans in order to identify, plan, program, and budget for facility infrastructure requirements in support of current and future space systems.

3.3.3.4. Reviews requirements of the Command and plans for facility solutions in concert with CE divisions.

3.3.3.5. Builds Program Objective Memorandum submissions for the CE Directorate's Program Elements and advocates for requirements through the Mission Teams and Resource Allocation Process.

3.3.3.6. Participates in the Programming Plan process, providing annexes for CE issues with time phased actions leading to solutions.

3.3.4. Readiness Branch (CEPX):

3.3.4.1. Develops policy and provides guidance for the Command Explosive Ordnance Disposal program in support of space launch vehicles and the Nuclear Weapons Program.

3.3.4.2. Manages training requirements for CE units to gain and maintain occupational skills, increasing professional qualifications and judgment, and prepare members for future leadership and supervisory challenges.

3.3.4.3. Establishes policy and guidance for the command CE Readiness Program in Nuclear, Chemical and Biological (NBC) warfare defense. Manages the command NBC Program Element for acquisition and replacement of NBC detection and protective equipment.

3.3.4.4. Organizes, trains and equips CE mobility forces to accomplish their wartime mission. Manages the CE contingency deployment and semi-permanent deployment program and the command CE Military Personnel Authorization (MPA) program.

3.3.4.5. Provides policy and guidance for establishing effective base firefighting organizations and fire prevention engineering services, equipment, training and operations of related rescue and standby protective services for day-to-day operation and contingency actions.

3.3.4.6. Provides Outsourcing policy and guidance for establishing the transfer of functions performed by in-house CE forces and manages the Command CE Outsourcing program.

3.3.4.7. Manpower and Operational Functional Manager for CE manpower and organization issues (UMD, AFMD reapplications, etc.).

3.4. Environmental Division (CEV):

3.4.1. Achieving and maintaining environmental quality is an essential part of the Air Force mission. The Environmental Division's mission is to support that mission by helping all AFSPC bases to: clean up environmental damage resulting from past activities; meet all environmental standards applicable to its present operations; plan future activities to minimize environmental impacts; manage responsibly the irreplaceable natural and cultural resources it holds in public trust; and eliminate pollution from its activities wherever possible.

3.4.2. Environmental Compliance Branch (CEVC):

3.4.2.1. Hazardous Material Emergency Planning and Response Compliance. Provides professional guidance; develops policy; plans, programs, budgets and allocates resources to maintain compliance with federal, state, local, host nations, DoD and environmental and natural resource laws, regulations, directives and policies regarding Hazardous Material Emergency Planning and Response Compliance.

3.4.2.2. Air Quality Compliance. Provides professional guidance; develops policy; plans, programs, budgets and allocates resources to maintain compliance with federal, state, local, host nation, DoD and environmental and natural resource laws, regulations, directives and policies to maintain and improve Air Quality.

3.4.2.3. Water Quality Compliance. Provides professional guidance; develops policy; plans, programs, budgets and allocates resources to maintain compliance with federal, state, local, host nation, DoD and environmental and natural resource laws, regulations, directives and policies to maintain and improve Water Quality.

3.4.2.4. Toxic Substances Compliance. Provides professional guidance; develops policy;

plans, programs, budgets and allocates resources to maintain compliance with federal, state, local, host nation, DoD and environmental and natural resource laws, regulations, directives and policies for Lead, Asbestos, Radon and Polychlorinated Biphenyl's.

3.4.2.5. Storage Tank Compliance. Provides professional guidance; develops policy; plans, programs, budgets and allocates resources to maintain compliance with federal, state, local, host nation, DoD and environmental and natural resource laws, regulations, directives and policies for Storage Tank Compliance.

3.4.2.6. Environmental Compliance Assessment and Management Program. Provides professional guidance; develops policy; plans, programs, budgets and allocates resources to conduct environmental audits in accordance with the Environmental Compliance Assessment and Management Program.

3.4.2.7. Compliance Tracking and Reporting. Provides professional guidance; develops policy; plans, programs, budgets and allocates resources to administer Compliance Tracking and Reporting Program.

3.4.2.8. Overseas Compliance. Provides professional guidance; develops policy; plans, programs, budgets and allocates resources for Overseas Compliance Requirements in foreign countries.

3.4.3. Environmental Conservation Branch (CEVP):

3.4.3.1. Natural and Cultural Resource Management. Provides professional guidance; develops policy; plans, programs, and budgets and allocates resources to maintain compliance with the Endangered Species Act, National Historic Preservation Act, Archeological Resources Protection Act, Sikes Act, and Native American Graves and Repatriation Act.

3.4.3.2. Environmental Impact Analysis Process. Provides professional guidance; develops policy; plans, programs, and budgets and allocates resources to maintain compliance with the National Environmental Policy Act.

3.4.3.3. Environmental Baseline Survey. Provides professional guidance; develops policy; plans, programs, and budgets and allocates resources to maintain compliance with real property requirements of the Comprehensive Environmental Response, Compensation, and Liability Act.

3.4.3.4. Long-Range Environmental Planning. Provides professional guidance; develops policy; plans, programs, and budgets and allocates resources to ensure environmental compliance during execution of Command requirements.

3.4.4. Pollution Prevention Branch (CEVV):

3.4.4.1. Pollution Prevention Program. The use of processes, practices, materials, or products that avoid, reduce, or control pollution, which may include recycling, treatment, process changes, control mechanisms, efficient use of resources, and material substitution. Provides professional guidance; develops policy; plans, programs, budgets and allocates resources to implement pollution prevention activities as the means of complying with federal, state, local, host nation, DoD and environmental and natural resource laws, regulations, directives and policies.

3.4.4.2. Manage the Hazardous Material (HAZMAT) Program. Procurement and use of

HAZMAT to support Air Force missions, ensure the safety and health of personnel and surrounding communities, and minimize Air Force dependence on HAZMAT.

3.4.4.3. Manages the Solid and Hazardous Waste Compliance Programs for solid and hazardous waste characterization, training, accumulation, minimization, and disposal.

3.4.4.4. Oversees the Pest Management Program, to include certification of all Command pest applicators, review and approve of all pest management plans, and approval of new pesticides and herbicides.

3.4.5. Environmental Restoration Branch (CEVR):

3.4.5.1. Responsible for the identification, investigation and cleanup of past environmental contamination to reduce health and environmental risks created or caused by past operations. Provides professional guidance; develops policy; plans, programs, budgets and allocates resources in accordance with Environmental Restoration Program directives.

4. Directorate of Operations (DO):

4.1. The Director of Operations. Integrates space and missile capabilities in USAF air component operations. Provides policy for all intercontinental ballistic missile (ICBM), missile warning, space surveillance, satellite control, spacelift, intelligence, and airfield operations for AFSPC. Supports readiness of all assigned units. Develops ICBM employment and space exploitation concepts for all levels of conflict. AFSPC Space Operations Flight published as a separate mission directive.

4.2. Space Intelligence Division (DOI). Headquarters AFSPC intelligence lead. Develops intelligence policy and guidance down to unit level, and provides substantive intelligence support to the Headquarters and the acquisition community. Responsible for planning, programming, budgeting and resource management of AFSPC intelligence functions. Functional manager for intelligence applications officers (14NXX) and enlisted intelligence specialties (1NXXX). Manages the command's master intelligence training plan. Command lead for the development of Intelligence Preparation of the Battlespace (IPB) procedures. Advocates unit intelligence requirements and activities. Works with DoD, national intelligence agencies, and Combat Air Forces to conduct threat analysis studies for space systems. Represents AFSPC at national intelligence working groups.

4.2.1. Threat Assessments (DOIA). Directs/manages substantive tailored space and missile intelligence support for command acquisition programs, including space and satellite systems analyses, threat assessments and intelligence applications database requirements. Supports AFSPC Crisis Action Team.

4.2.2. Advanced Systems (DOIK). Monitors national systems status and operations (minus launch ops), intelligence collection management, AF TENCAP, advanced concepts, CONOPS development, and space ops/intel research and development (R&D).

4.2.3. Special Security Office (DOIS). Focal point for the receipt, control and accountability of all SCI for AFSPC. Manages the personnel, information, physical, and automated information systems security programs for AFSPC SCI Facilities (SCIF).

4.2.4. Requirements and Support (DOIU). Focal point for command-wide intelligence operational requirements and support to the unit intelligence; serves as the Command Dissemination Manager and DO Directorate Foreign Disclosure POC.

4.2.5. Intelligence Plans and Programs (DOIX). Manages the command's intelligence planning, programming, budgeting, resources, and intelligence systems. Program Element Monitor for the Combat Intelligence System (CIS). Responsible for intelligence systems architecture development and advocacy.

4.2.6. Space Intelligence Reserve Office (SIRO). Manages Intelligence support provided by 41 Intelligence Reserve Individual Mobilization Augmentees (IMA).

4.3. Force Application Division (DOM):

4.3.1. Serves as the AFSPC's focal point for all current and future force applications operations. Originates policy, procedures and budgetary support to space wings with operational ICBM missions. Tracks, analyzes and reports ICBM force capabilities, vulnerabilities, and availability to support the nation's nuclear war plans. Reviews and implements nuclear guidance and policy. Determines effectiveness of ICBM employment tactics. Develops concepts of operation for future space and missile force applications systems.

4.3.2. Nuclear Operations and Future Concepts Branch (DOMN):

4.3.2.1. HQ lead on ICBM accuracy and reliability issues. Evaluates ICBM performance data to determine impact on Single Integrated Operational Plan (SIOP).

4.3.2.2. HQ lead on ICBM fratricide and survivability issues. Performs fratricide analysis for ICBM reentry systems.

4.3.2.3. Operations lead on ICBM warhead sustainment issues and programs.

4.3.2.4. Chairs ICBM Survivability Program Review and controls release of ICBM hardness information.

4.3.2.5. HQ lead on ICBM hardness and surveillance issues. Monitors and approves hardness and surveillance testing at operational sites. Reviews data from testing to control release to external agencies. Liaison with ICBM SPO on hardness matters. Approval authority for individual requests for access to ICBM Nuclear Effects Assessment data.

4.3.2.6. Evaluates System Threat Assessment Report (STAR) and other indicators of foreign threats to determine potential impact on operational ICBM forces and to develop ICBM employment tactics.

4.3.2.7. Develops ICBM Single Integrated Operational Plan (SIOP) Pre-Launch Survivability factors.

4.3.2.8. Monitors status of arms control agreements, weapon system modifications and alert status of ICBM force to assess their impact on ICBM force structures.

4.3.2.9. Monitors availability of ICBM forces to support SIOP; reports this information to USSTRATCOM SIOP planners.

4.3.2.10. Determines command policy on ICBM EWO operations to support JCS/USSTRATCOM requirements.

4.3.2.11. Develops, coordinates and publishes command directives for ICBM EWO alert force procedures.

4.3.2.12. Provides operational inputs and requirements to the command force applications

mission area plan.

4.3.2.13. Command Office of Primary Responsibility for managing personnel access to SIOP data.

4.3.2.14. Member of ICBM Long-Range Planning group.

4.3.2.15. Develops Concepts of Operation (CONOPS) for future force applications missions.

4.3.2.16. Formulates Directorate of Operations positions on future systems, such as: Missile Defense systems, the Space Operations Vehicle, the Space-based Laser, and the Conventional Ballistic Missile.

4.3.2.17. Ensures Battle Management/Command, Control and Communications C3 systems are designed to optimize use of the battlespace.

4.3.2.18. Directorate lead on Counterproliferation issues.

4.3.3. ICBM Operations Branch (DOMO):

4.3.3.1. Command focal point for ICBM current operations.

4.3.3.2. Develops concepts and procedures, sets standards, writes policy and coordinates requirements for ICBM crew force.

4.3.3.3. Manages ICBM chief manning and Missile Alert Facility programs.

4.3.3.4. Manages the Special Duty Identifier (SDI) 8S000 Missile Alert Facility Manager special duty and is the command manager for the AFSC's 8S000-to-2M0X3 conversion.

4.3.3.5. Manages hardware requirements, command and control systems software changes, and C3 requirements for ICBM launch control centers.

4.3.3.6. Program Element Monitor for the Minuteman and Peacekeeper ICBM systems.

4.3.3.7. Program Element Monitor for Operational Headquarters (Offensive) 20 AF.

4.3.3.8. Command focal point for ICBM weapon system's code systems.

4.3.3.9. ICBM Functional Area Manager for Command's Status of Resources and Training Systems (SORTS) program.

4.3.3.10. Command lead for Operations award programs.

4.3.3.11. Command advocate for the missile tactics development program GUARDIAN SWORD.

4.3.3.12. Command focal point for Rapid Execution and Combat Targeting (REACT) operations and software changes. Focal point for Missile Crew Automated Information System.

4.3.3.13. Directorate representative for ICBM Long-Range Planning.

4.3.3.14. Command focal point for Airborne Launch Control System

4.3.3.15. Division focal point for Missile Procedure Trainer issues.

4.3.3.16. Directorate lead for ICBM Systems Security Standard and Security Forces issues.

4.3.3.17. Directorate lead for ICBM modifications programs.

4.3.3.18. Directorate lead for Nuclear Weapon System Safety Group and Unauthorized Launch studies.

4.3.3.19. Division representative to the ICBM Configuration Control Board.

4.3.3.20. Command lead for Air Force Academy Project Warrior program.

4.3.3.21. Command monitor for DSAF Project Warrior briefings.

4.4. Force Enhancement Division (DOR):

4.4.1. Provides policy, resources and operational oversight of all missile warning; communications, navigation, and weather satellites; the Air Force Satellite Control Network (AFSCN), weather, and space environment operations for Air Force Space Command. The division is divided into three branches: Warning Operations Branch (DORM), Space Operations Branch (DORS) and Weather and Space Environment Operations Branch (DORW).

4.4.2. Warning Operations Branch (DORM):

4.4.2.1. Provide staff expertise for non-real-time DSP and ground based missile warning operational issues.

4.4.2.2. MAJCOM lead for missile warning sensor organizational, training and equipping issues.

4.4.2.3. MAJCOM lead to advocate near-term initiatives to integrate air and space ops.

4.4.2.4. DO lead to integrate SBIRS into the ITW/AA system.

4.4.2.5. Provide DOC statement and SOPG guidance.

4.4.2.6. Program Element Monitor and funding advocates for ITW/AA systems.

4.4.2.7. Develop/coordinate missile warning sensor CONOPS and upgrades.

4.4.2.8. Develop/provide policy guidance and direction to NAF/wings/units.

4.4.2.9. Coordinate host nation sensor issues: RAF Flyingdales and Woomera AS.

4.4.2.10. Designed OIs and SORTS reporting products.

4.4.2.11. Provide ORD Development and POM Development.

4.4.3. Space Operations Branch (DORS):

4.4.3.1. Functional Management of End-to-End Satellite Operations.

4.4.3.2. Develop/provide Air Force Satellite Control Network (AFSCN), space-based navigation, NAVWAR and MILSATCOM operational policy and guidance to NAF, wings and units.

4.4.3.3. Program Element Monitor and funding advocate for AFSCN, space-based navigation, US Nuclear Detonation System (NDS) and MILSATCOM.

4.4.3.4. Develop/coordinate CONOPS for future satellite operations, space-based navigation and MILSATCOM systems.

4.4.3.5. Monitor status of operational assets.

4.4.3.6. Develop Operation Protection Guides (OPGs) and Concepts of Operations (CONOPS).

- 4.4.3.7. Program resources for satellite systems/on-orbit and TT&C operations.
- 4.4.3.8. Designed Operational Capability (DOC) statements and SORTS reporting products to include Unit Type Code & FORSIZE inputs.
- 4.4.3.9. Program Operation Protection Guides (OPG).
- 4.4.3.10. Constellation Sustainment Assessment Teams (CSAT).
- 4.4.3.11. Operational interface with System Program Offices and Air Staff.
- 4.4.3.12. Department of Transportation (DOT) interface for GPS.
- 4.4.3.13. NASA interface for AFSCN Operations.
- 4.4.3.14. Fourteenth Air Force interface.
- 4.4.3.15. Utilize AFSPCI 10-120104 (Sat Ops) and 10-120XX (Sat Anomalies).
- 4.4.3.16. NATO interface (MILSATCOM).
- 4.4.4. Weather and Space Environment Operations Branch (DORW):
 - 4.4.4.1. Integrate and exploit weather and the space environment in AFSPC operations. AF lead for weather satellite operations.
 - 4.4.4.2. Command functional manager for weather.
 - 4.4.4.3. Organization, manpower, and personnel training.
 - 4.4.4.4. Interface with HQ USAF, Air Force Weather Agency and other MAJCOMs on Air Force Weather (AFW) issues.
 - 4.4.4.5. Weather and space environment operations policy, procedures, and readiness.
 - 4.4.4.6. Technical evaluation of unit forecasting and assistance to units.
 - 4.4.4.7. Lead advocate for AFSPC weather systems.
 - 4.4.4.8. Primary user liaison for DMSP/NPOESS.
 - 4.4.4.9. Interagency liaison for weather programs.
 - 4.4.4.10. DMSP, weather and space environment CONOPS and OPGs.
 - 4.4.4.11. AFSPC weather and space environment policy guidance and inspection guides.
 - 4.4.4.12. Collect and advocate AFSPC requirements for space environment and AF standard weather systems and training.
 - 4.4.4.13. Ensure weather sensitivities and support requirements documented in AFSPC programs.
 - 4.4.4.14. Interface for operational weather satellite issues; coordination on weather satellite launch actions.
 - 4.4.4.15. DOC statement for all AFSPC weather units; SORTS report monitor.
 - 4.4.4.16. Forecast performance metrics; quarterly updates to DO and QPMS for briefing to CC AFSPC/IG augmentation.

4.5. Space Support Division (DOS):

4.5.1. Develops policy and guidance for operations of AFSPC space launch, range systems, command-managed airfields, air traffic systems and helicopters. Assures system employment, site operations and support for space launch and helicopter employment. Develops Concepts of Operations and advocates requirements for Evolved Expendable Launch Vehicle and the command helicopter fleet. The division is divided into two branches: Airfield and Aviation Operations Branch (DOSHA) and Spacelift Operations Branch (DOSL).

