



DEPUTY SECRETARY OF DEFENSE
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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
COMMANDER, U.S. STRATEGIC COMMAND
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER

SUBJECT: Designation of the Principal DoD Space Advisor

Although the DoD Space Enterprise remains strong, I am concerned about the growing vulnerabilities of our National Security Space (NSS) constellation, upon which our global military operations rely so heavily. I also worry about the expanding space capabilities of potential adversaries, which may pose threats to our deployed military forces and our military advantage. Given these two trends, we must prepare for the possibility that conflict on Earth might extend into space. We must first strive to deter potential adversaries from attacking our NSS constellation. Should deterrence fail, however, we must also develop the capabilities, tactics, techniques, and procedures to preserve the constellation – even as it is being attacked – and achieve space superiority throughout a conflict.

To accomplish these two aims, DoD requires a governance structure that monitors and oversees the performance of the entire DoD space portfolio and provides cogent and analytically-supported programmatic recommendations to departmental leadership. Given constrained resources and the uncertain budget environment, this governance structure must ensure the Department appropriately prioritizes the level of resources devoted to space capabilities among our many defense needs and makes the right set of prioritized choices within our space portfolio.

The Secretary of the Air Force is currently designated as the DoD Executive Agent (EA) for Space. While the EA for Space construct has proven useful, the position is perhaps best described as a “coordinator” that provides consensus recommendations on space program direction and capability development from the large number of departmental space stakeholders. However, given the complexity of many space issues and the broad range of stakeholder perspectives, consensus has often proven difficult to achieve. To enhance the governance of the DoD Space Enterprise, we need to strengthen its leadership by sharpening portfolio authorities and responsibilities and unifying diffused and competing voices within the Department.

Toward this end, the DoD EA for Space is hereby re-designated as the Principal DoD Space Advisor (PDSA), which will act as primary space advisor to the Deputy’s Management Action Group (DMAG), the Joint Requirements Oversight Council, and the Defense Acquisition Board (DAB). The PDSA will also act as primary advisor to senior DoD officials, including the



Secretary and Deputy Secretary of Defense, the Office of the Secretary of Defense (OSD) Principal Staff Assistants (PSA), and the Chairman and Vice Chairman of the Joint Chiefs of Staff. As such, the PDSA will oversee all departmental space matters, including policies, strategies, plans, programming, and architecture assessment across the DoD Space Enterprise. In addition, the PDSA will advance NSS strategies through established processes for planning, programming, budgeting, and execution, space program acquisition, and space policy development. Furthermore, the PDSA will fulfill the requirement for a Principal DoD Space Control Advisor as defined in the FY16 National Defense Authorization Act.

The Secretary of the Air Force will perform the duties of the PDSA and chair the Defense Space Council (DSC), which shall be expanded to include all DoD elements with space programmatic authorities. The PDSA, assisted by the DSC and the Director, Cost Assessment and Program Evaluation, will conduct an annual Space Strategic Posture Review (SPR). The Space SPR will:

- Focus on strategic portfolio level decisions vice individual programmatic actions;
- Review the budget submissions of every entity with responsibilities for space capability development and assess their compliance with the National Security Council-approved Implementation Plans and departmental policy and programmatic guidance;
- Review promising new space technologies and capabilities;
- Assess the strengths and weaknesses of the DoD space portfolio;
- Conduct collaborative assessments of the NSS architecture with the Intelligence Community; and,
- Provide the DMAG and the Secretary of Defense with prioritized programmatic choices for space capabilities.

In addition to chairing the DSC, the PDSA will also:

- Provide prioritized recommendations in the Program and Budget Review issue cycle by submitting issue papers relating to the Program Objective Memorandum submission of any DoD component responsible for the development of space capabilities;
- Provide oversight to the Space Security and Defense Program, which will continue to report jointly to the Commander, Air Force Space Command, and the Director, National Reconnaissance Office;
- Actively participate in the DAB and subordinate bodies to support tighter alignment of acquisition decisions with space strategy; and,

- Accompany the Under Secretary of Defense for Policy to represent DoD for National Security Council-sponsored space deliberations at the Deputies Committee level and below.

The PDSA will deliver quarterly updates to the DMAG on DSC deliberations and recommendations, providing an update and assessment of the state of the DoD Space Enterprise. The PDSA will also present major space issues for decision. While the PDSA will strive to coordinate and provide recommendations in conjunction with the DSC whenever possible, the PDSA will submit independent assessments and recommendations to the DMAG in cases where the members of the DSC are unable to achieve consensus.

The existing Director, DoD EA for Space Staff, will be re-designated as the Director, PDSA Staff. The Director, PDSA Staff will support the PDSA and be advised and assisted by the Service and OSD leads for space policy, programming, acquisition, and operations.

Departmental directives, including DoD Directive 5101.02E, DoD EA for Space, will be updated to reflect the guidance provided in this memorandum. PDSA responsibilities and authorities will not affect the existing responsibilities and authorities of the other PSAs, with one exception, the Under Secretary for Acquisition, Technology, and Logistics will no longer oversee the activities of the PDSA. However, I expect that all PSAs will closely coordinate their space-related activities with the PDSA and work to harmonize efforts in support of the space strategy.

With the designation of the PDSA, the Department is moving toward a more cohesive and unified space governance model. The intent is to provide the DoD Space Enterprise with more focused strategic planning and programming in order to respond to present and evolving threats to our Nation's space constellation and capabilities, as well as adversary space capabilities that threaten our forces.

A handwritten signature in black ink, appearing to read "R. G. ...", is positioned below the text. The signature is stylized and cursive.