



21 Dec 12

MEMORANDUM FOR AFSPC NAF, CENTER AND WING COMMANDERS
HQ AFSPC DIRECTORS

FROM: AFSPC/CC
150 Vandenberg Street, Suite 1105
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SUBJECT: 2012 - Year in Review

1. By any measure, 2012 has been a watershed year for Air Force Space Command. Today, more than ever before, we're witness to Air Force Space Command's game-changing capabilities, honed over the 30 years we've been in existence. The way America fights today is underpinned by the very assets we provide to the joint fight. With the increasing pressures that result from a more dangerous world and shrinking budgets, we've been given an opportunity to showcase the effectiveness and efficiencies of both space and cyber as force multipliers—and you delivered.
2. Our accomplishments in cyberspace have been impressive. We continued to make progress on the AFNet migration effort as we drive toward a single, centrally-managed, homogeneous and defensible enterprise. Operationally, we expanded defense of COCOM air, space and cyber missions, and we implemented increased pro-active defensive measures across the Air Force. Operators from 24 AF provided cyber overwatch for more than 4,000 RPA sorties worldwide, executed 4,000+ Computer Network Exploitation missions against 10,000+ national priority targets and supported 100+ IED neutralizations in Afghanistan.
3. Also in cyberspace, this year we established a Cyber Acquisition Office at Lackland AFB, bringing together a team of cyberspace operators and engineers to improve our ability to implement new cyberspace capabilities on operationally relevant timelines. In an effort to normalize funding and sustainment of cyberspace systems, we submitted several of our most critical cyberspace programs for official designation as USAF weapon systems. These efforts, coupled with several notable operational successes, sparked a much broader discussion with our senior leadership on how the Air Force views our role in this critical domain. In October, the CSAF held a summit with senior leaders from across the Air Force to chart a way ahead. In the weeks since the summit, we've made great progress defining how we will organize to present forces, develop our personnel, and sustain the nascent capabilities we are building. Trust me, there will be plenty of work to do well into the future.
4. 2012 has been a year of change for our Space forces as well. We've made giant strides in the integration of space capabilities to produce combat effects for the joint force. This year we teamed with USSTRATCOM to rewrite the space roles and relationships between the COMAFFOR (AFSPC/CC) and the Combatant Commander (COCOM). We are now executing the COMAFFOR role for the CDRUSSTRATCOM ensuring proper presentation of AF Space and Cyber forces. This provides the COCOM with a single four-star commander for AF issues.
5. While it may take years to realize the impact of the changes just mentioned, day-to-day we're providing incredible effects on the battlefield. This year we witnessed ten more flawless

launches of the Evolved Expendable Launch Vehicle, extending the record breaking streak to 90 since 1999. And what makes this streak even more impressive, we've accomplished this while working hard to drive down our cost per launch. We've also delivered the second AEHF satellite, a fourth WGS satellite, a new communications satellite for the Navy, a third GPS II-F satellite, 4 NRO satellites, a NASA payload, and another successful launch of an Orbital Test Vehicle. When it comes to launch, our record is truly unprecedented.

6. We also achieved a major milestone in space command and control, completing the operational utility evaluation for the first increment of the JSpOC Mission System (JMS) at Vandenberg. For years we've been tracking objects in space, counting and reporting numbers, and watching the population steadily grow. As we transition to the JMS, we will better understand our operational environment, assess the threats we face, and improve our ability to command and control our forces to respond. We will move from a reactive posture in space to a much more predictive one. Increment 1 of JMS is simply the first step toward that future. Even as we anxiously await the full capability of JMS, this past year we supported the international community by providing monitoring and tracking analysis on the reentry of the failed Russian Phobos-Grunt space craft. We also predicted the reentry and breakup of a failed Russian Breeze-M launch, guaranteeing our Nation's leadership the highest quality space situational awareness.

7. As we approach 2013, we must capitalize on these and the myriad other accomplishments if we're going to be successful tackling the many challenges ahead. We will continue to see significant budgetary pressure as our Nation develops a way forward on deficit reduction. This will require us—individually and collectively—to find new and innovative ways to operate and sustain our forces. From a threat perspective, we must smartly modernize our forces and build more resilient architectures. Finally, we must continue to work together in this Command to erase the seams between our space and cyber mission areas, thereby transforming the provisioning of decision-quality information for our AF commanders.

8. I am truly fortunate to lead this team and I am deeply honored to serve with each of you. After thirty years of demonstrated excellence in AFSPC, our Airmen (military and civilian) and contractors remain the heart and soul of America's vital space and cyber forces. I wish you and your families a joyous and safe holiday season and I look forward to a great 2013!

WILLIAM L. SHELTON
General, USAF
Commander