4.5.2. Airfield and Aviation Operations Branch (DOSHA):

4.5.2.1. Aviation Operations:

4.5.2.1.1. Functional manager for AFSPC flight operations and rated management. Develops policy and guidance for the operation of the command's UH-1N helicopter. Manages the command flying hour, aircrew life support, training and standardization/evaluation programs.

4.5.2.1.2. Air Force lead command for UH-1N helicopters. Ensures all requirements associated with the weapon system receive comprehensive and equitable consideration IAW AFPD 10-9:

4.5.2.1.2.1. Advocating for the weapon system and responding to issues addressing weapon system status and use.

4.5.2.1.2.2. Determining requirement for weapon systems upgrade or replacement.

4.5.2.1.2.3. Managing Contractor Logistics Support contracts.

4.5.2.1.2.4. Authoring Mission Design Series (MDS) – specific Air Force instructions, IAW AFPD 11-2, *Aircraft Rules and Procedures*, for the UH-1N.

4.5.2.1.3. Develops DOC statements and monitors SORTS reporting for all AFSPC flying units.

4.5.2.1.4. Program Element Monitor and funding advocate for helicopter operations.

4.5.2.2. Airfield Operations:

4.5.2.2.1. AFSPC functional managers for airfield management, operational resource management and air traffic control (ATC).

4.5.2.2.2. Develops and standardizes policies and procedures within the scope of USAF and Federal Aviation Administration (FAA) directives for operations, training and management functions.

4.5.2.2.3. Evaluates airfields for services provided, airfield/airspace obstruction waivers and pavement criteria IAW USAF, FAA and DoD standards.

4.5.2.2.4. Coordinates and evaluates new ATC systems requirements for adequacy of equipment, staffing and time-phasing.

4.5.2.2.5. Reviews and analyzes operational data pertaining to aircraft mishaps, hazardous reports, Military Facility Deviations, etc. to ensure corrective actions are initiated.

4.5.2.2.6. Determines command requirements, upgrades, modifications of Air Traffic

Control and Landing Systems (ATCALs) equipment.

4.5.2.2.7. Program Element Monitor and funding advocate for ATCALs.

4.5.2.2.8. Develops Airspace Five-Year Plan and reviews annual airspace usage reports. Coordinates all joint-use issues concerning civilian use of airfields.

4.5.2.2.9. Manages Operational Support Flying Man-Years and distributes operational support flying man-years.

4.5.3. Spacelift Operations Branch (DOSL):

4.5.3.1. Commercial:

4.5.3.1.1. Interagency liaison for commercial space issues.

4.5.3.1.2. MAJCOM lead for development of Commercial Space Operations Support Agreement.

4.5.3.1.3. DO lead on AFSPC Commercial Space Real Property Policy.

4.5.3.1.4. DO lead on AFSPC Commercial Space Activities Pricing Policy.

4.5.3.1.5. Develop/Coordinate AFSPC Instruction for Commercial Space Launch.

4.5.3.1.6. Translates Commercial Space Launch Act into MAJCOM policy.

4.5.3.1.7. MAJCOM lead on Commercial Spaceport Issues.

4.5.3.1.8. Manages the Air Force Technology Safeguard Monitor Program.

4.5.3.2. Current Operations:

4.5.3.2.1. Maintains 36-month Space Launch Manifest.

4.5.3.2.2. Conducts Launch Information Support Architecture Program Management.

4.5.3.2.3. Provides 13-year U.S. Space Launch National Mission Model (NMM).

4.5.3.2.4. Establishes Policy and Guidance for Space Launch and Range Operations.

4.5.3.2.5. Monitors status of all space launch operations.

4.5.3.2.6. Provides PEMs with Combatant Command (COCOM) reliability and sustainment modeling forecasts (Operational Satellite Constellation Availability and Reliability Simulation (OSCARS)).

4.5.3.2.7. Perform Functional Area Management of end-to-end space launch and range operations.

4.5.3.2.8. Develop DOC statements and monitor SORTS reporting for all AFSPC spacelift and range units.

4.5.3.2.9. Manage manpower, training and materiel resources for the operation of spacelift and range units.

4.5.3.2.10. Program Element Monitor and funding advocate for medium and heavy space launch vehicles and the inertial upper stage.

4.5.3.2.11. Program Element Monitor and funding advocate for the eastern and western

ranges.

4.5.3.2.12. Program Element Monitor and funding advocate for spacelift operations analysis and the DoD Manned Space Flight program.

4.5.3.2.13. Command lead for development or deactivation and transition plans from heritage launch operations to Evolved Expendable Launch Vehicle (EELV) operations.

4.5.3.2.14. Operations lead for the activation of the Range Standardization and Automation upgrades to the eastern and western ranges.

4.6. Operations Training and Evaluation Division (DOT):

4.6.1. Provides space combat operations forces training, evaluation and testing ensuring successful accomplishment of assigned mission areas. The Division is divided into three branches. Operations Testing and Evaluation Branch (DOTO), Operations Training and Stan/Eval Branch (DOTT), and the Exercise and Wargame Branch (DOTX).

4.6.2. Operations Testing and Evaluation Branch (DOTO):

4.6.2.1. Develops policies and guidance for establishment of Initial Operational Capability (IOC) and Full Operational Capability (FOC) milestones for programs across all command mission areas.

4.6.2.2. Sets Force Development Evaluation (FDE) and Operational Utility Evaluation (OUE) policy for missile warning, space surveillance, spacelift and satellite control systems and all ICBM test launch activities.

4.6.2.3. Develops the AFSPC Test Prioritization List for AFSPC/DO approval.

4.6.2.4. Staffs AFSPC Test Executable List, forecasting SWC testing activities for AFSPC/DO approval.

4.6.2.5. Publishes and distributes the annual AFSPC test forecast and ICBM test schedule.

4.6.2.6. Prepares test orders based on the Executable List for AFSPC/DO signature.

4.6.2.7. Ensures funds are available for all AFSPC conducted test programs.

4.6.2.8. Reviews all AFSPC test plans resulting from test orders and recommends whether AFSPC/DO should approved them.

4.6.2.9. Obtains AFSPC/DO approval for the release of all SWC developed test reports.

4.6.2.10. Reviews external agency test plan for operational impact to AFSPC assets and obtains AFSPC/DO approval of plans.

4.6.3. Operations Training and Stan/Eval Branch (DOTT):

4.6.3.1. Manages the 1C6XX (Enlisted Space Operator) and 13SX (Space and Missile Operations Officer) career fields to include all associated manning requirements for 7 space wings.

4.6.3.2. Determines fiscal year (FY) Trained Personnel Requirements (TPR) for formal AETC training courses and submits requirements to HQ AFPC and HQ AFSPC/DP. Manages the TPR training allocations for AFSPC's enlisted space operations training and directorate level one training.

4.6.3.3. Establishes policy and guidance for crew force management, operations training and evaluation programs and develops and manages performance standards across all 14 AF and 20 AF mission areas.

4.6.3.4. AFSPC focal point for the USAF Weapons School Space Division. Consolidates all Weapons Instructor Course (WIC) nominations and applications. Voting member on Semi-annual WIC selection board.

4.6.3.5. Chairs Training Planning Teams (TPTs) for all operational systems. Ensures operations training requirements are provided to the TPT for inclusion in the applicable System Training Plan.

4.6.3.6. Directs AFSPC Information Operations Training and ensures compliance with DoD and Air Force guidance.

4.6.3.7. PEM for NORAD Cheyenne Mountain Complex Training Systems.

4.6.3.8. Establishes policy, basic requirements and provides guidance for development and maintenance of Space Operator Manuals (Technical Orders).

4.6.3.9. Air Force focal point for award of Space/Missile Badge and Missile Badge to USAF, sister and allied service members.

4.6.3.10. Lead ICBM/space operations oversight authority for AFSPC's annual Space and Missile Competition (Guardian Challenge).

4.6.3.11. AFSPC/IG liaison for operational/nuclear surety scoring.

4.6.3.12. Provides configuration management oversight for all Space Training Devices (STD). Performs annual Simulator Certifications on STDs to ensure off-line trainers replicate the operational environment.

4.6.4. Exercise and Wargame Branch (DOTX):

4.6.4.1. Formulate Command policy and guidance for participation in CJCS, Air Force and MAJCOM level exercises and Title X Wargames.

4.6.4.2. Enhance AFSPC war readiness through the exercise of space power; improve combat support and streamline warfighting procedures through exercises at all levels of DoD.

4.7. Space Control Mission Team (DOY):

4.7.1. The Space Control Mission Team is a matrixes organization responsible to organize, train and equip functions for the Space Control Mission Area. The Space Control Mission Team is made up of components from operations (DOYO, DOYZ, DOYJ, DOYS), requirements (DRCY), plans and programs (XPXY), communications and computers (SCMY), and logistics (LGXY). Space Control ensures U.S. and allied access and freedom to operate in space, while at the same time controlling the use and access to space on the part of adversaries. Space Control consists of the following sub-missions:

4.7.1.1. Space Surveillance. Detect, track, identify, and catalog all man-made objects in space and selected natural objects near earth, and monitor their movements to provide situation awareness of all space activities.

4.7.1.2. Counterspace (Protection, Prevention and Negation). Assure freedom of action in

space by protecting space assets/capabilities, prevent their unauthorized use, and negate the use of space assets by adversaries and deny them space capabilities.

4.7.1.3. National Missile Defense (NMD). Deny use of the space medium for attack by ballistic missiles through destructive intercept of in-bound missiles in flight.

4.7.2. Space Control's (DOY) branches include Current Operations (DOYO), Operations Strategies (DOYZ), Operations Security (DOYS), Intelligence Support (DOYJ), and:

4.7.2.1. Develop and maintain Concept of Operations (CONOPS) for Space Control Missions and systems.

4.7.2.2. Functional Area Manager for the Status of Resources and Training System (SORTS) for all Space Control units. Develop Designed Operational Capabilities (DOC) statement for Space Control units.

4.7.2.3. Develop Air Force Instructions (AFI) for Space Control mission areas.

4.7.2.4. Provide configuration control and management for Space Control Systems.

4.7.2.5. Manage operational acceptance of new or modified Space Control Systems. Monitors system tests, evaluations, and reports to ensure operational capabilities meet requirements.

4.7.2.6. Manage programming and execution of the \$100M plus spacetrack budget, including annual financial plans, logistics requirements, and R&D programs within the program element. Provides inputs for Program Objective Memorandum (POM) actions for space control systems.

4.7.2.7. Develop System Operation Protection Guides (SOPG) and provide security classification guidance for space control systems.

4.7.2.8. Support space control force structure analysis and planning activities to include mission area planning and the Strategic Master Plan.

5. Directorate of Personnel (DP):

5.1. The Director of Personnel. Advises the Commander regarding all aspects of military and civilian personnel management. Maintains liaison with the Air Staff, AFPC, and other MAJCOMs and Field Operating Agencies (FOA) that provide personnel resources to support the mission.

5.2. Assignments and Personnel Plans (DPA):

5.2.1. As a division of the personnel directorate, assignments ensure the equitable distribution of enlisted and officer resources (below the grade of colonel) to meet command mission requirements. Ensures timely and accurate readiness support for worldwide contingencies.

5.2.2. Enlisted Assignments (DPAA):

5.2.2.1. Ensures equitable distribution and management of over 17,000 AFSPC enlisted personnel assigned worldwide. Directs all CONUS to CONUS command leveling assignments using Air Force and MAJCOM manning priorities to sustain the AFSPC mission. Processes Headquarters Air Force Personnel Center (HQ AFPC) resource allocation cycles and requests for out-of-cycle manning and TDY assistance. Manages the Enlisted Quarterly Assignment (EQUAL) Plus system for all command special duties. Provides personnel annex inputs to

supplement command wide programming plans affecting force structure realignment, activations, and drawdown actions. Maintains equitable distribution and management of personnel.

5.2.2.2. Manages and validates requirements for the Enlisted Quarterly Assignment Listing (EQUAL) and EQUAL Plus assignment system.

5.2.2.3. Validates and updates requirements for assignment availability codes and Personnel Processing Codes (PPC) instruction codes.

5.2.2.4. Provides Temporary Duty (TDY) manning assistance to the Air Force as required by AFPC.

5.2.2.5. Validates CMSgt cycle requirements for AFSPC authorizations.

5.2.2.6. Manages duty out of control program for personnel performing duties outside of their AFSC.

5.2.2.7. Manages and updates, as required, Date Eligible for Return from Overseas (DEROS) for all AFSPC personnel overseas.

5.2.2.8. Manages student allocations ensuring equitable distribution throughout AFSPC based on world-wide averages and unique mission requirements.

5.2.2.9. Executes command leveling for AFSPC bases to provide equitable distribution of personnel.

5.2.2.10. Conducts planning affecting force structure realignment, activation's, and drawdown actions.

5.2.2.11. Readiness and PRP Branch (DPAAC):

5.2.2.11.1. Manages all aspects of the Personnel Reliability Program (PRP) for AFSPC, to include issuing policy and guidance.

5.2.2.11.2. Manages all AFSPC personnel deployment actions for all HHQ contingency taskings, both real world and in support of JCS exercises.

5.2.2.11.3. Manages all TDY taskings in support of contingency, rotational, and exercise deployments to include accountability of deployed forces.

5.2.2.11.4. Monitors readiness status and training for AFSPC Personnel Support for Contingency Operations (PERSCO) teams.

5.2.2.11.5. Operates the Personnel Readiness Center (PRC) in support of contingency operations.

5.2.2.11.6. Provides input concerning personnel operational and exercise planning.

5.2.2.11.7. Monitors and operates the MANPER-M system for AFSPC and oversees MANPER-B operations for all AFSPC bases.

5.2.2.11.8. Monitors personnel readiness reporting. Status of Resources and Training Systems (SORTS) for AFSPC.

5.2.3. Officer Assignments (DPAO):

5.2.3.1. Responsible for officer assignment actions for the ranks of Second Lieutenant

through Lieutenant Colonel. Ensures equitable distribution and management of over 9,000 officer personnel located in over 175 worldwide locations who support the command's missions of space launch, missile operations, space surveillance, satellite operations, and missile warning. Interfaces with commanders at all levels, HQ AFPC, Numbered Air Force staffs, HQ AFSPC Directors, and special staff. Responsible for the entire spectrum of officer assignments to include, assignment suitability, unit inactivation/restructuring activities, squadron commander selection/outplacement, space and missile career field interflow, and quality improvements in the officer assignment process. Coordinates with the functional community to ensure accurate officer placement and professional development.

5.2.3.2. Manages and validates requirements for the Air Force Officer Assignment System (AFAS).

5.2.3.3. Validates and updates requirements for assignment availability codes.

5.2.3.4. Provides input to AMC, AFMC, USAFE, and PACAF concerning Scope Leader, Phoenix Eagle and other squadron command selection boards.

5.2.3.5. Monitors and updates a functional manager listing for all AFSPC specialty codes.

5.2.3.6. Manages Date Eligible for Return from Overseas (DEROS) for all AFSPC personnel overseas.

5.2.3.7. Provides input to commanders at all levels to ensure equitable distribution of personnel for all AFSPC bases to include accessions.

5.2.3.8. Develops, maintains, and executes AFSPC policy concerning squadron commander selection process.

5.2.3.9. Conducts planning affecting force structure realignment, activation's, and drawdown actions.

5.2.3.10. Acts as advisors in the execution of space and missile career field interflow/cross-flow.

5.2.3.11. Actively pursues professional development opportunities for outgoing squadron commanders.

5.2.4. Special Program Assignments (DPAX):

5.2.4.1. Responsible for the identification, selection, and assignment of uniquely qualified personnel to units within the 21st Space Wing performing the Passive Space Surveillance (PASS) mission.

5.2.4.2. Manages all selectively manned assignments within AFSPC.

5.3. Civilian Personnel, Social Actions, and Family Matters Division (DPC):

5.3.1. Provides direction for all Civilian Personnel, Social Actions, and Family Matters programs.

5.3.2. Affirmative Employment and Workforce Development Branch (DPCS):

5.3.2.1. Develops command policy and procedural directives for Affirmative Employment, EEO, Management Development and Training, Career Programs, and Acquisition Personnel Development Program to ensure compliance with program requirements.

5.3.2.2. Develops Command Affirmative Employment Plan and establishes goals.

5.3.2.3. Serves as Air Force Regional Priority Placement Coordinator, assisting in the resolution of qualification disputes, and interpreting policies for DoD Priority Placement Program.

5.3.2.4. Exercises continuous surveillance over command-wide activities to correct program deficiencies or trends that could adversely affect program status.

5.3.2.5. Provides necessary technical advice and guidance to subordinate elements of the command.

5.3.3. Work Force Effectiveness Branch (DPCW):

5.3.3.1. Develops policy and provides program guidance and direction to subordinate units for labor and employee relations to include performance management, union relations, injury compensation, discipline and adverse actions.

5.3.3.2. Manages the personnel reliability program (PRP) for the civilian component of AFSPC.

5.3.3.3. Provides command guidance and program oversight for the civilian drug testing program in coordination with HQ AFSPC/SG.

5.3.3.4. Manages the Senior Executive Service (SES) program for the command.

5.3.3.5. Provides command guidance and direction to Chief, EEO Counselors on the EEO Complaints System.

5.3.4. Classification and Resources Branch (DPCR):

5.3.4.1. Responsible for policy development, program guidance and direction to subordinate units for classification and civilian resource management to include position management, senior grade program, civilian employment planning, classification advisories, pay and compensation issues.

5.3.4.2. Manages the civilian separation incentive program and voluntary early retirement program.

5.3.4.3. Provides command guidance and direction for civilian personnel issues on A-76 studies.

5.3.4.4. Provides command guidance and oversight on issues concerning civilian positions in Pplans, servicing agreements, and manpower changes.

5.3.4.5. Provides command guidance and oversight for the civilian mobilization program.

5.3.5. Social Actions Branch (DPCH):

5.3.5.1. Manages command Military Equal Opportunity (MEO) programs.

5.3.5.2. Develops command policy and procedural directives for MEO programs to ensure compliance with program requirements and meet command mission requirements.

5.3.5.3. Provides advice and technical guidance to subordinate elements of the command.

5.3.5.4. Provides oversight for Social Actions budget for program element code 88716F which supports MEO program requirements.

- 5.3.5.5. Provides for professional staff development and refresher training for MEO personnel.
 - 5.3.5.6. Ensures the Chief, Social Actions and enlisted technicians attend the formal training courses conducted by the Defense Equal Opportunity Management Institute (DEOMI) upon entry to the career field.
 - 5.3.5.7. Develops command program checklist to ensure AFSPC MEOs are providing services as required by program directives and other guidelines.
 - 5.3.5.8. Compiles and submits the command Equal Opportunity/Human Relations Education Summary Report and Command Climate Assessment Summary to HQ AFPC quarterly.
 - 5.3.5.9. Compiles the command Human Dignity/Equal Opportunity Status and submits to AFSPC/CC quarterly.
 - 5.3.5.10. Maintains vigilant oversight over command MEO statistics to correct program deficiencies or trends that could adversely affect command human relations climate.
 - 5.3.5.11. Develops measurable command goals and objectives.
 - 5.3.5.12. Exercises continuous surveillance over command-wide activities to correct MEO program deficiencies and maintain proactive MEO support to commanders.
 - 5.3.5.13. Advises senior leadership on the status of MEO programs.
 - 5.3.5.14. Manages MEO discrimination complaint and incident reporting requirements.
 - 5.3.5.15. Command OPR for AFSPC Human Dignity Program.
- 5.3.6. Family Matters Branch (DPCF):
- 5.3.6.1. Provides guidance, resource support and technical assistance to base Community Support Center (CSC) programs.
 - 5.3.6.2. Develops budget to support each command CSC program requirement.
 - 5.3.6.3. Coordinates and implements the AFFAM strategic plan within the command CSCs.
 - 5.3.6.4. Provides for recurring professional staff development training for CSC personnel.
 - 5.3.6.5. Ensures the Director and Deputy Director attend the appropriate qualification course conducted by Air University within one year of assignment to the position.
 - 5.3.6.6. Develops policy to meet unique command mission requirements.
 - 5.3.6.7. Ensures that CSCs within the command are providing services as required by AFIs 36-3009, 36-3011, 36-3022 and other guidance.
 - 5.3.6.8. Compiles and transmits the command CSC Spreadsheet Statistical Summary Report to HQ USAF/DPCH and the command Relocation and Transition reports to HQ AFPC/DPPTT quarterly.
 - 5.3.6.9. Coordinates command Community Action Information Board (CAIB).
 - 5.3.6.10. Collaborates and coordinates on the MAJCOM Community Action Plan.
 - 5.3.6.11. Develops command goals and objectives which can be measured and evaluated.

5.3.7. Award and Resource Support (DPCA):

- 5.3.7.1. Develops policy and provides program guidance to managers and employees on the civilian monetary and honorary awards programs.
- 5.3.7.2. Provides information, assistance and guidance for civilian benefits and entitlements programs.
- 5.3.7.3. Monitors and tracks civilian employment workyears and assists in the preparation of the annual civilian employment plan.
- 5.3.7.4. Processes honorary awards.
- 5.3.7.5. Monitors and tracks civilian senior grades.

5.4. Senior Officer Management Division (DPO):

5.4.1. The Senior Officer Management Division is responsible for advising the Commander, Air Force Space Command on senior officer personnel matters and issues. As such, the division coordinates, originates and negotiates assignment actions directly with the Numbered Air Force commanders and HQ AFSPC directors and special staff. Here, the office assists in the procurement and training of senior officers as well as in the evaluation and recognition of those officers. In addition, this office acts as the MAJCOM OPR for general officer matters and liaison with the Air Force General Officer Group (AF/DPG) and Colonels' Group (AF/DPO). The Senior Officer Management Office:

- 5.4.1.1. Maintains records on all colonels and colonel-selects assigned to Air Force Space Command (AFSPC).
- 5.4.1.2. Ensures the prompt and accurate completion of Officer Performance Reports (OPRs) and Promotion Recommendation Forms (PRFs) of all senior officers assigned to AFSPC.
- 5.4.1.3. Manages the personnel actions for all senior officers on promotion boards and special selection boards.
- 5.4.1.4. Coordinates requests and participation of senior officers on promotion boards and special selection boards.
- 5.4.1.5. Is the MAJCOM OPR for the Brigadier General Selection Board.
- 5.4.1.6. Coordinates training and school requirements for senior officers assigned to AFSPC.
- 5.4.1.7. Maintains career briefs, senior officer rosters, lists and general information for use by the Commander and Vice Commander, Air Force Space Command.
- 5.4.1.8. Is the Duty Information Approval Authority for personnel system updates.

5.5. Personnel Programs and System Division (DPP):

5.5.1. Performance Management Branch (DPPP):

- 5.5.1.1. Manages all aspects of AFSPC Management Level Reviews.
- 5.5.1.2. Provides policy and guidance on Officer Evaluation System and Enlisted Evaluation System.
- 5.5.1.3. Manages the Officer Command Selection Records.

- 5.5.1.4. Oversees and provides policy and guidance on Test Control Officer matters.
- 5.5.1.5. Processes and nominates personnel to serve as Subject Matter Experts.
- 5.5.2. Personnel Programs and Systems Branch (DPPX):
 - 5.5.2.1. Manages the base level Personnel Data System (PDS), the command PDS-90 operations and administration, and the Military Modernization Program (MMP).
 - 5.5.2.2. Responsible for the Personnel Accounting Symbol (PAS) management for the command.
 - 5.5.2.3. AFSCs 36PX, 3S0X1 and 3S0X2 Functional Manager for the command.
 - 5.5.2.4. Provides command policy and guidance for Military Personnel Flight (MPF) and Commander's Support Staff (CSS) management and operations.
 - 5.5.2.5. Responsible for conducting annual Mission Support (MSS) and MPF Commanders' Support Conferences for AFSPC.
 - 5.5.2.6. Manages the command's Mission Support Squadron Awards program.
 - 5.5.2.7. Provides policy and guidance for all officer and enlisted Quality Force Management.
 - 5.5.2.8. Manages the awards and decorations and the special trophies and award program for the command.
 - 5.5.2.9. Provides policy and guidance on dress and appearance for the command.
 - 5.5.2.10. Manages the command's Leave Program.
- 5.5.3. Education and Training Branch (DPPE):
 - 5.5.3.1. Develops, monitors and implements command policy and procedural directives for Education Services, Enlisted Specialty Training, Formal Training, Mission Readiness Training, Retraining, Acquisitions Professional Development, Resident Professional Military Education, the Air Force Intern Program, and the AFSPC Mentoring Program. Maintains and monitors quota usage for seven-level and mission readiness training, and Officer/NCO Professional Military Education.
 - 5.5.3.2. Manages the command voluntary, off-duty Education Services Program; establishes goals and prepares/submits budget actions.
 - 5.5.3.2.1. Interprets USAF policy, interprets and develops command policy, and designs command and local implementation guidelines for HQ USAF Education Assessment Program (EAP), Tuition Assistance, DoD Defense Activity for Non-Traditional Education Support (DANTES) testing, Distance Learning (DL), Post-Vietnam Era Educational Assistance Program (VEAP), and the Montgomery GI Bill (MGIB).
 - 5.5.3.2.2. Provides program oversight and guidance for the non-resident Professional Military Education (PME) program to include: Squadron Officer School (SOS), Air Command and Staff College (ACSC), Air War College (AWC), and the Senior NCO Academy (SNCOA) by correspondence or seminar.
 - 5.5.3.2.3. Coordinates voluntary education policy and program changes with supported bases.

- 5.5.3.2.4. Command OPR for the Leaders Encouraging Airmen Development (LEAD) Program as well as other Air Force commissioning programs.
- 5.5.3.2.5. Manages the AFSPC Advanced Academic Degree (AAD) inventory.
- 5.5.3.2.6. Serves as MAJCOM OPR for On-the Job Training (OJT) Program.
- 5.5.3.2.7. Implements and manages AF training policy and programs relating to OJT.
- 5.5.3.2.8. Monitors command program, analyzes trends, identifies deficiencies, and recommends corrective actions through MAJCOM functional managers.
- 5.5.3.2.9. Responds to supported base and functional manager requests for OJT support; reviews requests for withdrawal from training, AFSC downgrade or withdrawal, and waivers of specialty qualification requirements.
- 5.5.3.2.10. Supports the command's Airman Leadership Schools (ALS).
- 5.5.3.2.11. Reviews, prepares and monitors annual budget preparation, distribution and expenditures.
- 5.5.3.2.12. Oversees classroom and program management, assists with faculty recruitment and monitors training needs/requirements.
- 5.5.3.2.13. Command monitor for Classification Program.
- 5.5.3.2.14. Monitors and manages command Retraining Program; updates normal retraining packages; coordinates with MAJCOM Functional Managers; processes requests for disqualification and manages the NCO Involuntary Retraining Program (NCORP).
- 5.5.3.2.15. Monitors the command's mentoring program and the Company Grade Officer Professional Development Program.

5.5.4. Personnel Issues Division (DPI):

- 5.5.4.1. Manages and conducts the AFSPC Squadron Commander's Course five times per year.
- 5.5.4.2. Conducts a Spouses' Orientation Program via video-teleconferencing to all AFSPC wings twice per year.
- 5.5.4.3. Monitors the AFSPC Quality of Life Program, to include planning and executing an annual Quality of Life Conference.

6. Directorate of Requirements (DR):

6.1. The Director of Requirements. Develops operational requirements for weapon systems employed by NORAD, USSPACECOM, USSTRATCOM and AFSPC. Develops policies, procedures, and planning related to transferring operational requirements for ballistic missile systems, Integrated Tactical Warning/Attack Assessment (ITW/AA), and the exploitation of space information military capability. Converts concepts, roles and missions of NORAD, USSPACECOM, USSTRATCOM, and AFSPC into operational requirements for weapon and support systems. Provides input on all space and missile systems throughout the acquisition process and detailed justification at each major DoD decision point. Provides representation to design analysis and technical reviews. Acts as the space and missile focal point with industry, NASA, AFOTEC, AFMC, and other MAJCOM's, Air

Staff, Joint Staff, OSD, and other services. Recommends modifications to existing weapon systems and support infrastructure to achieve validated requirements through technology insertion. Collaborates with AFMC and other agencies worldwide in development and initial introduction of new, improved, aerospace systems and equipment into operational units.

6.2. Space Control Division (DRC). Directorate of Requirements' lead to determine, document and represent requirements to assure our (friendly) use of space environment and deny that medium to the enemy. Responsible for requirements definition and integration of new and modified space control systems into AFSPC, USSPACECOM and NORAD operations. Coordinates requirements with Air Staff, MAJCOMs and Unified Agencies to ensure critically accurate and timely demands of the National Command Authority (NCA) and combatant CINCs will be met. Determine, document and represent Space Control and Force Enhancement mission area operational requirements. Develops, coordinates and submits Operational Requirements Documents (ORD) and Analysis of Alternatives (AoA). Command's Office of Primary Responsibility (OPR) for the following Space Control mission area programs: National Missile Defense (NMD) Battle Management Command, Control and Communications (BM/C3); NMD Upgraded Early Warning Radars (UEWR); NMD Deployment Planning; Space-based Laser (SBL); SBL Readiness Demonstrator; Maui Space Surveillance System (MSSS); 14 AF Space Operations Center; Aerospace C2ISR Agency; Ground-based Electro-Optical Deep Space Surveillance (GEODSS) Modification Program (GMP); Transportable Optical System (TOS); HAVE STARE Space Surveillance Radar; and approximately 10 other classified programs. Force Enhancement mission area command OPR for the following Cheyenne Mountain Upgrade (CMU) programs: Survivable Communication Interface System (SCIS); Command and Control Processing and Display System Replacement (CCPDS-R), Communication System Segment Replacement (CSSR); Alternate Missile Warning Center (A/MWC); Granite Sentry; and Cheyenne Mountain Training System (CMTS). Other Force Enhancement systems include Clear Radar Upgrade, Mobile Command and Control System (MCCS) and NORAD/USSPACECOM Warfighting Support System (N/UWSS). Responsible for numerous classified vault programs.

6.2.1. Surveillance Branch. Conducts requirements analysis, program funding advocacy and acquisition oversight for the nation's current and future space surveillance capabilities primarily through upgrades, modifications and additions to the Air Force Space Surveillance Network (AFSCN). Current programs include the Ground-based Electro-Optical Deep Space Surveillance System (GEODSS) Modification Program (GMP), Advanced Electro-Optical System (AEOS), HAVE STARE and Clear Radar Upgrade (CRU). GMP replaces outdated computer software and hardware at the three GEODSS sites and procures an Optical Command, Control and Communications Facility (OC3F) at Edwards AFB CA to dynamically schedule GEODSS sensors. AEOS requires a 3.67-meter telescope on Maui, HI whose capabilities include satellite imaging during terminator using adaptive optics. HAVE STARE is a space surveillance radar operating in the X-band frequency, utilizing a single 27-meter dish antenna. HAVE STARE is primarily a deep space radar and will both spacetrack (metric data) and space object identification (imaging data) of deep space and near Earth satellites. CRU is an upgrade to the mechanical Ballistic Missile Early Warning System (BMEWS) radar at Clear AS, AK to a PAVE PAWS phased array radar using equipment from the Eldorado PAVE PAWS unit currently in warm storage. CRU integrates this equipment into a new facility and resolves critical sustainability problems with the old radar and will cut current O&M costs in half.

6.2.2. Defense Branch (DRCD). Conducts User requirements analysis, program funding advocacy and acquisition oversight for the National Missile Defense (NMD)/Ballistic Missile Defense

(BMD) program. Principle areas of the NMD System include the Battle Management Command, Control and Communications (BMC3) element, the Upgraded Early Warning Radars (UEWR), the Space-based Laser Readiness Demonstrator (SBLRD) and the Air Force Initiative. BMD C3 provides the human-in-control interface structure and interoperability required for coordinated integrated planning and execution of National Missile Defense (NMD) operations. It is the primary interface to NMD for NORAD/USSPACECOM User/Community, and the BMC3 will coordinate target acquisition handover between the space-based surveillance and the ground-based radar units and give weapons free and weapons hold orders to the firing units through Human-in-Control functions. The UEWRs will provide long range surveillance and threat detection and tracking functions for the NMD System. The SBLRD is a \$2 billion investment for validation of technologies necessary for Space-based Laser (SBL) performance in the space environment and to provide data for the operational community to make a decision on pursuing an operational SBL system. The AF Initiative is a cost saving option advocating use of MILSTAR, X-Band Radar (XBR) Dish and Minuteman, Grand Forks AFB ND. MILSTAR is a multibillion-dollar communications satellite system that could provide NMD its capability to communicate in a nuclear environment. The X-Band Radar Dish is radar system that could be used to provide detailed tracking and discrimination data for the Exoatmospheric Kill Vehicle (EKV). Minuteman is a proposed booster that would be used for launching EKV. Grand Forks AFB ND is a proposed basing site for the Ground Based Interceptors (GBI). Its preexisting infrastructure minimizes the need for brand new support buildings. The BMD Roadmap to Space is a Chief of Staff of the Air Force (CSAF) Initiative to identify a logical transition of BMD from ground-based BMD systems to a layered defense with space-based systems.

6.2.3. Space Systems Command and Control Branch. Integrates new and modified space control systems into AFSPC, USSPACECOM and NORAD operations. Oversees all Command and Control (C2) enhancements for the air, space and missile warning missions. Command focal points to integrate NORAD, USSPACECOM, and AFSPC C2 planning, programming and requirements with the Air Force Aerospace Command and Control Agency (AC2A). AFSPC Mission Area Team lead for C2 supporting the Integrated Planning Process. Provides technical support to the Force Enhancement Mission Team Chief on C2 issues. Command focal points for collecting and implementing AF Space C2 requirements in support of operational missions. Command POC for support to the International Space Station (ISS) and the Laser Clearinghouse program which protects satellites from laser firings. Directs all air, missile and space planning/integration activities for all C2 acquisitions currently valued at over \$2 billion. Programs include the CINC's endurable and fixed nodes, the AFSPACE Space Operations Center (SOC), NORAD/Unified Warfighting Support System (N/UWSS) and several N/UWSS migration programs ensuring operational support during the transition to the N/UWSS architecture. N/UWSS is responsible for migrating current C2 programs toward an open architecture. N/UWSS migration programs include Air Mission migration from Granite Sentry to Global Command and Control System (GCCS), the Processing and Display Subsystem Migration (PDS-M) and replacement of the Cheyenne Mountain Message Processing Display Subsystem (MPDS-R). These programs are critical to the migration effort. They are the first step in proving that new technologies can evolve to meet mission needs. The AFSPACE SOC provides the 14 AF/CC the infrastructure to plan and execute AF Space forces to support the warfighter. N/UWSS is responsible for migrating current C2 programs toward an open Defense Information Infrastructure Common Operating Environment (DIICOE) compliant architecture. The scope of N/UWSS includes all Battle Management Command and Control BMC2 functions of NORAD, USSPACECOM, and their warfighting components. As such, N/

UWSS will include the CINCs fixed (CMU) and Mobile Consolidated Command Center (MCCC) nodes, as well as subordinate centers like the AFSPACE SOC.

6.2.4. Requirements Support Branch. Conducts requirements analysis, program funding advocacy and acquisition oversight for classified programs in support of the Space Control Mission Area Team.

6.3. Force Enhancement Division (DRF). AFSPC focal point for the definition, development and advocacy of MILSATCOM, space sensor support for warning and surveillance, and space environmental operational requirements and future force enhancement requirements to meet Air Force, USSTRATCOM, USSPACECOM, DoD, and national objectives. Provides Command Leads to manage operational user involvement in the acquisition process for specific MILSATCOM programs, space-based navigation program, space-based infrared surveillance sensor programs, and space environment sensor programs as well as life extension efforts for these programs. Monitors AFMC's development and sustainment efforts for satellite systems and components and technology development efforts associated with future space force enhancements. Actively participates in planning for deployment of future satellite systems and life extension efforts for current satellite systems. Assesses threat, technology, funding, and arms control impacts on the requirements and acquisition processes. Division chief also functions as the HQ AFSPC Force Enhancement Mission Area Deputy Team chief.

6.3.1. MILSATCOM Branch (DRFC). Defines, develops, and advocates operational requirements for MILSATCOM systems, including operational support equipment, associated maintenance support equipment, training systems, and communications sub-systems. Provides Command Leads, who prepare Mission Needs Statements (MNS), Operational Requirements Documents (ORD), and serve as the AFSPC single points of contact and the Air Force's executive agent for Global Broadcast Service (GBS), Milstar, Polar MILSATCOM, Gap Filler, and Advanced MILSATCOM programs. Additionally the branch performs the Program Element Monitor function for MILSATCOM developmental programs. Ensures command and control requirements provide systems responsive to tasking assigned in the force enhancement mission area strategy-to-task plan, and Air Force, USSTRATCOM, DoD, and national objectives.

6.3.2. Space-based Infrared Branch (DRFS). Defines, develops, and advocates operational requirements for space-based infrared detection and warning sensors, and exploitation of national assets, including operational support equipment (OSE), associated maintenance support equipment (MSE), training systems and communications sub-systems. Provides Command Leads, who prepare Mission Needs Statements (MNS), Capstone Requirements Document (CRD), Operational Requirements Document (ORD), and serve as the AFSPC single points of contract for Defense Satellite Program (DSP), Attack and Launch Early Reporting to Theater (ALERT) and Space-based Infrared Systems (SBIRS). Ensures command and control requirements provide systems responsive to tasking assigned in the force enhancement mission area strategy-to-task plan, and Air Force, USSTRATCOM, DoD, and national objectives.

6.3.3. Future Space-based Sensor Branch (DRFF). Defines, develops, and advocates operational requirements for all DoD ground and space-based environmental observing systems. DoD's sole space analysis and forecasting system and non-infrared surveillance demonstration programs including the High Altitude Endurance (HAE) Unmanned Aerial Vehicle and the DARPA Surveillance, Targeting and Reconnaissance Satellite (STARLITE). This includes development of concepts for operational support equipment (OSE), associate maintenance support equipment

(MSE), training systems, and communications sub-systems. Provides Command Leads, who prepare Mission Needs Statement (MNS), Capstone Requirements Document (CRD), Operational Requirements Document (ORD), and serve as the AFSPC single points of contact for Defense Meteorological Satellite Program (DMSP), National Polar-orbiting Operational Environmental Satellite System (NPOESS), and Space Environment Support Systems (SESS) programs including the Solar Electro-Optical Observing Network (SEON), Space weather analysis and forecast system, and Space-based Radar. Additionally the branch performs the Program Element Monitor function for space sensing developmental programs, TENCAP, and the Space Warfare Center (SWC). Ensures command and control requirements provide systems responsive to tasking assigned in the force enhancement mission area strategy-to-task plan, and Air Force, USSTRATCOM, DoD, and national objectives.

6.4. Force Applications Division (DRM). AFSPC focal point for the definition, development, and advocacy of ballistic missile system operational requirements and future space force application requirements to meet Air Force, USSTRATCOM, USSPACECOM, DoD, and national objectives. Provides Command Leads to manage operational user involvement in the acquisition process for specific ballistic missile programs and life extension efforts, as well as development of conventional ballistic missile and future space force application capabilities. Monitors AFMC's development and sustainment efforts for ballistic missile systems and components and technology development efforts associated with future space force applications. Actively participates in planning for deployment of future missile systems and life extension efforts for current missile systems. Assesses threat, technology, funding, and arms control impacts on the requirements and acquisition processes. Division chief also functions as the HQ AFSPC Space Force Applications Mission Area Team chief.

6.4.1. Requirements Integration Branch (DRMI). Co-chairs the ICBM Long-range Requirements Planning (ILRP) working group and serves as the command focal point for the ILRP process, which develops the ICBM Weapon Systems Master Plan and its associated Mission Objectives Report, Logistics Program Management Plan, and Systems Options Report. Provides the ICBM Demonstration/Validation and Engineering/Manufacturing Development Program Element Monitor (PEM) to work over \$5 billion in acquisition program funding requirements. Also works closely with the Minuteman PEM to track funding for all Minuteman life extension programs. Command focal point for ballistic missile unauthorized launch studies and analysis. Focal point for future space force applications requirements. Participates extensively in the Command's Integrated Planning Process to ensure ballistic missile and space force applications requirements provide systems responsive to tasking assigned in the nuclear deterrence mission area strategy-to-task plan and Air Force, USSTRATCOM, USSPACECOM, DoD and national objectives. Branch chief also functions as deputy division chief.

6.4.2. Future Requirements Branch (DRMF): Defines, develops, and advocates operational requirements for future ballistic missile reentry vehicle programs, conventional ballistic missile capabilities, and space force applications programs. Provides Command Leads, who prepare Mission Needs Statements (MNS), Operational Requirements Documents (ORD), and serve as the AFSPC single points of contact for the Single Reentry Vehicle (SRV) program; the Common Aerospace Vehicle Program (CV); the Gyro-Stabilized Platform (GSP) program; the Safety Enhanced Reentry Vehicle Program (SERV); the Hard and Deeply Buried Target Defeat Capability Program (HDBTDC); the Conventional Ballistic Missile Program (CBM); the Reentry Vehicle Applications Program (RVAPPS); and the Rocket Systems Launch Program (RSLP). Monitors ballistic missile technology and other AFMC laboratory technology development efforts for

potential insertion into Minuteman AVE life extension programs and future ballistic missile and space force applications systems. Participates in the ICBM Long-range Requirements Planning process.

6.4.3. Force Modernization Requirements Branch (DRMM). Defines, develops, and advocates operational requirements for ballistic missile systems, including the Minuteman III Intercontinental Ballistic Missile, launch control centers, operational support equipment (OSE), associated maintenance support equipment (MSE), training systems, and strategic connectivity/communications systems. Command advocate for ballistic missile system aerospace vehicle equipment (AVE) requirements, including the guidance and propulsion sub-systems and associated maintenance support equipment. Provides Command Leads, who prepare Mission Needs Statements (MNS), Operational Requirements Document (ORD), and serve as the AFSPC single points of contact for the Guidance Replacement Program (GRP); the Propulsion Replacement Program (PRP); the Minuteman Minimum Essential Emergency Communications Network (MEECN) Program (MMP) for the launch control centers and the H-1 helicopter replacement program; DoD Executive agent for the Emergency Message Automatic Transmission System (EMATS) replacement program. Ensures missile and command and control requirements provide systems responsive to tasking assigned in the nuclear deterrence mission area strategy-to-task plan, and Air Force, USSTRATCOM, DoD and national objectives. Participates in the ICBM Long-range Requirements Planning process.

6.5. Policy and Process Office (DRR). Implements DoD and Air Force requirements and acquisition policies, advises the Director and provides consultation to the staff in these matters, as well as assistance in milestone plans. Responsible for developing AFSPC operational requirements and acquisition life cycle policy, process and procedures. Chairs the Requirements Review Panel (RRP) and is the Secretariat of the Requirements Review Committee (RRC). Directorate interface with the Mission Area Planning activities and AF Office of Long Range Planning (AF/LR); engaged in development of AF doctrine, conceptual, and strategic planning, Mission Area Assessment (MAA), Mission Need Analysis (MNA), Mission Solution Analysis (MSA) and Mission Need Statements (MNS). Represents the Directorate at numerous multifunctional meetings, workshops, seminars, symposia, colloquia, panels, committees and councils.

6.5.1. Requirements Secretariat (DRRB). Directorate liaison with the Science and Technology, Modeling and Simulation, and Operational Testing communities, as well as, Office of the Deputy Undersecretary of Defense for Advance Technology. Manages the command Advanced Technology Demonstrations (ATDs), and Foreign Comparative Test (FCT) program. Provides MAJCOM Requirements Secretariat responsible for coordination and oversight of all Space Warfare Center (SWC) and Space Battlelab (SB) activities. Monitors Doctrine & Strategy requirements integration. Directs Aerospace Advanced Engineers (PhDs) in the Requirements Analysis Center.

6.5.2. Requirements Analysis Center (DRRAC). Conducts operational modeling and sensitivity (cost benefit) analysis of all AFSPC acquisition programs. Modeling, Simulation, and Analysis (MS&A) interface with SWC, SMIO, SMC and ESC.

6.5.3. Requirements Development Branch (DRRR). Directorate focal point for review and comment on all non-AFSPC MNSs, ORDs; JCS requirements, plans and concepts; SecAF APBs and PMDs; and NORAD/USSPACECOM program requirements. Provides Directorate interface with Air Force-wide requirement agencies, AFROC, AFMC Product Centers, SecAF, as well as JROC, OSD, other services, and industry to keep AFSPC abreast of related requirement efforts, program

direction, and technological advances, including Human Systems Interface (HSI) efforts. Maintains the requirements and acquisition policy library; library of record for AFSPC requirements documentation; and publishes the semi-annual requirements certification list. Publishes and maintains Command Lead Survival Guide and Checklists for MNSs, ORDs, and CRDs.

6.5.4. Training Acquisition Branch (DRRT). Provides for Modernization Planning for Space Training. Develops Mission Support Plans and System Training Plans. Manages the planning, development, and integration of training programs and training devices for AFSPC acquisition programs. Supports AFSPC "MISSION READY" training. Responsible for the Command Management Program, Command Lead Certification Program, and the requirements and acquisition training program. Maintains training records.

6.6. Space Support Division (DRS). Ensures AFMC acquisition of spacelift and satellite operations programs meet operator requirements. Defines requirements for the \$2 billion evolved Expendable Launch Vehicle (EELV), the \$1.9 billion Range Standardization and Automation (RSA) program and the \$6 billion Air Force Satellite Control Network (AFSCN) programs. Focal point for systems from creation of Mission Need Statement through operational acceptance. Chief of the AFSCP Space Support Mission Team responsible for \$12 billion FYDP budget preparation.

6.6.1. Spacelift Vehicles Branch (DRSV). Conducts requirements analysis, program funding advocacy and acquisition oversight for the nation's future spacelift vehicle fleet programmed at \$20 billion. Principle areas include the Evolved Expendable Launch Vehicle (EELV), the Space Operations Vehicle (SOV), and the Space Maneuvering Vehicle (SMV). EELV is a \$2 billion investment with a follow-on \$8 billion acquisition to significantly reduce cost and improve responsiveness of the nation's launch capability. The combined SOV and SMV represent a forward-looking initiative which explores military applications of regular and routine access to space. Focal point for partnering with NASA and advocate for the DoD's share of spacelift vehicle funding.

6.6.2. Spacelift Range Branch (DRSR). Conducts requirements analysis, program funding advocacy and acquisition oversight of the Range Standardization and Automation (RSA) Phase I worth \$216 million, RSA Phase II program worth \$650 million, and all space lift range improvement and modernization projects encompassing \$1.9 billion. RSA will completely overhaul the Space Lift Ranges at Cape Canaveral and Vandenberg, reducing the operations and sustainment costs by 20 percent, decrease turn-around time and increase the launch capacity of the spacelift ranges. Focal point for systems from creation of Mission Needs Statement through operational acceptance. Provides program defense through the Air Force budget process. Coordinates investment priorities from DoD, NASA, and commercial industry representatives.

6.6.3. Satellite Control Network Branch (DRSN): Conducts requirements analysis, program funding advocacy and acquisition oversight of the \$6 billion Air Force Satellite Control Network (AFSCN). The AFSCN is a worldwide satellite control network that provides Telemetry, Tracking and Commanding (TT&C) as well as some limited mission data operations to over 90 operational DoD and national satellites. Users include Air Force, Navy, Army, NASA, NOAA, national systems and international satellite programs providing weather, navigation, communications, intelligence, and research and development operations. Supports satellites in low, medium, and high earth orbit from eight Remote Ground Facilities located worldwide and two Operational Control Nodes located at Shriever Air Force Base and Onizuka Air Station. Provides program defense for the AFSCN through the Air Force budgeting process.

6.7. Space-based Navigation Division (DRN). AFSPC focal point for the definition, development, and advocacy of operational requirements for Space-based navigation and nuclear detonation detection systems, including operational support equipment, associated maintenance support equipment, training systems, and communications sub-systems. Provide Command Leads, who prepare Mission Needs Statements (MNS), Capstone Requirements Document (CRD), Operational Requirements Documents (ORD), and serve as the AFSPC single points of contact for Global Positioning System, advanced precision navigation and timing programs, and U.S. Nuclear Detonation Detection programs. Ensures command and control requirements provide systems responsive to tasking assigned in the force enhancement mission area strategy-to-task plan, and Air Force, USSTRATCOM, DoD, and national objectives.

7. Directorate of Comptroller (FM):

7.1. The Comptroller. Manages all aspects of financial management and comptrollership for AFSPC. Principal financial advisor on financial management and services. Analyzes the financial status of space programs during the Program Objective Memorandum (POM), Budget Estimate Submission (BES), President's Budget (PB), and Congressional review cycles. Acquires Future Years Defense Program (FYDP) outyear data and utilizes cost-related information to support and defend budget estimates. Continual monitoring of financial data required to link budgets with execution and programming.

7.1.1. Issues policy, implements program changes and provides customer service to AFSPC units for the following programs:

7.1.1.1. Accounting.

7.1.1.2. Government Travel Program.

7.1.1.3. Military, Travel and Civilian Pay.

7.1.2. Advises the commander and staff on propriety of use of financial resources to include Appropriated Funds (APF), Official Representation Funds (ORF) and Nonappropriated Funds (NAF).

7.1.3. Liaison with GAO, Office of Assistant Inspector General for Auditing and the Air Force Audit Agency. Coordinates audits within AFSPC and reports recommended implementation results to Air Staff.

7.1.4. Leads budgeting and financial planning efforts in conjunction with HQ AFSPC financial management committees--Operating Budget Review Committee (OBRC), Execution Review Committee (ERC) and AFSPC Council. Develops and validates financial requirements for AFSPC mission programs.

7.1.5. Oversees budget execution and distribution of funds to subordinate units. Analyzes spend rates and validated funding requirements in conjunction with Program Element Monitors (PEM).

7.1.6. Administrates the AFSPC Internal Management Control (IMC) Program. Provides guidance to field units and consolidates findings. Prepares Annual Statement of Assurance.

7.1.7. Responsible for reviewing cost analyses submitted from subordinate units, including economic analyses, A-76 studies and analysis supporting outsourcing and privatization initiatives.

Develops AFSPC unique cost estimates and prepares costs analyses to support/defend program requirements.

7.1.8. Maintains budget and accountability for the command Foreign Military Sales (FMS) Program. Interfaces with higher headquarters to develop fund requirements and monitor accountability.

7.1.9. Responsible for Nonappropriated Fund (NAF) oversight. Reviews fund management, audits, and earnings reports for all AFSPC units. Approves all annual budgets and spending authorizations. Helps develop action plans to correct deficiencies, as needed.

7.1.10. Administrates the AFSPC Top Dollar Program. Schedules and coordinates all activities necessary to support an annual two-week field contingency exercise for deployed comptroller and contracting personnel.

7.1.11. Command financial management focal point for deployment tasking and war planning.

7.1.12. Coordinates and oversees AFSPC banking and credit union activities.

8. Command Chaplain (HC):

8.1. The Command Chaplain (CC): Serves as Command Chaplain for NORAD, USSPACECOM, and AFSPC; advises the Commander on religious matters affecting the command; serves as the ecclesiastical representative with religious leaders and endorsing agencies dealing with any of the three assigned commands.

8.1.1. Provides policy and assesses Command-wide relevant religious programs.

8.1.2. Develops goals and objectives for chaplaincy Command-wide implementation to assure comprehensive programs.

8.1.3. Conducts Pastoral Assistance and Quality of Life visits; briefs commanders on issues affecting Command personnel.

8.1.4. Evaluates utilization of chaplain service personnel including readiness/contingency deployments.

8.1.5. Evaluates effectiveness of chaplaincy program, logistical and financial management, professional and administrative program support.

8.1.6. Ensures assigned personnel are provided chaplaincy service.

8.1.7. Directs training initiatives for assigned chaplains and chaplain service support personnel.

9. Directorate of History (HO):

9.1. The Director of History: Prepares periodic survey histories, monographs, and special studies; performs research in response to inquiries; maintains historical archives; manages the AFSPC field history program; and manages the AFSPC heraldry, museum and art programs.

9.2. As Advisor to the AFSPC Commander on all Historical Matters: the Directorate of History oversees and manages historical programs within the command including the field history, museum, and art programs.

9.2.1. To preserve the historical record of the headquarters and command, it acquires critical documents and other historical materials for retention in the AFSPC historical archives.

9.2.2. Prepares periodic histories, historical monographs, and special studies to explain the history of the headquarters and command and provides historical information from these sources in response to research requests.

9.2.3. The directorate manages the command's lineage, honors, and heraldry program as well as records, transcribes, and publishes oral histories of key AFSPC personnel.

10. Inspector General (IG):

10.1. The Inspector General. Responsible for conducting Operational Readiness Inspections (ORI), Nuclear Surety Inspections (NSI), Compliance Inspections (CI) and Management Reviews (MR).

10.1.1. Develops inspection criteria for inspection activities and Special Interest items (SII).

10.1.2. Manages Command's Complaints and Fraud, Waste and Abuse programs.

10.1.3. Develops policies that implement the Command's Gatekeeper function to manage and monitor AFSPC Installation visits and inspections from agencies both internal and external to the Command.

10.1.4. Responsible for maintaining and updating the Command's Master Schedule.

10.2. Inspection Division (IGI): Responsible for planning and executing ORI's, NSI's, and CI's of AFSPC units world-wide.

10.2.1. Coordinates on all Command-developed inspection checklists; develops methods of assessment for inspections including sampling size, scenarios, and scoring.

10.2.2. Develops and publishes AFSPC supplement to AFI 90-201, Inspector General Activities.

10.2.3. Conducts MR's of AFSPC units and programs; conducts SII's as requested by Air Force IG and AFSPC Directorates.

10.2.4. Functions as Command Gatekeeper.

10.2.4.1. Establishes annual cap for AFSPC installation visits; reports status on installation visit cap to SAF/IG.

10.2.4.2. Performs the Master Scheduling functions.

10.2.5. Maintains AFSPC IG World Wide Web homepage.

10.3. Investigations, Complaints and Inspection Support Division (IGQ):

10.3.1. Manages and provides oversight for USSPACECOM, NORAD, and AFSPC IG Complaints, Fraud, Waste and Abuse programs.

10.3.2. Responsible for formulation and development of policies, strategies and decisions regarding allegations that assert a wrong, injustice, violation, mismanagement, or a report of conditions detrimental to the operation, mission, or reputation of the Air Force.

10.3.3. Provides oversight and supervision of the IG Administrative function and manages the IG budget.

11. Staff Judge Advocate (JA):

11.1. The Office of the Staff Judge Advocate. General Counsel to North American Aerospace Defense Command (NORAD), US Space Command, AFSPC, and command units in 12 countries; trains, organizes, equips and functionally supervises legal offices at 2 NAFs, 6 wings, and a group. Sets policy and manages legal processes necessary to support NORAD, US Space Command, and AFSPC missions by 29,000 + military and civilian personnel.

11.2. Space and International Law (JAI). Advises on the space, international and operational law aspects of the commands' missions, space operations, and worldwide network of space sites and sensors. Represents the command in international negotiations, drafts reviews and interprets international agreements. Supervises the foreign criminal jurisdiction and foreign claims programs for all DoD activities in Canada and Greenland, and advises on all issues concerning status of forces agreements and requests for political asylum or temporary refuge. Advises the commander on legal issues in exercise and real world operations including targeting, the law of armed conflict and information operations. Briefs space law topics to DoD organizations, including service and joint schools.

11.3. Military Justice (JAJ). Supervises training and provides policy guidance and interpretation for military justice issues throughout the command. Monitors and ensures timeliness and consistency of court-martial and Article 15 actions. Provides guidance on command victim and witness assistance program, intercommand and intracommand movements of individuals for military justice actions, the urinalysis program, and questions concerning assumption and appointment to command.

11.4. Acquisition Law (JAQ). Advises on all acquisition and contract law matters in support of the NORAD air sovereignty mission, the nation's space launch ranges, and a worldwide network of space operations sites and sensors. Legal advisor for source selections, contract administration, the contract fraud program, fiscal law and Freedom of Information Act issues. Represents the command in protests and contract litigation. Manages procurement law training for AFSPC, including ethics and conflicts of interest issues related to acquisition activities. Provides legal advice and support regarding the commercial space launch program.

11.5. Environmental Law (JAV). Advises on all environmental law and litigation issues affecting the commands' missions, facilities, space operations, and worldwide network of space operation sites and sensors. Represents AFSPC in environmental negotiations and disputes with EPA, Department of Interior, NASA and state and local governments. Provides legal support for environmental issues related to the commercial space launch program and to real property transactions. Provides training and oversight for environmental law programs at all AFSPC bases and sites.

11.6. General Law (JAG). Primary legal advisor on all issues related to officer and senior noncommissioned officer misconduct cases, to include fraternization and unprofessional relationships, and all adverse administrative actions. Command focal point for information release practices, line of duty determinations, reports of survey, complaints of wrongs under Article 138, UCMJ, and private organization issues. Manages the standards of conduct program and provides advisory opinions on issues related to the Joint Ethics Regulation. Provides legal reviews of Inspector General investigations and is functional area augmentee for inspections. Legal advisor to Guardian Challenge.

11.7. Civil Law (JAC). Advises on all labor law and labor-management relations matters. Reviews and coordinates personnel plans and works manpower issues impacting the command's field offices. Advises on all issues related to the Privacy Act and Freedom of Information Act, aircraft and missile accident investigations, claims for or against the government, legal assistance and preventive law pro-

grams, and political activities by members of the Air Force. Reviews command operations plans and programs for legal sufficiency. Provides legal support concerning commercial space activities at the command's space launch ranges.

12. Directorate of Logistics (LG):

12.1. The Director of Logistics. Develops logistics policies, plans and programs for active and gained Air force Space Command units worldwide. Provides direction and resources for all command activities associated with maintenance, munitions, transportation, supply, contracting and logistics plans. Determines logistics requirements to sustain missile and spacelift, helicopters and support equipment at required readiness levels.

12.2. Contracting Division (LGC). Principal Contracting advisor to the Commander, AFSPC, in support of NORAD and USSPACECOM worldwide missions.

12.2.1. Responsible for \$1.1 billion annual contracting program and \$46 million in active contracts for operation and maintenance of missile warning, space surveillance, satellite control and space launch operations sites.

12.2.2. Formulates contracting policies, develops plans and establishes procedures for all AFSPC competitive/sourcing and privatization initiatives. Approves acquisition strategies, performs business and contract clearances and provides functional oversight for 660 Contracting and Quality Assurance personnel.

12.3. Maintenance Division (LGM):

12.3.1. Maintenance Hardware Branch (LGML). Interfaces with HQ USAF, AFMC/SMC, USSTRATCOM, 20 AF, DTRA, DNS, ICBM/Spacelift units, aerospace industry and the AFSPC staff to develop and implement programs to improve ICBM, spacelift and helicopter readiness, safety, reliability and maintainability. Evaluates and executes timely logistics supportability and configuration control associated with programmatic changes to ICBM and aircraft programs. Develops and implements plans and policies governing environmental compliance, corrosion control and precision measurement equipment laboratories (PMEL).

12.3.1.1. Develops plans and policies in accordance with current environmental requirements; provides ICBM organizational structure, responsibility, maintenance policy and guidance to ensure compliance; directs TO research to support compliance.

12.3.1.2. Manages ICBM, Aircraft, Munitions & Spacelift Precision Measurement Equipment Laboratory Program (PMEL). Manages the Air Force Metrology and Calibration (AFMETCAL) Program. Develops plans and policies in accordance with AFMETCAL guidance; monitors the PMEL contracts throughout AFSPC; personnel functional area management for 2P1X0 (PMEL); manages PMEL Automated Management System (PAMS).

12.3.1.3. Aeronautical Configuration Control Board. Responsible for processing AF Form 1067 (change requests) for weapon system hardware and software; validates and approves/disapproves the requests; Board chaired by HQ AFSPC/LGM; held monthly as required.

12.3.1.4. Corrosion Control Policy. Provides organizational structure, responsibilities, maintenance policy and/or guidance to ensure corrosion compliance; convenes and organizes Corrosion Prevention Advisory Board.

12.3.1.5. Product Improvement Working Group (PIWG). Manages program; establishes and co-chairs PIWG with OO-ALC; approves and advocates funding of improvements; liaison with SPO on improvements.

12.3.1.6. Manages ICBM Force Structure, Deactivation and Conversion. Manages/monitors program maintenance activities; advocates funding; coordinates save list with depot and NAF; coordinates ICBM basing issues.

12.3.1.7. Helicopter Maintenance and Transient Alert. Manages depot requirements for H-1 fleet; advocates for modifications/improvements/funding; 2AXXX Functional manager; Command AGE manager; manages helicopter maintenance contract; manages transient alert.

12.3.1.8. Deployment Integration Scheduling Committee (DISC). Co-chairs with OO-ALC; coordinates and develops Integrated Deployment Master Schedule with 20 AF and missile units; distributes schedule.

12.3.1.9. Rivet MILE. Co-manages ICBM Life Extension program with OO-ALC; approves changes to task baseline document; develops future tasks, advocates funding; POC for PMD submissions; coordinates tasks and funding with depot/AFSPC; resolves field issues through LGM/LGX/FM.

12.3.2. Maintenance Management Branch (LGMM). Develops logistics policies, plans and programs for active and gained Air Force Space Command units worldwide. Provides direction and resources for all command activities associated with maintenance, munitions, transportation, supply, contracting and logistics plans. Determines logistics requirements to sustain missile and spacelift, helicopters and support equipment at required readiness levels.

12.3.2.1. Joint Computer-Aided Acquisition and Logistics Support System (JCALS). Provides interface between the Air Force JCALS office and AFSPC users; participates in the planning for all AFSPC deployments of JCALS.

12.3.2.2. Maintenance Data Collection Systems (IMMP, CAMS, REMIS, IMDS). Provides interface between program offices and operational users, determines fielding requirements, provides POM inputs, establishes usage policies and provides input to the further development/modification of these systems.

12.3.2.3. Missile Maintenance Policy and Procedures. Develops missile maintenance policy. Publishes instructions for missile maintenance procedures and maintenance awards programs.

12.3.2.4. Maintenance Inspection Criteria. Develops, writes and publishes checklists for command-wide ORI, NSI and QAFA Inspections.

12.3.2.5. Spacelift Logistics Standardization and Normalization. Manages and establishes unit organizational structures. Coordinates structure/manpower with Air Staff and HQ AFSPC/XP.

12.3.2.6. Spacelift Maintenance Policy and Guidance. Manages various system programs; assists Air Staff, depot, space wings and NAFs to resolve maintenance issues. Implements and develops policy guidance regarding spacelift maintenance.

12.3.2.7. Spacelift System Aerospace Ground Equipment (AGE) Sustainment. Assesses, with the depot and user, the performance of operational systems/equipment to meet mission requirements. Provides management necessary to ensure upgrades, enhancements and/or sys-

tem replacements is accomplished as needed.

12.3.2.8. AFSC 2M0 and 21M1 Maintenance Training. Oversees Career Field Training. Acquires advanced and supplemental training. Develops CFETPs and training requirements.

12.3.2.9. Technical Order (TO) Management. Develops policy, publishes MAJCOM instructions to supplemental technical orders, provides MAJCOM interface to the Air Force Central TO Management committee (CTOM) which establishes and enforces Air Force TO policies from acquisition through the life-cycle of the technical order. Advocates POM inputs for MAJCOM, Lead Command, and TO funding requirements.

12.3.2.10. Provide Functional Manager 21M and 2MO AFSCs.

12.3.3. Munitions Maintenance Branch (LGMW):

12.3.3.1. Provides munitions maintenance policy and guidance to ICBM and Spacelift units to ensure the highest levels of safety, surety, combat capability and logistics readiness. Manages the U.S. ICBM nuclear weapons stockpile logistics from cradle to grave. Guides command efforts in the munitions arena to integrate leading edge technology. Provides functional management for all munitions maintenance AFSCs by ensuring all units are optimally manned in accordance with Air Force manpower directives. Acts as a liaison for issues requiring support from and with Air Force, DoD and DOE agencies. Builds a lasting commitment to continuous improvement through dedicated customer service and long-range strategic planning.

12.3.3.2. Develops and manages policy, issues, maintenance and logistics management for nuclear and conventional munitions programs for the command.

12.3.3.3. Provides current information to all planning agencies as to weapon availability, compatibility and capability.

12.3.3.4. Acts as munitions functional manager for enlisted and officer personnel. Ensures authorization levels are adequate to support command tasking.

12.3.3.5. Manages munitions modification programs, system conversions, weapon retirements, new deployments and any resultant redistribution of weapons.

12.3.3.6. Manages training requirements and allocates class quotas for munitions related classes.

12.3.3.7. Provides input to AETC in developing/updating Career Field Education and Training Plan (CFETP), Career Development Courses (CDC) and course training standards for formal courses.

12.3.3.8. Prepares the monthly Nuclear Ordnance Shipping Schedules to direct weapon movements in support of the Single Integrated Operational Plan (SIOP), safety security, and maintenance directives.

12.3.3.9. Operates, maintains and processes conventional munitions forecasts and allocations through the Combat Ammunition System (CAS).

12.3.3.10. Monitors and evaluates Nuclear Weapons Reporting (NUREP) input to DoD nuclear weapon stockpile database systems to ensure MAJCOM compliance with JCS policy and guidance.

12.3.3.11. Executes MAJCOM actions required to participate in and support Stockpile Emer-

gency Verification plans.

12.3.3.12. Ensures weapon and equipment resources are managed to comply with operational testing, Department of Energy quality assurance and reliability testing, and all Air Force testing programs.

12.3.3.13. Reviews and/or authors portions of MAJCOM directives detailing munitions operations and requirements.

12.3.3.14. Provides inputs to inspection guides and criteria for the inspector general teams.

12.3.3.15. Manages munitions technical data and the Joint Nuclear Weapons Publications for the command and maintains Technical Order Distribution Office.

12.3.3.16. Maintains USAF and DOE/DoD nuclear weapon classification guides.

12.3.3.17. Develops and submits a consolidated Air Munitions Forecast to the depot for approval.

12.4. Supply Division (LGS):

12.4.1. Develops, maintains and publishes Air Force Space Command supplements and changes to Air Force supply publications, directing Air Force Space Command unique operations and procedures.

12.4.2. Develops procedures and supplements to supply manuals and instructions for HAZMAT operations. Advocates funding requirements through the Pollution Prevention Program.

12.4.3. Prepares an annual budget for the General Support Division working capital fund and manages the obligation authority to attain the approved sales to obligation ratio approved by HQ AFMC. Monitors the Materiel Support Division working capital fund to ensure customers are charged the appropriate costs for materials issued and that they receive credit when credit is due when materials are turned in.

12.4.4. Coordinates and assists Air Force Space Command units in development of contract requirements for contractor-operated supply functions. Resolves discrepancies between contractor requirements and Air Force and command policies.

12.4.5. Manages, controls and redistributes Air Force owned equipment for AFSPC. Develops command policy and procedures for effective equipment accountability.

12.4.6. Provides reporting and oversight of AFSPC War Reserve Materiel. Focal point for Status of Resources and Training Status reporting from wings to higher headquarters.

12.4.7. Provides units guidance and assistance to sustain and improve weapon system support. Supports all stages of weapon system life cycles to include initial provisioning, sustainment and phase-out.

12.4.8. Consolidates, validates and submits petroleum, cryogenic and missile propellant requirements to Defense Energy Support Center.

12.4.9. Monitors host-nation and interservice support agreements, fuels logistics planning and the Maintenance, Repair and Environmental Program.

12.4.10. Develops and administers the Inventory Management Plan and the Wartime Consumable Distribution Objective.

12.4.11. Determines command refueling vehicle requirements and criteria for fuels quality surveillance.

12.5. Transportation Division (LGT). Provides command transportation policy, guidance and direction for the worldwide support of all AFSPC, USSPACECOM and NORAD command missions. Ensures compliance with public law, DoD and USAF direction for personal property movement, passenger travel, vehicle operations and vehicle maintenance. Develops and provides guidance for all transportation and wartime requirements. Assists in development and review of performance work statements (PWS), A-76 studies, and Most Efficient Organizations (MEOs) for transportation requirements.

12.5.1. Traffic Management Branch (LGTT) provides policy, guidance and direction regarding packaging and preservation, freight shipments, personal property shipments, passenger travel and airlift validations.

12.5.1.1. Cargo Movement Program. Develops and implements oversight for all cargo movement issues; command POC for Cargo Movement Operating Systems (CMOS) and Transportation Coordinators Automated Information Management System II (TC-AIMS II) development, implementation, and upgrades; ensures compliance with hazardous material packaging, marking and shipment requirements.

12.5.1.2. Airlift Validator. Validates Command military airlift for Special Assignment Airlift Missions (SAAM) and channel airlift.

12.5.1.3. Spouse Travel. Manages the AFSPC spouse travel program.

12.5.1.4. Railroad Operations. Manages base level railroad operations.

12.5.1.5. Operational Support Airlift. Provides policy, guidance and management for the AFSPC Operational Support Airlift (OSA) program.

12.5.1.6. Passenger Travel Program. Develops and implements oversight guidance for all passenger travel. Advises subordinate units on travel entitlements.

12.5.1.7. Personal Property Program. Develops and implements oversight guidance for all personal property movements. Advises subordinate units on entitlement issues. AFSPC approving authority for extensions of entitlements. Oversees general officer movements.

12.5.1.8. Special Air Force Freight Projects. Manages movement of special emphasis projects (e.g., 2LM, Agile Logistics shipments, 3M, R2P, Pacer Goose, etc.).

12.5.2. Vehicle and Equipment Management Branch (LGTV) provides policy, guidance, direction, specifications and funds programming for the management, operations and maintenance of all vehicles, rail equipment and watercraft.

12.5.2.1. Command Vehicle Requirements. Documents AFSPC user requirements. Consolidates requirements and develops specifications. Forwards specifications to WR-ALC for acquisition or lease.

12.5.2.2. Command Vehicle Accountability. Develop and implement management accountability, control and oversight guidance. Conducts vehicle authorization reviews. Manages vehicle inventories and ensures proper use of C2 vehicle authorizations. Develops the AFSPC Vehicle Authorization List (VAL).

12.5.2.3. Depot Maintenance Program. Justifies budget for command depot program. Prioritizes command depot maintenance.

12.5.2.4. Railroad and Watercraft Equipment Program. Manages acquisition and support for AFSPC railroad equipment and watercraft.

12.5.2.5. Environmental Leadership and Strategic Planning. Ensures environmental pollution control compliance. Ensures policies, standards and responsibilities for environmental pollution controls are met. Performs ECAMP assessment of AFSPC transportation units. Manages Alternate Fueled Vehicle (AFV) program.

12.5.2.6. Planning, Programming, and Budgeting System. Evaluates and prioritizes vehicle funding. Advocates unit needs and prepares program objective memorandum (POM) submissions.

12.5.2.7. Priority Buy Program. Consolidates annual unit vehicle priority buy submissions and forwards data to WR-ALC.

12.5.2.8. Vehicle Support Systems. Maintain AFSPC unit vehicle reporting data. Consolidates and analyzes data for AFSPC and higher headquarters review.

12.5.3. Combat Readiness Branch (LGTR) provides policy, guidance and direction for transportation readiness issues and wartime deployment and exercises. Implements policies, procedures and plans relative to all peacetime and wartime transportation requirements. Provides long-range criteria and guidance for facility, manpower and equipment requirements.

12.5.3.1. Formal Training. Consolidates and budgets formal training requirements for all subordinate units and division staff. Prioritizes and allocates all funded training quotas.

12.5.3.2. Wartime Manpower Requirements. Sources all contingency taskings. Provides functional manager expertise for transportation AFSCs.

12.5.3.3. Organizational Structures. Provides policy and guidance for transportation functions during base closures, realignments and competitive sourcing initiatives.

12.5.3.4. Force Structure. Researches, analyzes and develops transportation initiatives for all force structure initiatives.

12.5.3.5. Strategic Planning. Develops transportation input to the AFSPC Strategic Master Plan. Develops road map for supporting mission area plans.

12.5.3.6. Transportation liaison for Air National Guard and AF Reserve.

12.5.3.7. Coordinates and reviews all support agreements for accuracy.

12.5.3.8. Y2K Program. Manages the HQ AFSPC/LG Y2K compliance program. Researches compliance of logistics infrastructure and reports status to AFSPC/CV.

12.5.3.9. Pallet and Net Program. Establishes operational pallet and net requirements. Prepare quarterly reports for WR-ALC/LE.

12.5.3.10. Inspection Program. Develops and publishes command inspection checklists.

12.5.3.11. Awards. Develops and implements guidance for transportation awards.

12.5.3.12. Deliberate Planning. Reviews, sources and validates OPLAN time-phased force

deployment data. Reviews transportation availability, annually. Validates accuracy of transportation UTC taskings. Provides functional planning guidance for wartime planning. Develops supporting appendices to operations, special and contingency plans. Programs for wartime manpower and equipment requirements. Monitors readiness for all transportation units and resolve problem areas. Develops transportation designed operations capability statements and review annually.

12.6. Logistics Plans Division (LGX). Provides command resource and acquisition logistics policy to include logistics planning support for AFSPC units in peacetime and war.

12.6.1. Acquisition and Resources Branch. Manages integrated logistics support related to the acquisition of new systems and major modifications. Ensures systems logistics support element concerns/issues are addressed throughout all phases of the acquisition process. Is the primary advocate for funding logistics programs necessary to support all space and missile forces.

12.6.1.1. Acquisition Logistics. Command focal point for acquisition logistics policies, instructions, directives and programs. Integrates logistics supportability and sustainment requirements in key requirements/acquisition documents such as Mission Need Statement (MNS), Program Management Directives (PMD), Concept of Operations (CONOPS), and Operational Requirement Documents (ORD). Key participant in the requirements determination and development process as part of the Mission Support Team (MST). Assists Command Leads in the development of system Reliability, Maintainability and Availability (RMA) parameters. Key member of major management teams including Integrated Product Teams (IPTs) and Integrated Concept Teams (ICTs). Key participant in program and design reviews, technical order reviews, provisioning conferences, system guidance conferences, computer resource working groups, training planning team meetings, and testing and turnover/transition working groups. A key player in the development of critical support documentation such as the Integrated Logistics Support Plan (ILSP), Configuration Management Plans (CMP), Computer Resources Life-Cycle Management Plans (CRLCMP), System Acquisition Management Plans (SAMP), Test and Evaluation Master Plan (TEMP), System Training Plans, Sustainment Plans, Maintenance Concepts, and Maintenance Plans.

12.6.1.2. Logistics Acquisition Management Training. Schedules and controls training allocations for all logistics acquisition courses for the directorate and subordinate units for LOG 101, 201, 204, 205, 304 and ACQ 101 and 201.

12.6.1.3. Logistics Resources. Develops and oversees command logistics funding policies and directives. Provides integrated logistics support funds planning and coordinates depot maintenance for space and missile warning systems. Reviews, validates and submits annual logistics support requirements to Air Staff for POM, BES and PB submissions. Aligns projected funding to match logistics requirements throughout the FYDP. Acts as logistics advocate and resource advisor to HQ AFSPC Mission Area Teams. Functions as command logistics interface with Air Staff, HQ AFMC, other MAJCOMs and Air Logistics Centers.

12.6.2. Plans and Readiness Branch. Manages logistics portions of the deliberate (operational) planning process and oversees deployment and wartime sustainment planning. Also provides policy and management of the support agreement program, PPlan review, logistics strategic planning, integration of modernization planning/mission area plans, and Quality Air Force activities.

12.6.2.1. Base Support Planning (BSP). Writes, coordinates and disseminates command pol-

icy and guidance for BSP planning. Receives and coordinates unit base support plans with headquarters functional managers to resolve shortfalls and limiting factors (LIMFACS) to OPlan execution. Provides program management, policy and guidance to AFSPC units. Writes AFSPC supplements and checklists and coordinates other MAJCOMs requirements with AFSPC units. Performs applicable site surveys as required.

12.6.2.2. Operations Plan (OPlan) Management. Disseminates OPlan logistics data, i.e., aircraft tasking, unit moves, evacuations, dispersals, number of sorties, etc. to NAFs, wings and units. Writes plans and builds the logistics portions of Time Phased Force Deployment Documents (TPFDDs) supporting MAJCOM tasking and coordinates plans with units. Publishes and monitors plans implementation; reviews and coordinates logistics annexes to AFSPC supported OPlans and supporting plans. Reviews and coordinates on AFSPC unit taskings in OPlans to ensure correct resources are authorized to meet planned level of activity. Reviews OPlans, contingency and exercise taskings and relays host tasking to unit logistics plans offices and MAJCOM functional managers.

12.6.2.3. AFSPC Battle Staff (BS), Support Battle Staff (SBS) and Crisis Action Team (CAT). Provides logistics personnel support for the applicable command and control center to respond immediately to any crisis action. Coordinates all contingency and exercise logistics issues and scenarios with the other logistics divisions and resolves all shortfalls and LIMFACS.

12.6.2.4. Deployment Management. Creates and provides updates to the Manpower/Equipment Force Package (MEFPAK) Module for inclusion into the Joint Operations Planning and Execution System (JOPES). Focal point for the Integrated Deployment System (IDS) implementation, maintenance and training. Functional OPR for the IDS and Deployment Management System (DEMS). Manages deployment programs required to support war/contingency plans. Identifies Unit Type Code (UTC) tasked units, sources tasking and manages deployment LIMFACS. Assists base level managers with UTC deployment. Validates Special Assignment Airlift Missions (SAAM) and Operational Support Airlift (OSA) requirements. Provides program management, policy and guidance to AFSPC units. Writes AFSPC supplements and checklists and coordinates other MAJCOM requirements with AFSPC units. Performs applicable site surveys as required. Manages and operates the JOPES and Global Command Control System (GCCS) programs for logistics.

12.6.2.5. Total Force Assessment (TFA). Logistics coordinator for TFA (formerly referred to as Base Level Assessments and FORSIZING). Coordinates the development of all logistics annexes and implements TFA directives to evaluate manpower requirements for deployment, in-place and peacetime tasking.

12.6.2.6. Status of Resources and Training System (SORTS) and Designed Operational Capability Statements (DOCS). Logistics coordinator for unit SORTS and DOCS to ensure these documents do not exceed OPlan and functional manager tasking requirements. Reviews unit logistics inputs and resolves shortfalls/LIMFACS.

12.6.2.7. War Reserve Materiel (WRM). Reviews and provides inputs to the War Plans Additive Requirements Report (WPARR), Vehicle Authorization List (VAL), War Consumables Distribution Objective (WCDO) and the fuels requirements listed in the Inventory Management Plan (IMP). Provides program management, policy and guidance to AFSPC units.

Writes AFSPC supplements and checklists and coordinates other MAJCOMs requirements with AFSPC units. Ensures operational and WRM pallets and nets and rations are authorized and managed according to directives. Reports and coordinates all logistics issues with the LG divisions and field units. Performs applicable site surveys as required.

12.6.2.8. Logistics Plans Functional Management. Ensures command AFSC 2G0X1 (Enlisted Logistics Planners) and AFSC 21GX (Officer Logistics Planners) positions are properly filled. Disseminates relevant training policy. Monitors and tracks personnel requiring training, coordinates with training managers for class availability and notifies selected personnel. Manages MAJCOM 2G0X1 and 21GX personnel assignments and actions and coordinates cross-training personnel. Schedules retail and wholesale logistics training for the Logistics Directorate for LOG 199, 299, 399, 499, CWPC, JOPES and DRIS courses. Schedules and ensures all O-4 AFSPC 21XX officers attend the Advanced Logistics Officers Course (ALOC) and applicable officers attend the Joint Course on Logistics. Monitors the Logistics Plans Awards Program and ensures individual and unit submissions of Annual Logistics Plans, Thomas P. Gerrity and Dudley C. Sharp awards are received, processed and selected winners are submitted to USAF/ILXX.

12.6.2.9. Support Agreement Management. Focal point for AFSPC Interservice, Intraservice support agreements and logistics memoranda of agreement. Sets policy and procedures for managing the support agreement program for AFSPC units. Command lead for the support Agreements Management System (SAMS). Reviews, evaluates, coordinates and negotiates command-level support agreements and logistics memoranda of agreement/understanding. Places copies of all AFSPC support agreements on the local area network support agreement library.

12.6.2.10. Programming Plans. Directorate point of contact for creation, review and coordination of logistics annexes in PPlans. Performs site surveys to determine logistics feasibility of unit mission changes.

12.6.2.11. Logistics Strategic Plans. Develops, maintains and manages AFSPC Logistics Strategic Planning which sets the strategic direction and tempo of the Logistics Directorate. Supports the HQ Mission Support Team as the directorate voting member and executive officer; author of the LG Mission Support Plan, identifying logistics requirements/deficiencies/initiatives/disconnects in the outyears, as well as integrating logistics requirements included in all AFSPC Mission Area Plans and other Mission Support Plans. Evaluates and writes LGX inputs to Mission Area Plans (MAPs) and incorporate MAPs into Strategic Planning.

12.6.2.12. Command System Executive Management Report (SEMR) Manager. Reviews and coordinates all applicable AFSPC SEMR assessments with HQ two-letter organizations prior to returning the assessment to the AFMC single manager. Attends annual AF and AFSPC SEMR conferences. Works and resolves space issues with single manager representatives from Air Force Depots.

12.6.2.13. Directorate Quality Advisor. Performs all work in overseeing the directorate's total quality management program planning, administration and evaluation. Facilitates meetings with directorate personnel on quality issues. Presents briefings to senior officers within the directorate. Conducts and teaches formal quality management and leadership courses.

Manages performance measurement development, measurement and reporting.

12.6.2.14. Directorate Resource Advisor. Focal point for all issues involving directorate funding. Advises senior leadership on expenditure of available funds. Produces the directorate financial plan. Manages and coordinates required actions between HQ AFSPC/FM and division resource advisors within the directorate. Produces status reports and briefs to senior officers. Approving official for all IMPAC purchases.

12.6.2.15. Directorate Operational Risk Manager (ORM). Trains directorate personnel in the policies, concepts, definitions and principles of USAF Operational Risk Management. Applies, implements and integrates ORM into directorate operations. Facilitates ORM teams and meetings on operational processes within the directorate.

13. Public Affairs Directorate (PA):

13.1. The Director of Public Affairs. Plans, develops, directs, and implements command communications strategies and activities to enhance internal and external public support for Command missions and requirements. Provides policy, guidance, and oversight for Command public affairs offices. The Public Affairs Director is triple-hatted with responsibility for the NORAD, USSPACECOM and AFSPC Public Affair Offices.

13.1.1. The Public Affairs Directorate provides trusted advice and counsel to the CINC/CV and senior staff and field units.

13.1.2. This directorate provides public information on Air Force efforts to comply with environmental standards.

13.1.3. This directorate is responsible for producing strategic and tactical communication plans to support mission specific requirements.

13.2. Community Relations (PAC). The Community Relations Division coordinates and plans official participation and support of public events.

13.2.1. This division schedules and provides PA expertise to support the command official display.

13.2.2. This division is responsible for management of the Civilian Orientation Flights/PA Travel program.

13.2.3. This division is responsible for coordination and support of general officer public speaking engagements and general officer visitor request.

13.2.4. This division responds to public requests for information (photos, fact sheets, patches, etc.).

13.2.5. Responsible for:

13.2.5.1. Civilian/Interservice Distinguished Visitor Programs

13.2.5.2. Joint Civilian Orientation Program

13.2.5.3. National Security Forum

13.3. Internal Information (PAI). The Internal Information Division provides internal information guidance and services to the command headquarters staff and field PA units.

13.3.1. This division is responsible for production, publication and review of command products, including the command public website.

13.3.2. This division is responsible for command news service which provides news and information to the field and other PA outlets worldwide.

13.3.3. This division provides internal information products (Official biographies, fact sheets, commander videos, commander's call topics, brochures, etc.) relative to the AFSPC mission and people worldwide.

13.3.4. Provides policy and guidance for the management of the Unit Public Affairs Representative program throughout the command.

13.3.5. Provides policy and guidance for the management of unit Commander's Call programs throughout the command and also provides Commander Call topics for program.

13.3.6. Coordinates AFTV NEWS topics with field units to support the command mission.

13.3.7. Provides inputs to Air Force speech program by providing general officer and key personnel significant issue speeches to SAF/PA.

13.3.8. Manages the Hometown News Release Program for the headquarters and provides policy and guidance about the program to the field.

13.4. Media Relations (PAM). The Media Relations Division is the command agency responsible for release of information to the public through print or electronic media that relates to AFSPC's mission, people or its resources.

13.4.1. This division is responsible for providing media training to all command general officers, senior staff and key personnel.

13.4.2. This division is responsible for marketing command messages and events to new media.

13.4.3. Provides for Nongovernmental Visual Media Productions Support.

13.4.4. Produces news clippings (news coverage search, retrieval and distribution) for command senior staff and key personnel.

13.4.5. Responsible for responding to news media inquiries, visits and interviews directed to the headquarters staff and also provides policy and guidance to command field PAs.

13.4.6. Responsible for working and coordinating media orientation flights for the command.

13.4.7. This division performs security and policy review of print and electronic products from this command subject to public release.

13.5. Policy, Training, and Resources (PAR). This division is responsible for force management (manning vacancies, mobility requirements, etc.) of all command PA resources.

13.5.1. Responsible for working and coordinating all assignments actions for PA personnel throughout the command.

13.5.2. Responsible for managing and tracking of command PA personnel relative to the support of any wartime planning effort.

13.5.3. This division plans, tracks and allocates training resources for the command.

14. Directorate of Communications and Information Systems (SC):

14.1. The Director of Communications and Information. Is responsible to the Commander, Air Force Space Command for policy, plans, architectures, integration, space systems sustainment, interoperability, resource management, system management, business process reengineering and security of communications and information systems. This directorate is also responsible for management of assigned satellite systems as established by Joint Staff policies as well as oversight and guidance of the AFSPC Communications Support Squadron, an AFSPC Field Operating Agency (FOA) aligned under the HQ AFSPC/SC.

14.2. Mission Systems Division (SCM). SCM is made up of six Mission Support Teams (MST), a Corporate Information Management Branch and a branch supporting the HQ Force Enhancement Management Team. The headquarters level MSTs provide communications and information (C&I) system management for specific mission areas and are the single customer interface and C&I system advocate for that mission area. The MSTs are responsible for proactive problem and issues identification and resolution, and ensuring sustainment of its mission area. Individual MSTs evaluate and advocate product improvement, equipment/system modifications and enhancements, and ensure integrated life cycle support for the mission area's operational C&I systems. They also review and evaluate program guidance for collateral impacts on other HQ AFSPC directorates, and develop and issue guidance on program implementation support tasks. The MSTs accomplish their tasks by integrating support from cross-functional SC and CSS support activities, and other organizations into Integrated Customer Support Teams (ICSTs). The MSTs are also responsible for metrics supporting system management.

14.2.1. Corporate Information Management Branch (SCMA): SCMA is made up of three sections: Information Policy and Operations; Visual Information; and Command, Control, Communications and Computer (C4) System Requirements.

14.2.1.1. Information Policy and Operations. Provides management oversight for all functional information management programs for NORAD, USSPACECOM and AFSPC. Functional IM programs include: administrative communications; distribution; records management; Freedom of Information Act; Privacy Act; electronic staffing; and functional training specific to the records management, administrative communications and publishing program. Directs and guides the establishment of policies, procedures and guidance. Directs, reviews and approves the development of plans, milestones, program goals, objectives and budget submissions for existing and future programs and initiatives. This section is also the Command Corporate Information Program Manager for the Internet, Intranet, and the World Wide Web. As such, they establish policy and guidance, conduct policy feasibility assessments on all modifications and new requirements, review technical solutions for compliance with established policy and guidance, and develops and directs a consistent and standard design and appearance for organizational web pages.

14.2.1.2. Visual Information (VI). Provides VI policy and guidance, program direction and oversight, and life-cycle management for NORAD, USSPACECOM, HQ AFSPC and subordinate organizations. VI programs include: establishment and maintenance of VI mobility and wartime requirements; photographic laboratories; graphic art; presentation services; VI libraries; video teleconferencing; video documentation/production services; acquisition; disposal and use of equipment and records; VI productions; and conference room configuration and standards. Manages the exercise mobility requirements with Air Staff and the supported Air

Force component commands. Interprets and implements higher headquarters VI policy. Monitors subordinate base VI centers for policy compliance. Reviews and approves reorganization proposals impacting base VI centers on the basis of policy and effective VI services management. Directs and coordinates actions involving consolidation, realignments, reductions and relocations of VI services and resources throughout AFSPC. Develops and approves budget submissions for VI operations and maintenance and investment equipment. Assesses and approves distribution of AFSPC VI funding. Monitors execution of VI funding to ensure it is properly allocated and obligated.

14.2.1.3. C4 System Requirements. Manages the C4 communications systems requirements document (CSR) process for NORAD, USSPACECOM and AFSPC to ensure operations concepts, funding and technical aspects of C4 requirements are documented and evaluated. Interprets and implements higher headquarters policy and guidance. Develops command policy and guidance. Directs and oversees accomplishment of technical solutions to all C4 requirements. Ensures technical solutions are coordinated throughout NORAD, USSPACECOM and AFSPC as appropriate. Chairs the HQ AFSPC Communications and Information directorate C4 requirement prioritization board and published a report documenting C4 priorities and how funding will be allocated.

14.2.2. ICBM Branch (SCMB). The ICBM Mission Support Team serves as the single customer interface, system manager and advocate for all C&I systems associated with the ICBM mission area. Responsible for functions necessary to sustain ICBM C&I systems and services (e.g., Survivable Low Frequency Communications Systems, Strategic Automated Command and Control Systems, ICBM SHF Satellite Terminal, Rapid Execution and Combat Targeting, AFSATCOM and UHF radio). Identifies issues associated with ICBM systems and works these issues with agencies internal/external to AFSPC as necessary to resolve problems.

14.2.3. Satellite Control Branch (SCMC). The Satellite Control Mission Support Team serves as the single customer interface, system manager and advocate for all C&I systems associated with and supporting the satellite control mission area. Responsible for functions necessary to support satellite control C&I systems and services (e.g., AFSCN Master Control Centers, operational control centers, ground stations supporting various satellites. Plans and formulates requirements, concepts and objectives in coordination with HQ AFSPC/SCX acquisition strategies for future C&I systems supporting satellite networks. Identifies issues associated with satellite control systems and works these issues with agencies internal/external to AFSPC as necessary to resolve problems.

14.2.4. Force Enhancement Branch (SCME). The Force Enhancement Mission Support Team provides the command guidance and direction for comprehensive mission focus; bridges near-term actions with long-term planning; provides resource allocation and mission area planning; provides comprehensive, macro analysis and advice on all actions regarding the force enhancement mission area; and advocates for customers needs.

14.2.5. Launch and Range Branch (SCML). The Launch and Range Mission Support Team serves as the single customer interface, advocate and system manager for all C&I systems associated with the launch and range mission area. Responsible for functions necessary to sustain launch/range C&I systems and services (e.g., range radar, range fixed/mobile optics, timing, telemetry, meteorological, HF, range command destruct communications and flight test support system). Plans and formulates requirements, concepts, and objectives in coordination with HQ

AFSPC/SCX acquisition strategies for future launch and range systems. Identifies issues associated with launch and range C&I systems and works these issues with agencies internal/external to AFSPC as necessary to resolve problems.

14.2.6. Surveillance and Threat Warning Branch (SCMV). The Surveillance and Warning Mission Support Team serves as the single customer interface and advocate for all C&I systems associated with the Integrated Tactical Warning/Attack Assessment (ITW/AA) and space surveillance mission areas. Plans and formulates requirements, concepts and objectives in coordination with HQ AFSPC/SCX acquisition strategies for current and future surveillance and warning systems. Attends meetings, reviews, working groups and technical interchanges as necessary to discharge assigned responsibilities. Identifies issues associated with surveillance and warning C&I systems and works these issues with agencies internal/external to AFSPC as necessary to resolve problems.

14.2.7. Command and Control (C2)/Warfare Branch (SCMW). The C2 and Warfare Mission Support Team serves as the single customer interface, system manager and advocate for all C&I systems associated with the Warfare and C2 mission area. Responsible for functions necessary to sustain Warfare and C2 systems and services (e.g., Theater Missile Defense (TMD), Space Warfare Center (SWC), Tactical Exploitation of National Capabilities (TENCAP), Space Based Warning and Command and Control for AFSPC, USSPACECOM and NORAD). Plans and formulates requirements, concepts and objectives in coordination with HQ AFSPC/SCX acquisition strategies for future Warfare and C2 systems. Identifies issues associated with warfare and C2 systems and works these issues with agencies internal/external to AFSPC as necessary to resolve problems.

14.2.8. Space Control Branch (SCMY). The Space Control Mission Support Team serves as the single customer interface, system manager and advocate for all C&I systems associated with the space control and passive space surveillance mission area. Responsible for functions necessary to sustain space control and passive space surveillance C&I systems and services (e.g., Deep Space Tracking System (DSTS), Low Altitude Space Surveillance (LASS) and Passive Space Surveillance (PASS) systems). Plans and formulates requirements, concepts, and objectives in coordination with HQ AFSPC/SCX acquisition strategies for current and future passive surveillance systems. Identifies issues associated with space control and passive space surveillance C&I systems and works these issues with agencies internal/external to AFSPC as necessary to resolve problems.

14.3. Plans, Policy and Resources Division (SCX). Responsible for the long range communications and information mission support planning within AFSPC; managing the command Year 2000 efforts; development of an overall AFSPC enterprise architecture strategy; identification/implementation of communications functional process improvement initiatives; oversight of AFSPC communications and information policies/guidance; management of MAJCOM computer systems; force management of all AFSPC communications and information personnel resources including career management, training, competitive sourcing and privatization initiatives, contingency tasking and staff organizational issues; and programming/funding execution management including the POM, Financial Plan, execution reviews and Other Procurement/O&M funding oversight for a \$220M plus communications budget. HQ AFSPC/SCX also serves as the secretariat for the HQ AFSPC Network Steering Committee (the command's corporate information technology forum). Also provides directorate-level conference, trip book, and senior officer briefing support through the Director's Action Group.

14.3.1. Force Management Branch (SCXB) develops manpower and personnel policy and plans for the command's C&I officer, enlisted and civilian force. Oversees the existing and plans the future C&I organizational structure with the command.

14.3.1.1. Consolidates and submits changes to manpower and organizational publications. Develops manpower change requests. Manages manpower authorizations and use. Manages the 3AXXX, 3CXXX, 2EXXX and 33SX career fields. Monitors and ensures proper use of the C&I AFSCs and personnel.

14.3.1.2. Manages the directorate's military performance evaluation program. Maintains liaison with the Civilian Personnel Flight and manages civilian programs for assigned personnel, including the annual appraisal program and civilian training budget. Develops training policy and plans. Establishes training requirements for assigned personnel. Establishes requirements and acquires quotas for Scope Eagle, the C&I senior officer executive forum, and the Basic and Advanced Communications Officer Training (BCOT/ACOT) courses. Monitors academic specialty requirements for career field advanced academic degrees. Represent the command at career field utilization and training workshops. Participates in the Air Force system training planning team meetings.

14.3.1.3. Develops Competitive Sourcing and Privatization (C&P) plans for the command's C&I functional arena. Reviews and validates all military and civilian C&P nominations for AFSCs 33SX, 2EXXX, 3AXXX, 3CXXX, 3VXXX and 8MXXX skills prior to submission to Air Staff. Ensures positions nominated do not include military-essential functions and do not leave the active force with too few authorizations to meet wartime and overseas rotation requirements. Also responsible for command's C&P force shaping initiatives.

14.3.1.4. Administers the Air Force C&I annual awards program for the command.

14.3.1.5. Supports the director with issues concerning the career development and use of 33SX officers. Works with the director, deputy director, commanders and Air Force Personnel Center on placement of officers, especially key field grade 33SX officers, and the central squadron commander's screening board. Assists director and wing commanders with filling their C33SX positions. Administers command's deployment tasking for C&I personnel resources. Assists director prepare for HQ AFSPC management level reviews associated with central Air Force selection boards and in-residence professional military education boards.

14.3.2. Director's Action Group (SCXD). Provides executive staff and trip support to the directorate by preparing briefings, speeches, conferences and trip books. Prepares for publication various public relations materials consisting of SC-focused newsletters and brochures. Coordinates and conducts SC Directorate Calls, Communications and Information Seminars, various MAJ-COM partnership meetings and visits by distinguished visitors. Coordinates agenda for all trips made by the director and/or his deputy. Travels with the director/deputy as required. Manages special projects related to communication and information issues and initiatives

14.3.3. Resource Management Branch (SCXR). Responsible for planning, programming, budgeting and managing financial resources for the AFSPC/SC. Develops the SC Program Objective Memorandum input for C&I systems. Builds the annual SC financial plan for communications and information systems. Validates new and sustaining requirements for financial resources. Manages day-to-day funding issues associated with assigned program elements. Assesses impacts of proposed budget cuts and defends the proposed budget cuts through the AFSPC corporate pro-

cess to the Air Staff. Represents the SC as a voting member on the AFSPC Mission Teams and the Operational Budget Review Committee. Serves as secretariat for the SC O-6 Board. Provides central management for AFSPC dedicated leased long lines and comm-electronics procurement (3080) funding. As Information Technology Management System (ITEMS) focal point, prepares the Exhibit 43 report. Administers travel, supplies and equipment funding for the directorate.

14.3.4. Enterprise Plans and Architecture Branch (SCXT). Responsible for providing C&I architectures, integration, new technology and standards assistance to SC Leads and MST Team Chiefs as required. Responsible for the long range C&I mission support planning within AFSPC and for analyzing and assessing new technologies and determining their applicability for enhancing the C&I systems of the command. Responsible for ensuring all AFSPC C&I systems are developed and implemented using the proper DoD C&I standards and are in compliance with the Joint Technical Architecture and Defense Information Infrastructure Common Operating Environment. Responsible for analyzing all C&I requirements and ensuring the implementation of highly interoperable C&I systems within AFSPC. Acts as the AFSPC focal point for High Altitude Electromagnetic Pulse survivability issues. This branch provides support to HQ USAF, HQ AFSPC (to include FOAs), USSPACECOM, NORAD and AFSPC wings/bases.

14.3.5. Policy and Process Improvement Branch (SCXX). Functions as the directorate's program planning, policy and process management staff. Conducts planning in coordination with the staff and develops C&I annexes for command program planning (PPlan) documents. Participates in the developing, interpreting and administering C&I policy emanating from AFPDs 33-1, 33-2 and 33-3 in coordination with the functional staff and coordinates establishment of offices of primary responsibility (OPRs) for all 33-Series AFIs. Maintains a network accessible policy management database reflecting both published and projected directorate C&I policies. Also fulfills the MAJCOM Equipment Control Officer (ECO) responsibilities through management of the AFSPC computer system control program providing wings/bases with current policies/procedures essential for ensuring resource accountability and management consistent with AF direction. Provides support to the HQ AFSPC/SC as the command's Chief Information Officer (CIO). Serves as the Secretariat for the Network Steering Committee (NSC). Coordinates the Business Process Working Group (BPWG) and Technical Working Group (TWG) activities, solicits topics, coordinates agendas and manages action items through resolution. Provides process improvement and business process reengineering support and expertise. Identifies, evaluates, prioritizes and facilitates NORAD, USSPACECOM and AFSPC process improvement initiatives.

14.4. MILSATCOM Systems Division (SCZ). Manages assigned satellite communications (SATCOM) systems as established by Joint Staff policies. Allocates resources, in the form of communications capacity and usage, to ensure the President, National Command Authorities (NCA), operational CINCs, and deployed forces have survivable, reliable communications worldwide. Provides operational policy and technical support to define SATCOM requirements, design systems and plan communications operations.

14.4.1. MILSATCOM Systems Integration Branch (SCZI). The MILSATCOM Systems Integration branch provides technical and engineering support for various SATCOM systems. These include the following systems: the Air Force Satellite Communications (AFSATCOM) system including the polar segment, Ultra High Frequency (UHF) Demand Assigned Multiple Access (DAMA), the Single Channel Transponder System (SCTS), the Lincoln Experimental Satellites (LES), Global Broadcast Service (GBS), Mobile Satellite Service (MSS) and emerging commer-

cial and advanced MILSATCOM systems. Responsible for management of these systems IAW current Joint Staff directives. Participates in mission area planning to cover MILSATCOM issues.

14.4.2. MILSTAR Systems Policy and Control Branch (SCZP). The MILSTAR Systems Policy and Control Branch provides policy and guidance governing the development and usage of the MILSTAR satellite system. This includes providing technical support to both the Joint Staff and operational users, assisting in system apportionment, providing communications payload planning, conducting technical assessments of capacity allocations, ensuring MILSTAR complies with established interoperability standards and working with users and the operational community to develop the necessary tools to manage the operational satellites along with their payloads.

15. Safety (SE):

15.1. Advises the commander and wing personnel on safety issues and risk assessment guidance.

15.2. Manages the wing safety programs, coordinates their development, and conducts annual management and staff assistance visits.

15.3. Supervises and conducts commander's Mishap Prevention Program and Hazard Abatement Program.

15.4. Manages the installation Safety Mishap Reporting Program.

15.5. Prepares and provides safety training courseware and conducts classroom and individual instruction.

15.6. Conducts inspections and studies to analyze and document risks, identify cause factors, assign risk assessment codes and to provide unit commanders with safety program assessments.

15.7. Investigates, develops findings, makes recommendations, and reports on safety deficiencies, High Accident Potential and Class "C" on-and off-duty mishaps.

15.8. Reviews contract construction plans for safety compliance, and processes environmental differential pay requests and analyzes safety trends and mishap prevention initiatives.

15.9. Oversees unit nuclear surety programs, coordinates their development, provides nuclear surety courseware guidance, and conducts annual inspections and staff assistance visits (30 SW, 45 SW, 90 SW, and 341 SW only).

15.10. Oversees explosives storage and transport activities by preparing and maintaining explosive site plans, preparing waivers/exemption packages, developing base supplements, reviewing and approving facility licenses, reviewing facility changes and risk assessments.

15.11. Manages the installation flight safety program to include the Bird Aircraft Strike Hazard, Mid Air Collision Avoidance, and Hazardous Air Traffic Report (30 SW, 45 SW, 90 SW, 91 SW, and 341 SW only).

15.12. Establishes and verifies range safety requirements related to the design, checkout, and operations of all hazardous systems which could effect public or launch area safety (30 SW and 45 SW only).

15.13. Provides safety surveillance during safety critical launch operations which could effect public or launch area safety (30 SW and 45 SW only).

15.14. Provides launch recommendation during launch vehicle countdown based on the range safety systems and flight termination action involving decision to initiate destruct of errant system (30 SW and 45 SW only).

15.15. Provides operational analyses of flight safety criteria and develops appropriate flight safety displays and parameters (30 SW and 45 SW only).

15.16. Manages an orbital safety program to include collision avoidance, debris limitation, space environmental effects, anomaly monitoring, mishap reporting, software safety and systems safety (21 SW and 50 SW only).

16. Security Forces Directorate (SF):

16.1. The Director of Security Forces. Directs all security programs for NORAD, USSPACECOM and AFSPC. Provides security policy and guidance for all three headquarters and subordinate units worldwide to protect space, nuclear, and missile resources. Plans and programs security protection for future space programs. Directs the information security and law enforcement programs for the three commands. Directs security for DoD Space Transportation System Contingency Support Operations. Provides inspection criteria to HQ AFSPC/IG.

16.2. Force Protection Division (SFP):

16.2.1. Provides direct support to USSPACECOM J3 for antiterrorism and counterterrorism matters.

16.2.2. Develops USSPACECOM policy and procedures for antiterrorism/force protection.

16.2.3. Reviews terrorist threat information and provides analysis and dissemination of same to field units, as appropriate.

16.2.4. Develops exercise scenarios, which test and evaluate force protection procedures and initiatives.

16.2.5. Coordinates AT/FP requirements with appropriate geographic CINCs for USSPACECOM sites/installations located within a CINCs Area of Responsibility (AOR).

16.2.6. Ensures HQ USSPACECOM personnel deploying into geographic CINCs AORs are aware of and complete pre-deployment training requirements as specified by the supported CINCs.

16.3. Security Forces Operations Division (SFO). Provides guidance, ensures accountability, develops policy, and coordinates for:

16.3.1. Classified contracts guidance.

16.3.2. Information Security Program Review for all AFSPC installations.

16.3.3. System Operational Protection Guides

16.3.4. Security education and training materials for NORAD, USSPACECOM and AFSPC.

16.3.5. Top Secret control accounts.

16.3.6. Combat Arms programs and policies.

16.3.7. Law enforcement policy.

- 16.3.8. Nuclear Surety issues.
- 16.3.9. Space Systems Security policy.
- 16.3.10. Security Forces Operations Plans; Warplans; UTC Oversight; SORTS; and DOCs.
- 16.3.11. Training and quality control guidance to AFSPC field units.
- 16.3.12. Formal Schools quotas.
- 16.3.13. Personnel Security Program Management.
- 16.3.14. Military Working Dog Program.
- 16.3.15. Confinement Management.
- 16.3.16. ICBM COMSEC Management.
- 16.3.17. AFSPC Anti-Terrorism Policy.

16.4. Programs and Resources Division (SFX). Provides guidance, ensures accountability, develops policy, and coordinates for:

- 16.4.1. Acquisition system security matter for Air Force Requirements Generation Process.
- 16.4.2. Equipment Distribution Schedules.
- 16.4.3. Manpower and Personnel actions for Security Forces.
- 16.4.4. New and upgraded alarm sensor systems.
- 16.4.5. Programming and budget issues for Security Forces.
- 16.4.6. UTC Logistics Force Detail Management.
- 16.4.7. Contingency Operations and Deployment Management.

17. Command Surgeon General (SG):

17.1. The Command Surgeon. Responsible for the management and oversight of all medical service aspects of NORAD, USSPACECOM and AFSPC with the exception of the Peterson Complex which is managed by the 10th Medical Group at the Air Force Academy. Develops and implements clinical, dental, aerospace medicine and administrative policy and guidance. Manages resources to ensure optimal medical support and maximum wartime readiness and combat capability by developing and operating a comprehensive community based health care system that promotes the health and morale by providing timely quality medical service for all active duty members, their families, and other beneficiaries.

- 17.1.1. Develops and implements clinical and aerospace medicine.
- 17.1.2. Provides guidance on Physical Standards management.
- 17.1.3. Monitors medical waivers for Flying and Special Operational Duty Personnel.
- 17.1.4. Provides guidance on Health Promotion/Wellness/Suicide Prevention/Tobacco Reduction/Cycle Ergometry programs.
- 17.1.5. Monitors compliance OSHA/EPA/Occupational Health, Hazardous Material and Waste Management Programs.

- 17.1.6. Provides guidance on Public Health issues.
- 17.1.7. Manages Bioenvironmental Engineering programs.
- 17.1.8. Consolidates planning and develops requirements for Medical Plans and Readiness.
- 17.1.9. Provides oversight and direction for Medical Intelligence.
- 17.1.10. Exercises administrative control and oversight of repair, maintenance and construction management of medical facilities.
- 17.1.11. Develops plans and oversees War Reserve Material (WRM) management.
- 17.1.12. Provides oversight and direction of Medical Stock Fund management.
- 17.1.13. Identifies requirements and provides guidance on Medical Information Systems.
- 17.1.14. Plans and develops medical and dental financial management and Medical POM.
- 17.1.15. Monitors and controls Officer/Enlisted Manpower requirements and staffing.
- 17.1.16. Provides guidance for Managed Care/TRICARE programs.
- 17.1.17. Develops guidance and provides oversight of Dental Services.
- 17.1.18. Oversees compliance with federal, state, and local nursing regulatory requirements.
- 17.1.19. Identifies and monitors requirements for Medical Training and Education.

17.2. Health Services Management (SGA). Directs and conducts administrative oversight of health care delivery. Primary advisor on execution of command medical budget. Responsible for planning and development of all medical administrative policy, guidance and oversight of medical administration programs in the command to include all logistics, facilities, manpower, financial and administrative portions of medical readiness programs.

17.3. Medical Operations (SGP). Provides oversight and policy guidance for clinical and flight/missile medicine (to include PRP and waivers), public health, immunizations, family advocacy, bioenvironmental engineering, health promotion, clinical preventive services, suicide prevention, and substance abuse reduction programs. Responsible for planning, oversight, and monitoring of command force health protection programs. Provides oversight for all medical professional activities. Directs credentialing and privileging policies. Ensures compliance with federal EPA and OSHA regulations protecting the health and environment of command personnel and communities. Monitors and provides guidance on Medical Intelligence and other pertinent readiness matters.

17.4. Dental Services (SGD). Responsible for the administration of programs, staffing requirements, facility and equipment upgrades and professional education of dental services. Formulates and administers dental policies, programs and procedures.

17.5. Nursing Services (SGN). Provides policy and guidance for command nursing activities. Maintains liaison with federal, state and local nursing regulatory bodies. Ensures compliance with established requirements.

18. Directorate of Services (SV):

18.1. Director of Services. Represents the Commander regarding all aspects of the Command's Services programs. Provides direction, policy, guidance, and oversight for these programs in support of

intercontinental ballistic missiles (ICBMs), space launch, space surveillance, early warning, and satellite operations in peacetime, wartime, and contingencies, and to enhance the fitness and quality of life for Air Force members and their families.

18.2. Programs and Resources Division (SVP). Provides staff supervision, assistance, advice, training as necessary to operate and maintain diversified, well-managed Services business activities and recreational programs such as, officers' clubs, non-commissioned officers (NCO) clubs, collocated, and consolidated clubs, aero clubs, bowling centers, golf courses, skills development, outdoor recreation programs, youth activities, membership association activities, private organizations, Corporate Standards, Corporate Focus, resource, recovery, and recycling programs (RRRP), marketing, corporate sponsorship programs, and ticket and tour programs. Provides liaison between the command and AAFES and DeCA operations. Prepares and publishes AFSPC directives and supplements to establish operating criteria, operational goals and objectives, procedures and techniques. Interprets and implements USAF directives and initiatives. Administers the AFSPC Command Lodging Fund (CLF) and the Command Morale, Welfare, and Recreation (MWR) Fund. Provides overall operational guidance, assistance, advice and training to Services business activities. Serves as the MAJCOM manager for marketing, commercial sponsorship, commercial travel, amusement and slot machine, alcohol control programs. Provides an authoritative source of program management analysis required to develop, provide and operate Services business activities and programs and determine management, customer, and economic impact for proposed policy or program changes for oversight of Services programs at sites, installations, and activities within AFSPC.

18.2.1. Provides MAJCOM direction, control and ensures the effective, efficient and economical use of SV appropriated (APF) and nonappropriated (NAF) fiscal, logistical, and manpower. Develops and implements sound business policies, practices, and concepts for all resources management programs. Directs and monitors all resource management activities. Serves as responsible official for all resource management, resource record keeping and reporting systems, purchasing and contracting, risk analysis, internal controls, and resource planning. Provides fiscal, logistical and data automation support and advice for the Directorate of Services. Develops and implements SV fiscal management programs. Plans and establishes fiscal and logistical procedures, including asset management, expenditure control, accountability, authorization/allowance parameters, reporting, and ancillary fiscal services (insurance, purchasing, payroll, Special Morale and Welfare expenditures, etc.). Advises Directorate of SV, Directorate of FM, NAF's Council, and wing commanders on status of fiscal and logistical programs and the ability to meet current and projected requirements. Establishes guidelines for implementing projected programs or changes to mission. Provides fiscal guidance and instruction for nonappropriated fund custodians. Directs and monitors SV resource management activities. Uses automated data systems programs for resource visibility and control to ensure operation within established USAF and MAJCOM parameters. Uses command management information and fiscal database programs to evaluate and provide insight into resource and acquisition programs for staff agencies, Command elements and AF reporting. Develops customer support training and advisory services to effectively use the resource record keeping and reporting systems. Receives and monitors field reports to the MAJCOM. Assembles and compiles reports to AF offices. Maintains filing systems of designated fiscal records. Performs Purchasing Agent duties. Assists resources management and systems officers with research and extract activities for development of guidelines and evaluations. Assists field personnel in use of resource record keeping, and reporting systems. Troubleshoots user problems upon request.

18.3. Combat Support and Plans Division (SVX). Provides staff supervision, assistance, advice, and training as necessary to maintain Services SORTS and readiness capabilities and well-managed Services programs such as: libraries, construction, human resources office, appropriated fund dining facilities and flight kitchens, lodging, troop support, fitness centers, and training. Has membership on the Air Force Services Enlisted Council and acts as liaison for all Services enlisted matters within the command. Prepares and publishes AFSPC directives, standards, and supplements to establish operating criteria, operational goals and objectives, procedures and techniques. Interprets and implements USAF directives and initiatives. Provides programmatic oversight of the AFSPC Command Lodging Fund (CLF). Serves as the MAJCOM manager for all AFSPC Services education and training requirements. Conducts annual AFSPC Innkeeper and Hennessy evaluations and forwards nominees to compete at Air Force level. Conducts base-level staff assistance visits as requested.

18.3.1. Provides MAJCOM oversight of the nonappropriated fund (NAF) construction program by conducting site visits, reviewing Needs Validation Studies, attending design review meetings, and monitoring design/construction progress. Acts as the liaison between bases and the Air Force Services Agency when requesting funds release for projects. Advises Directorate of SV, Directorate of FM, HQ AFSPC NAF Council, and wing commanders on status of the NAF construction program and recommends course of action to meet current and projected facility requirements. Establishes guidelines for implementing projected programs or changes to mission.

18.3.2. Receives and monitors field reports to the MAJCOM. Assembles and compiles reports to the Air Force Services Agency or HQ USAF/ILV.

19. Directorate of Plans and Programs (XP):

19.1. The Director of Plans and Programs. Develops doctrine, policy, strategy, mission needs, concepts, and plans to control and exploit space. Programs and advocates resources, provides manpower and organization, performs modeling, simulation and analysis, and develops and sustains international relations in direct support of NORAD, USSPACECOM, USSTRATCOM and Air Force missions. Operates and develops the National Test Facility for ballistic missile defense and the warfighting CINC's.

19.2. Analysis Division (XPA). Acts as chair for Space Modeling, Simulation and Analysis (MS&A) IPT; Command focal point for MS&A policy, planning and programming; advisor to AFSPC Mission Support Team (MST); advisor to Space Control Team (SCT); advisor to Space Support Team (SST); advisor to Force Enhancement Team (FET); and, advisor to Force Applications Team (FAT).

19.2.1. Acts as AFSPC MS&A Board Secretary. Is the command representative to the Air Force Modeling, Simulation and Analysis Working Group and the AF model Management Steering Group. Responsible for the MS&A master plan for AFSPC. Responsible for Modeling and Simulation Resource Repository. Acts as space MS&A IPT webpage master. Provides modeling and simulation to exercises and wargames. Responsible for MS&A Validation, Verification, and Accreditation's (VV&A) Policy.

19.2.1.1. Develops and maintains Legacy Model Transition Plan.

19.2.1.2. Provides for new Vector Model Development support.

19.2.2. Responsible for High Level Architecture (HLA) Transition Policy

19.2.3. Acts as Aerospace POC for AFSPC.

19.2.4. Member and participant in Space Thunder User's Group (STUG).

19.2.5. Command financial focal point and PEM for PE65808F. Conducts PE65808F Steering Group.

19.3. Chief Scientist (XPC). Functions as Chief Scientist for XP and Command. Provides technical information and advice to senior staff officials to aid in command decision making process. Provides recommendations on operations research, scientific and technical matters in connection with the initiation, prosecution and evaluation of command operations and programs. Command point of contact for Air Force Scientific Advisory Board (AFSAB), Defense Science Board (DSB), Air Force Office of Scientific Research (AFOSR), and National Academy of Sciences. Senior representative of the command with national and international scientific technical and professional organizations and activities. Functions as the AFSPC advocate to the technical community by identifying and advancing AFSPC's scientific and technology requirements. Directs the Science and Engineering (S&E) Career Management program by developing AFSPC's position on policies and procedures for participation in the program.

19.3.1. Determines Advanced Academic Degree (AAD) requirements for AFSPC scientific and technical positions.

19.3.2. Represents AFSPC as National Research Council (NRC) representative.

19.3.3. Chairman of AFSPC's Commander's Scientific Advisory Group (SAG).

19.3.3.1. Chairman of the AFSPC Commander's Scientific Advisory Board (SAB) Cross-Matrix Panel.

19.3.4. Serves as the command's Scientific and Technical Officer (STINFO).

19.4. International Affairs Division (XPI). Formulates and implements international plans and policies for Air Force Space Command to include: developing and implementing National Disclosure Policy for AFSPC and directing AFSPC arms control implementation and compliance efforts. The division:

19.4.1. Anticipates and assesses world events impacting command facilities.

19.4.2. Provides politico-military analysis for overseas basing/deployment actions.

19.4.3. Conducts international discussions/negotiations.

19.4.4. Ensures compliance with and develops guidance for arms control treaties applicable to AFSPC programs and units.

19.4.5. Increases awareness to sensitivities and requirements of overseas operations.

19.4.6. Coordinates Command foreign basing/operating rights actions.

19.4.7. Oversees foreign travel of AFSPC and assigned foreign exchange personnel.

19.4.8. Directs Command Foreign Military Sales and security assistance activities.

19.4.9. Serves as executive agent on Foreign Disclosure Policy for AFSPC.

19.4.10. Command's approval authority for releasing information to foreign nationals.

19.4.11. Administers the Command's foreign visit program.

19.4.12. Pending assumption by HQ NORAD Foreign Disclosure, approves and coordinates all visits by Canadian NORAD personnel to DoD agencies and contractor facilities.

19.4.13. Oversees export license and technology transfer actions.

19.4.14. Serves as command focal point for the military-to-military contact program.

19.5. Manpower Division (XPM). Responsible for the development, validation and programming of command manpower resources, validation of organization and manpower authorization changes, commercial activities and wartime manpower planning processes and execution, and maintenance of manpower accountability for assigned mission areas. The division:

19.5.1. Manages HQ AFSPC manpower ceilings.

19.5.2. Ensures command manpower requests are consistent with current Air Force Manpower Standards.

19.5.3. Prepares Manpower Estimate Reports (MERs) for new systems.

19.5.4. Analyzes and reviews core colonel requirements, military grades program, and rated requirements to ensure compliance with Air Force regulatory requirements.

19.5.5. Ensures mission directives are in place for every unit and updated annually.

19.5.6. Ensures programming actions are completed and implemented in the command manpower data system.

19.5.7. Prepares clear, timely field guidance to accurately relay organizational tasking needed to implement/complement changes in business practices or mission focus happening across the command.

19.5.8. Conducts extensive analysis internal and external to AFSPC to prepare thoughtful, thoroughly staffed recommendations dealing with effective organizational structures for program areas representing diverse yet interrelated occupations or work processes. New organizational structures developed, validated and published reflecting proper span of control, logic of responsibility/authority lines, and functional groupings.

19.5.9. Accomplishes all required organization reports, documentation, chartbooks, and special orders for approved organizational actions.

19.5.10. Performs extensive analysis to determine outlying impacts of change requests (organizational impacts, resource impacts).

19.5.11. Provides manpower expertise and support to the mission area teams during all phases of the Planning, Programming, and Budgeting System (PPBS) process.

19.5.12. Controls and implements Air Force directed office symbols affecting AFSPC units. Develops, maintains, and implements office symbols unique to AFSPC and ensures standardization where feasible. Adheres to Air Force direction and ensures timely implementation.

19.5.13. Participates in AFSPC wartime manpower planning process.

19.5.14. In conjunction with XPT, participates in AFSPC commercial activities program.

19.6. Programs and Legislative Affairs Division (XPP). Responsible for all command-level planning affecting installation and systems activation/inactivation, unit beddown, and base realignment actions involving space and missile resources. The division:

19.6.1. Directs programmatic decisions for 7 bases, 11 stations and AFSPC/Contractor presence at various overseas and CONUS locations.

19.6.1.1. Develops all command Programming Plans and site surveys.

19.6.1.2. Formulates command positions on key programming and installation issues and initiatives in response to major international events and fiscal matters that impact AFSPC missions.

19.6.2. Command focal point for Program Change Requests (PCRs) and environmental impact assessments related to mission changes/beddowns.

19.6.3. Tracks, researches, analyzes and reports all congressional activity affecting spheres of interest to AFSPC senior leadership.

19.6.3.1. Identifies key issues, builds strategies, and advises senior leadership on recommended courses of action.

19.6.3.2. Arranges, determines itinerary, and conducts visits to AFSPC facilities by Congressional members and staff.

19.6.3.3. Interfaces with OSD, Joint Staff, Air Staff, USSPACECOM, NORAD, and government agencies on legislation.

19.6.4. Leads AF financial program data base analysis for HQ AFSPC: 148 Program Elements (PEs).

19.6.4.1. Organizes, guides and leads Command's Program Objective Memorandum (POM) submission.

19.6.4.2. Develops training on the DoD budget and the USAF/AFSPC POM processes; conducts POM and Program Element Monitor (PEM) training for AFSPC PEMs, Space and Missile System Center personnel, and Air Force Research Laboratory personnel.

19.6.4.3. Updates Command leadership on program element changes during a myriad of programming exercises.

19.6.5. Develops, evaluates, and analyzes issues relating to force structure and modernization for Unified Warfighting Commands.

19.7. Competitive Sourcing and Privatization (CS&P) (XPT): The division:

19.7.1. Identify, nominate, and oversee the implementation of CS&P efforts within the Command.

19.7.2. Act as Command focal point for interfacing with Air Staff and other MAJCOM's in developing AF-wide guidance on CS&P.

19.7.3. Author, interpret, edit, disseminate HQ AFSPC guidance/policy on CS&P.

19.7.4. Provide staff assistance to wings on CS&P.

19.7.5. Establish, develop, and schedule CS&P training.

19.7.6. Benchmark best business practices for implementation in AFSPC.

19.8. Plans Division (XPX). Leads the development of an integrated strategic vision, associated doctrinal evolution and modernization plans for USAF space and missile missions. The division:

19.8.1. Provides HQ AFSPC inputs to AF Strategic Plan, Annual Planning and Programming Guidance, Air Staff Resource Planning Tool, and other AF modernization/long-range planning efforts.

19.8.2. Orchestrates AFSPC's integrated planning process (IPP) leading Mission Area Teams through Mission Area Assessment, Mission Needs Analysis, Mission Solution Analysis, and Integrated Investment Analysis; and generating Mission Area Plans and an integrated Strategic Master Plan (SMC). Provides POM guidance for future spaces systems.

19.8.2.1. Identifies, prioritizes, advocates funding for and monitors all analytical effects in support of the IPP.

19.8.2.2. Co-chair to SMC Technical Planning Integrated Product Team (TPIT).

19.8.3. Integrates long-range planning efforts with MAJCOMs, NASA, NRO, Product Centers, Labs, USSPACECOM, USSTRATCOM, NORAD, OSD, Joint Staff and Air Staff.

19.8.3.1. AFSPC long-range representative to the ICBM Long-Range Planning Forum (ILRP).

19.8.4. Command's focal point for:

19.8.4.1. Science & Technology (S&T) plans, responsible for assisting Air Force Research Laboratory (AFRL) in prioritizing and funding S&T programs in support of Command's modernization.

19.8.4.1.1. Responsible for building the Science & Technology Mission Support Plan.

19.8.4.1.2. Responsible for tracking commercial and civil research and development.

19.8.4.1.3. Assessing emerging government and commercial technology investments, identifying duplication, and leveraging S&T with the NRO, DASA, DARPA, Air Staff, and industry.

19.8.4.2. Responsible for production of the AFSPC Vision.

19.8.4.3. AF and DoD Space Experiment Review Board; priorities advanced technology demonstrations (ATDs) and integrated space technology development initiatives (ISTD), and assists AFSPC/DRR in prioritizing advanced concepts technology demonstrations (ACTDs)).

19.8.4.4. Review of doctrine (joint and Air Force) of national military strategies and space policy (national, DoD, USAF, and USSPACECOM).

19.8.4.5. Serves as component representative to USSPACECOM and NORAD in development of CINCSPACE and NORAD integrated Priority Lists. Command lead for support of USSPACECOM, NORAD, and USSTRATCOM force structure planning.

19.8.4.6. Contingency war planning responsible for deliberate, crisis action and mobility planning processes with Air Force war mobilization plan.

19.8.4.6.1. Responsible for all Global Command & Control System (GCCS) operational

issues to include Joint Operational Planning Execution Systems (JOPES) Contingency Operational/Mobility Planning Execution System (COMPES), Deliberate/Crises Action Execution System (DCAPES). GCCS Infrastructure Requirements Review Board voting member. Provides oversight of design operational capability (DOC) and status of readiness and training system (SORTS).

19.8.4.6.2. Develops strategy, policy, and doctrine for military space operations. MAJ-COM voting member of Air Force Doctrine Working Group.

19.8.4.6.3. Manages unit type code (UTC) development and time-phased force deployment data in support of war plans.

19.8.4.6.4. Functional area manager for wartime training courses.

19.8.4.6.5. Participant in the Title X and space wargames.

19.8.5. HQ AFSPC focal point for Special Access Requirement (SAR) for Plans and Programs.

19.8.6. Directorate's POC for the Senior Leadership Forum.

DONALD P. PETTIT, Colonel, USAF
Director of Plans and Programs